

**Document Pack**  
**Committee and Members' Services Section**  
**3<sup>rd</sup> Floor, Adelaide Exchange**  
**24-26 Adelaide Street**  
**Belfast BT2 8GD**



8<sup>th</sup> August, 2008

**MEETING OF DEVELOPMENT COMMITTEE**

Dear Councillor

The above-named Committee will meet in the Council Chamber, 3rd Floor, Adelaide Exchange on Wednesday, 13th August, 2008 at 4.30 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully

PETER McNANEY

Chief Executive

**AGENDA:**

1. Routine Matters
  - (a) Apologies
  - (b) Minutes
2. Presentation from Amnesty International regarding the Council's Sister City Relationship with Hefei (Pages 1 - 4)

To receive a presentation from representatives of Amnesty International regarding the Council's Sister City relationship with Heifi in China, with particular reference to human rights issues in that area of China.

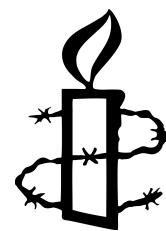
3. West Belfast and Greater Shankill Enterprise Council (Pages 5 - 8)

To consider further the minute of the meeting of the meeting of 27<sup>th</sup> February under the heading "Renewing Communities Local Masterplans – West Belfast and Greater Shankill Enterprise Council which, at the request of Councillor D. Dodds, was referred back to the Committee by the Council at its meeting on 1<sup>st</sup> April and which the Committee deferred consideration of at its meetings on 9<sup>th</sup> April, 14<sup>th</sup> May and 11<sup>th</sup> June.

4. Lagan Canal Restoration (Pages 9 - 16)
5. Northern Ireland Tourism Board Draft Corporate Plan 2008-2011 (Pages 17 - 30)
6. European Unit Update (Pages 31 - 36)
7. Community Festivals Fund (Pages 37 - 88)
8. Events Unit Update (Pages 89 - 140)
9. Broadway Junction Public Art (Pages 141 - 146)
10. Ulster Hall Refurbishment (Pages 147 - 164)
11. Draft Final Community Support Plan 2008-2010 (Pages 165 - 244)
12. Strategic Neighbourhood Action Plan Update (Pages 245 - 270)
13. Greater Shankill Neighbourhood Renewal Action Plan (Pages 271 - 298)
14. The Department for Social Development's Retail Sequencing Policy (Pages 299 - 300)
15. Markets Update (Pages 301 - 304)
16. Renewing the Routes Update and Falls Public Art (Pages 305 - 312)
17. Planning and Transport Related Issues (Pages 313 - 334)

# HUMAN RIGHTS FOR CHINA: OUR FRIENDS IN HEFEI

BRIEFING FOR BELFAST CITY COUNCIL



**AMNESTY INTERNATIONAL**  
**JUNE 2008**

## INTRODUCTION

In August 2005 the Lord Mayor of Belfast and the Mayor of Hefei signed a Sister City Agreement, consummating years of work to establish close links between the cities. Belfast City Council worked on the relationship with Hefei from 1997, resulting first in a 'Memorandum of Understanding' between the two cities, which later culminated in 'sisterhood'.<sup>1</sup> The Sister Cities Programme is one which seeks to "stimulate environments through which communities will creatively learn, work and solve problems together through reciprocal cultural, educational, municipal, business, professional and technical exchanges and projects."<sup>2</sup>

Hefei is the capital of Anhui Province, in central China, and has a growing population of 5 million. The city lies between the Yangtze and Huaihe Rivers, connecting it to large areas of Central China. The Chinese government has worked to develop Hefei as an industrial centre, designating it a Special Economic Zone.

Belfast has committed not only to an economic relationship, but an exchange of knowledge, culture and expertise. It is in a position to provide support and encourage progress in the field of human rights in Hefei which, by example, could become a leader for the rest of China.

In the year when the Olympics comes to China, it is particularly important that overseas friends work with the Chinese authorities to lead by example and encourage systematic and progressive change in China's human rights record. Belfast has committed not only to an economic relationship, but an exchange of knowledge, culture and expertise. Through its Sister City Agreement, Belfast City Council should now take this unique opportunity to support the Hefei authorities in improving human rights in the city and to act as a flagship for change in China.

## CHALLENGING THE DEATH PENALTY

China executes more people each year than the rest of the world combined. Sixty-eight crimes carry the death penalty, including non-violent crimes such as tax evasion. In 2007, Amnesty International recorded more than 1,860 death sentences in China, and confirmed 470 executions. Since January 2007, the Supreme People's Court has

---

<sup>1</sup> Belfast City Council, "Belfast signs historic agreement with Chinese sister city", 13 June 2005. 14 April 2008 <<http://www.belfastcity.gov.uk/news/news.asp?id=284&month=june%202005>>.

<sup>2</sup> Sister Cities International, "Sister Cities International Mission Statement & Goals". 12<sup>th</sup> May 2008. <<http://www.sister-cities.org/sci/aboutsci/mission>>.

resumed reviewing all death sentences passed in China. While officials claim that this has resulted in a decrease in use of the death penalty, Amnesty International maintains that an informed analysis can only be carried out when data about the death penalty is made public.<sup>3</sup>

To choose one year as an illustration, in 2000, six people are known to have been executed in Hefei, for crimes including theft and damaging electricity supply.<sup>4</sup> In 1996 at least 18 people were executed in Hefei.<sup>5</sup>

Amnesty International calls for the abolition of the death penalty in China and, meanwhile, calls for transparency and a reduction in the number of crimes, especially non-violent ones, punishable by death.

## **ENABLING FREEDOM OF EXPRESSION**

Censorship of publications and the internet in China continues with new regulations to strengthen government control. Those who express views contradicting the government's, especially regarding sensitive topics, are increasingly likely to be detained or harassed. 30 journalists and 50 internet users are known to be behind bars.

Wang Daqi, an elderly former professor at Hefei Industrial University, was arrested at his home in January 2002. He was convicted of 'inciting the overthrow of state power' and sentenced to one year in prison. Daqi had published articles in his magazine, *Ecology*, which argued for the progressive democratisation of China. When Daqi's wife, Feng Shua, was first allowed to visit, almost a year after her husband's arrest, she reported that he was living in bad conditions and that she had serious concerns for his health.<sup>6</sup>

Since January 2007, new regulations have officially allowed foreign journalists in China total media freedom, although several foreign journalists report that some regions and topics remain forbidden and some journalists have been detained in order to prevent their accessing them.<sup>7</sup> Amnesty International welcomes the new regulations and calls for their extension to include national journalists, including those in Hefei. Amnesty International also calls for the release of journalists already imprisoned for publishing views differing from the government's.

## **OPPOSING DETENTION WITHOUT TRIAL AND TORTURE**

---

<sup>3</sup> Amnesty International, *Death Sentences and Executions in 2007* (AI Index: ACT 50/001/2008). 21<sup>st</sup> April 2008. <http://www.amnesty.org/en/library/asset/ACT50/001/2008/en/b43a1e5a-ffea-11dc-b092-bdb020617d3d/act500012008eng.html>.

<sup>4</sup> Amnesty International, *China: Death Penalty Log 2000*. (AI Index: ASA 17/031/2002). 21<sup>st</sup> April 2008. <<http://www.amnesty.org/en/library/info/ASA17/031/2002/en>>.

<sup>5</sup> Amnesty International, *China: Death Penalty Log 1996*. 21<sup>st</sup> April 2008. <<http://www.amnesty.org/ft/library/asset/ASA17/035/1997/en/dom-ASA170351997en.html>>.

<sup>6</sup> Stacy Mosher & Qing Liu, "Scholar Wang Sentenced to Prison", 16<sup>th</sup> January 2003. Human Rights in China. 14<sup>th</sup> April 2008. <http://iso.hrchina.org/public/contents/press?revision%5fid=11127&item%5fid=11126>. See also 'China 2004 Annual Report.' Reporters Without Borders. 14<sup>th</sup> April 2008. [http://www.rsf.org/article.php3?id\\_article=10166](http://www.rsf.org/article.php3?id_article=10166).

<sup>7</sup> Human Rights Watch, *China: Media Freedom Under Assault Ahead of 2008 Olympics*, 31<sup>st</sup> May 2007. 21<sup>st</sup> April 2008. <<http://www.hrw.org/english/docs/2007/05/31/china16029.htm>>.

'Re-education Through Labour' is a form of detention imposed without charge or trial for up to four years. It is commonly used against human rights defenders, as is house arrest, intimidation and imprisonment. Torture remains widespread in China, especially in labour camps and prisons.

Professor Wu Xiaohua was arrested in December 1999 for appealing to the Government to end to its persecution of the Falun Gong sect. She was sentenced to 'Re-education Through Labour', and was allegedly tortured at the Anhui Female Detention Centre and Hefei's No. 4 People's Hospital. Subsequently released, in October 2001 Xiaohua was reportedly placed under house arrest. Later, she was sent to a labour camp where she was allegedly tortured by having her mouth stuffed with rags and tissues soaked in urine and menstrual blood. In mid-October 2001, on the tenth day of a hunger strike Xiaohua initiated to protest against her detention, she was again sent to No. 4 People's Hospital in Hefei. There she alleges she was stripped, shocked with electric needles and an electric baton, and forced to take medication. The Chinese authorities deny these allegations of torture.<sup>8</sup>

Amnesty International urges the Chinese government to abolish the administrative detention system and calls for the international community to speak out against torture and the persecution of individuals for their religious or political beliefs.

### **UPHOLDING LABOUR RIGHTS**

Independent trade unions remain illegal in China, and the official All China Federation of Trade Unions frequently fails to protect its members' interests. Low wages, mass lay-offs and poor working conditions are common.

In June 2006 an explosion at Anhui Dun'an Chemical Industry Company, in nearby Ma'anshan, killed 16 workers and injured 24. Workers attributed the incident to overloading of production capacity and the overstocking of dangerous materials. Some claimed that the management disregarded safety concerns, ignoring safety alarms on machines and not allowing time for maintenance, temperature monitoring or checking stock levels of explosives.<sup>9</sup>

As economic ties are an important factor in the sisterhood agreement between Belfast and Hefei, Belfast has a responsibility to ensure workers' safety and rights

### **RECOMMENDATIONS**

Belfast has a lot to gain from a close relationship with Hefei, not least in terms of investment, education and cultural exchange. Belfast has seen great change in recent years and has become a leader in human rights protection, through legislation, institutions and academic excellence. Belfast City Council is in a unique position to support the development of Hefei by sharing knowledge with the city's leaders as they

---

<sup>8</sup> Chen Gang et al. v. China, Working Group on Arbitrary Detention, 'Opinion No. 7/2003' in *Civil and Political Rights, Including the Question of Torture and Detention* by the United Nations Economic and Social Council, 26<sup>th</sup> November 2003, pp. 39-44. 14<sup>th</sup> April 2008.  
[http://www.unhcr.ch/huridocda/huridoca.nsf/2848af408d01ec0ac1256609004e770b/2b378f12e7a8e907c1256e580039672a/\\$FILE/G0316900.doc](http://www.unhcr.ch/huridocda/huridoca.nsf/2848af408d01ec0ac1256609004e770b/2b378f12e7a8e907c1256e580039672a/$FILE/G0316900.doc).

<sup>9</sup> China Labour Bulletin, "Overloading and overstocking claimed as cause to blast of chemical plant in Anhui", trans. Business and Human Rights Resource Centre, 26<sup>th</sup> June 2006. 21<sup>st</sup> April 2008.  
<[http://www.business-humanrights.org/Categories/Issues/Abuses/Deaths?&batch\\_start=521](http://www.business-humanrights.org/Categories/Issues/Abuses/Deaths?&batch_start=521)>.

form fair systems, policies and governance arrangements in the rapidly developing city.

Amnesty International calls on Belfast City Council to:

- promote the integration of human rights dialogue and education into plans for the relationship with Hefei;
- put human rights on the agenda of all future meetings with the Hefei civic leadership;
- raise human rights issues with all official visitors from Hefei to Belfast;
- ensure Council representatives raise human rights concerns during all official visits to Hefei.

By raising human rights issues with civic leadership of Hefei, Belfast City Council has an opportunity to promote a positive framework for the city's future and to help ensure that the legacy of the 2008 Olympic Games means improved human rights for the people of Hefei and across the nation.

Extract from minutes of –

DEVELOPMENT COMMITTEE

27th FEBRUARY, 2008

---

**“Renewing Communities Local Masterplans”**

The Head of Economic Initiatives reminded the Committee that, at its meeting on 21st February, it had considered a report regarding Strategic Regional Frameworks. She informed the Members that the presentations to be made to the Committee on the local Masterplans would operate within these Strategic Regional Frameworks.

The Committee considered the undernoted report:

**‘Relevant Background Information**

The Development Committee at the meeting in December agreed to receive presentations in relation to the development of the five local area Masterplans within Belfast, by RPS on behalf of the Department for Social Development, and a spatial regeneration plan for West Belfast & Greater Shankill being developed by consultants on behalf of the West Belfast and Greater Shankill Enterprise Council.

The proposed presentations seek to provide an update on the work that has been carried out by various consultants since their appointment last year to develop the proposed documents.

**Key Issues**

**Local Area Masterplans**

The Masterplans are being developed by DSD as part of the Renewing Communities Agenda and are intended to identify strategic action required to address areas of major dereliction. The documents are intended to ‘provide a vehicle to coordinate and orchestrate public sector investment and leverage in private sector investment’.

RPS since appointment has been engaged in consultations and data identification, across all of the areas, to inform their work and provide a context to any future recommendations. As part of this process they have met with representatives from a range of organisations including Council Officers and Members.

The consultancy team is currently drawing up draft masterplans to capture the economic opportunities identified. This work will include development of investment options, proposed street environmental works, proposed site acquisitions, early wins and longer-term aspirations. The proposals will be included within the draft plans, which are projected to be completed sometime after Easter.

### **West Belfast & Greater Shankill Spatial Regeneration Plan**

The establishment of the Enterprise Council was a key recommendation of the Task Forces' reports, published in February 2002. It was envisaged that the Enterprise Council could assist in implementing the recommendations of the Task Forces which pertained to the local small business sector bringing greater coherence to the promotion of and support for local businesses. The aim of the Council is 'To release the productivity and economic potential of the West Belfast and Greater Shankill Task Force area and their inhabitants through education, enterprise and investment - both indigenous and foreign direct investment - thereby boosting local incomes and employment opportunities and facilitating the renewal and regeneration of the area'.

One of the six core objectives for the Enterprise Council is to develop a spatial regeneration plan for West Belfast & Greater Shankill from the perspective of business and entrepreneurial development, consistent with our vision of the area as a vibrant economic area within the Belfast region. This proposed spatial plan for West Belfast and Greater Shankill is therefore being funded and undertaken on behalf of the business community in area. During initial consultations with the appointed consultants it was suggested that it would be beneficial for the Committee to be made aware of the work which this privately funded organisation was undertaking.

The approach being adopted in the spatial regeneration plan is to focus on the identification of the primary regeneration drivers for the area and to develop more detailed concepts around these priority projects. The Enterprise Council in making the presentation to the Committee is seeking to both raise awareness of the initiative and if appropriate endorsement of the approach by the Council.

### **Resource Implications**

#### **Financial**

No additional financial implications involved with these recommendations.

### **Recommendations**

Members are asked to:

- Note the information in respect of the presentations; and
- Consider the endorsement of the spatial regeneration approach for West Belfast and Greater Shankill.'

The Committee was advised that deputations on behalf of the Department for Social Development and the West Belfast and Greater Shankill Enterprise Council were in attendance to address the meeting regarding their plans.....

**West Belfast and Greater Shankill Enterprise Council**

Messrs. Padraic White, Chairman and Tony Morgan, Chief Executive Officer with the West Belfast and Greater Shankill Enterprise Council, together with Mr. Richard Griffin, Colin Buchanan and Partners, and Mr. Michael Doherty, Mackle Doherty Associates, were admitted to the Meeting and welcomed by the Chairman.

Mr. White thanked the Committee for the opportunity to address it and indicated that the Enterprise Council operated on behalf of the small and medium-sized enterprises in the West Belfast and Greater Shankill areas. He informed the Members that the residents of these areas had been demoralised due to the two major regeneration projects which would have benefited both communities, namely the development of the former Mackies site and the proposal to develop a university at Springvale, had not materialised. There was therefore, at present, no major investment project which would provide employment opportunities for the residents in those areas. The Enterprise Council believed that it could develop projects which would interest investors and, having raised £40,000 from the private sector within a two-month period, had funded the Spatial Regeneration Plan for the West Belfast and Greater Shankill area in order to provide:

- (i) a coherent development view from the small and medium-sized enterprises located within the areas;
- (ii) a business input to the Strategic Regional Frameworks for the West Belfast and Greater Shankill Partnership Boards; and
- (iii) an informed basis of dialogue with the Council as it developed its City-wide plans.

Mr. Doherty, with the assistance of visual aids, addressed the Committee regarding the various economic drivers, assets and inhibitors to the proposals contained within the Masterplan. He indicated that it was the Enterprise Council's intention to promote projects which would reduce the physical severance between the City centre and surrounding neighbourhoods and referred to examples of similar schemes in Barcelona and Paris which had done so successfully. He pointed out that current planning restrictions which prohibited the construction of office blocks outside the City centre acted against the development of the economy in the West Belfast and Greater Shankill areas. He informed the Members that the Enterprise Council was of the view that the Belfast Hills were a resource which should be developed, particularly from a tourism perspective. However, there were no access points to the Hills from the West Belfast or Greater Shankill areas and this would require to be addressed. He pointed out that the areas had considerable tourism potential and had much to offer visitors. However, since no hotel was located currently within these areas, 'visitor spend' was limited.

During discussion on the presentation, the representatives from the West Belfast and Greater Shankill Enterprise Council answered various questions which were put to them by the Members. Mr. White indicated that the Enterprise Council was keen to identify five regeneration projects for the area and indicated that the developers of the Titanic Quarter had taken an interest in the organisation's proposals. He pointed out that the Enterprise Council had been impressed by the commitment of entrepreneurs to its proposals and that the aim of the Masterplan was to encourage potential investors, thereby resulting in people staying and spending money in the West Belfast and Greater Shankill areas.

- 4 -

The Chairman thanked the representatives from the Enterprise Council for attending and the latter then retired from the meeting.

Following discussion on the presentation and the comments thereon, the Committee agreed to endorse the Spatial Regeneration Plan proposed by the West Belfast and Greater Shankill Enterprise Council.”



### Belfast City Council

<b>Report to:</b>	Development Committee
<b>Subject:</b>	Lagan Canal Restoration Update
<b>Date:</b>	13 August 2008
<b>Reporting Officer:</b>	Marie-Thérèse McGivern, Director of Development, ext 3470
<b>Contact Officer:</b>	Shirley McCay, Head of Economic Initiatives, ext 3459 Pier Morrow, Acting Tourism Development Manager, ext 3582

#### Relevant Background Information

##### Lagan Gateway Project Update

Members will be aware that funding of £1million has been made available by Ulster Garden Villages Limited towards the reopening of the gateway Lock number one at Stranmillis.

An action plan which outlined the proposed activities to be developed in relation to the key aspects of the project, including identifying funding, stakeholder engagement, creating awareness of the Lagan Corridor, sustainability and examining best practice, was approved at the Development Committee meeting held on 12 September 2007. Approval was also given at a meeting of the Tourism and Promotion of Belfast Sub-Committee held on 7 February 2007 for an initial two-year funding commitment to the Lagan Canal Restoration Trust.

As part of the work plan and consultation process, discussions have been held with a number of key Lagan Corridor stakeholders including the Department of Culture Arts and Leisure (DCAL), Inland Waterways Association of Ireland (IWAI), Department of Social Development Belfast City Centre Regeneration Directorate (DSD), Northern Ireland Planning Service, Ulster Waterways Group, Waterways Ireland, Northern Ireland Tourist Board, Lagan Valley Regional Park and Scott Wilson Consultants.

As part of the consultation process, a Lagan Corridor Steering Group has been established and a seminar took place in November 2007. Further developments include:

1. Lagan Gateway Project Scoping Study A Scoping Study defining the Lagan Gateway Project has been completed, an Executive Summary of which is included in **Appendix 1**. Tourism Development in conjunction with Estates and Project Management units is now progressing towards a full Economic Appraisal of this project, whose remit will include an examination of the Lagan, Farset and Connswater river network, the development of the Canal and the linkages between them.
2. A Topographical and River Survey has been completed for Lock 1 Stranmillis .

3. A three dimensional model of the proposed development at Lock 1 Stranmillis has been completed.
4. A virtual (computer generated) model has been commissioned which will allow detailed examination of the project through 360 degrees. This interactive 3D environment will allow a user to navigate around in real-time and assess views from any location. It will be compatible with use on the Council Website and will also be used as a marketing and promotional tool.
5. Interpretative signage has been commissioned, will be sited close to Lock 1 and include interpretation of the Lagan Navigation, the history of the area, the river and canal. It is anticipated that this signage will dovetail with DSD signage that aims to link areas along the Lagan from Belfast Harbour to Stranmillis.
6. A number of funding applications are being explored
7. As part of the COMET Multi-annual Plan (2007 – 2013) for the Comet Region being submitted to SEUPB for Interreg IV funding, Belfast City Council as a COMET partner along with Lisburn City Council has developed an application, the aim of which is to facilitate the development of a cross-border tourism product, in this case, the development of the Lagan Navigation. Restoration of the Lagan Navigation, along with the work already planned to restore the Ulster Canal, would provide a vital link from Belfast through to Lough Neagh the hub for the waterways of Northern Ireland and into the west including Co Donegal and Ballyshannon.
8. As part of the COMET bid, a workshop was held on the 6 June, at the Killyhevin Hotel Enniskillen the aim of which was to raise awareness of the potential to establish a single inland waterway with a maritime connection at either end linking the East and West coasts of Ulster to form new water based tourism product. The workshop in Enniskillen attracted support from Alderman Jeffrey Donaldson MP, MLA and Tánaiste, Mary Coughlan TD. The overall aim was to raise awareness and buy-in from stakeholders especially Central Government and Waterways Ireland and to look at formalising a Working Group to take the project forward.
9. A new web page has been constructed that highlights the Lagan Corridor Navigation and the proposed development at Lock 1 Stranmillis. This web page has been added to Belfast City Council's website [www.belfastcity.gov.uk/lagan](http://www.belfastcity.gov.uk/lagan)
10. A site meeting was arranged for members of the Development Committee, on Wednesday 4 June. Representatives from Department of Social Development Belfast City Centre Regeneration Directorate, Department of Culture Arts and Leisure, Lagan Valley Regional Park Board, Lagan Trust Manager and Belfast City Council Officers visited the Lagan Lookout to Locks 1, 2 and 3 via the Tow Path.
11. Waterways Ireland arranged a best practice visit for the Lagan Steering Group to Ballyconnell Lock in Co Cavan. The purpose of the visit was to view the operation of the lock and gain an understanding and insight into the benefits of canal restoration.
12. Ms Cathy Burns has recently been appointed as Lagan Canal Restoration Trust Manager. Ms Burns is based in Craigavon and is currently undertaking familiarisation with the key partners including Belfast City Council and she is exploring options for the establishment of the Trust.

The Lagan Navigation Trust

Members are reminded that, at its meeting held on 27 November 2006, it had approved, in principle, a draft business plan for the establishment of a Lagan Canal Restoration Trust, with approval that the Council would contribute a sum of £14,500 per year, over the next two financial years.

Following the acceptance of a draft business plan it was decided that a partnership organisation should be established representing core funding bodies and relevant stakeholders. This would take the form of a not for profit company limited by guarantee which will apply for charitable status and its lifespan will be limited to the restoration of the canal.

Funding has been provided for the appointment of core staff for the initial three years and the Trust manager has been in post from February 2008. Progress to date has focused on the formal establishment of the Trust with agreement on the structure, membership and roles.

The next stage is the appointment of members to a Shadow Board with core funding bodies represented by two elected members from each of the four councils of Belfast, Castlereagh, Craigavon and Lisburn, and one advisor each from the Department of the Environment and Department of Culture Arts and Leisure. In addition key user group representation will be one member each from the Inland Waterways Association of Ireland, the Lagan Branch of the Inland Waterways of Ireland, the Ulster Waterways Group and a further recreation user group representative. It is envisaged the Trust Board may meet every three months and at a separate AGM.

**Resource Implications**

- A sum of £14,500 has been included in the current Tourism Estimates towards establishing the Trust.
- The estimated total cost for the Belfast City Council Lagan Gateway Project is £7.9 million.

**Recommendations**

It is recommended that:

1. Members note the contents of the Lagan Gateway Project Scoping Study. (A copy of the full report is available in the Members Rooms)
2. The Chair and Deputy Chair of the Development Committee are appointed as the Belfast City Council representatives on the Shadow Board of the Lagan Canal Trust.

**Documents Attached**

Appendix 1. Executive Summary of Scoping Study

**BLANK PAGE**



## 1.0 Executive Summary

The Lagan Navigation was constructed in the 18<sup>th</sup> Century to transport bulk commodities between Belfast and Lough Neagh and its hinterland. In the wider context, the Lagan Navigation was linked to the overall network of Irish Canals through the Ulster Canal which connected with the River Shannon Corridor.

The navigation was abandoned in 1958 and a central section approximately 13km long upstream of Lisburn was lost due to motorway construction in the 1960s.

The Canal runs through the local authority areas of Belfast City Council, Castlereagh Borough Council, Lisburn City Council and Craigavon Borough Council. The Department of Culture, Arts and Leisure, the Inland Waterways Association of Ireland, the Ulster Waterways Group and the Lagan Navigation Trust also have an interest in the Canal and its reopening and reuse.

Following years of neglect and decline, Belfast's waterfront has been transformed, becoming a focus for business, leisure and cultural activities and a place of opportunity for all. Laganside Corporation (1989-2007) received international recognition as a regeneration agency for its achievement in successfully turning the vision of the Laganside area as an exciting place to live, work and play into a reality. This success is reflected in the development of key sites including the Belfast Waterfront Hall. Now all over Europe, rivers and canals are being restored and reopened as people realise their potential for leisure-based activities and for both rural and urban regeneration.

Belfast is now looking confidently towards the future development of the River Lagan and the Canal.

Belfast City Council is fully committed to the realisation of the Lagan Gateway Project as a project of national and regional significance.

The project includes the development of an iconic gateway lock, weir and bridge, together with a Visitor Centre with moorings, slipway and jetties. It will provide a lasting legacy and will link and transform communities along the Lagan Canal

Proposals include for a new approach channel and lock structure, since development at Cutters' Wharf has included the infilling of the original lock structure at Lockview Road. The new lock chamber will be located within the existing overflow channel at Stranmillis Weir and measures 5m wide and 22m long to accommodate boats with a beam width of 4m.

Currently, a relatively unattractive industrial pen weir structure exists at Stranmillis and controls water levels in the River Lagan between Stranmillis and Newforge. Proposals include construction of a crescent shaped cascade weir to replace the pen weir. This design is advantageous as it eliminates operational and maintenance requirements of the existing pen weir. It solves erosion problems within the river and creates a more stable recreational area of water downstream. The weir can be designed to incorporate fish passage and monitoring facilities in accordance with Section 54 of the Fisheries Act.



The design incorporates a ramped non-vehicular bridge which will not only provide a link between Annadale Embankment and Stranmillis but can be used as an observation platform.

It is envisaged that the Visitor Centre will act as a base for a Warden to oversee the strategic gateway location and will include toilets, a café and an interpretation display of the Lagan Navigation and the role of the Lagan Valley Regional Park. The project includes provision of an adjoining slipway, which will facilitate the launching of boats at this key location in the river.

Other associated works include dredging of the river and the provision of an access road for construction and maintenance requirements. Two access proposals are included within the design via Annadale Embankment and Hampton Park, both of which require further consultation and design development.

Alongside the main elements of works, the project seeks to develop high quality public realm and consequently associated paths and landscaping are essential to establish a framework which creates the connection between the development of the city, Laganside, the entrance to the Lagan Valley Regional Park and the Lagan corridor.

This report reviews previous studies, which have confirmed that the introduction of recreational boat traffic on the River Lagan and reopening of the Lagan Navigation Canal are entirely feasible, and would encourage recreation, tourism and regeneration of the Lagan corridor. The provision of the Lagan Gateway would be a significant step in raising the profile of the waterway's restoration potential and promoting the benefits to be obtained from a complete restoration.

Whilst the Gateway can be regarded as a separate project, it forms part of a wider concept which would enable navigation to be restored to various destinations upstream. As a first step towards the opening of the navigation to Lisburn and eventually to Lough Neagh, the village of Edenderry could be regarded as a viable first stage. This would require significant work at the Lagan Weir, Lock 2 and Lock 3.

The Titanic Quarter initiative includes the development of the Abercorn Basin into a busy marina, a development that will attract boat and river users up the River Lagan to the Gateway Project. The Lagan Weir currently acts as a barrier preventing navigation up the river except during certain tidal conditions. The report identifies the need for provision of a new lock at Queen's Quay to bypass the Lagan Weir.

Works at Lock 2 at Moreland's Meadow would include construction of a new control weir, restoration of the lock with provision of upstream and downstream moorings and clearing of the canal channel.

At Shaw's Bridge, replacement of the existing weir, construction of a new canoe slalom, restoration of Lock 3 at Newforge, provision of moorings in upstream and downstream locations, clearing the canal channel and dredging of the river are all required to reinstate navigation through this stretch of the navigation.

The total cost of works in these three locations is estimated to be in the region of £5,000,000.



Currently, the River Lagan serves relatively few boat users apart from rowers and canoeists. There are few private boats on the river as there are currently few destinations and limited berthing infrastructure. Rowing is the most common boating activity on the tidal Lagan and canoeing and kayaking are popular activities upstream. These activities generate considerable river interest with competitive events normally held on the river each year.

The Lagan corridor is also very popular with anglers. A designated coarse fishery stretches from the Stranmillis Weir to the first canalised section upstream with the majority of the river through the Park designated as a mixed fishery although it receives more attention from game anglers rather than coarse. A reduction in pollution incidents has also led to the return of salmon to the river.

The river's biggest attraction is its towpath which is fully open for walking and cycling between the Lagan Lookout and the Union Locks near Sprucefield with 500,000 users overall recorded in both 2004 and 2005. A survey amongst walkers established that the most popular area for visits to the towpath was between Stranmillis and Shaw's Bridge. The river is however less accessible on the south bank with only informal paths to Belvoir Park Forest from the Annadale Embankment.

Although Planning Service confirmed that the Gateway proposal did not require completion of an Environmental Impact Assessment, the report suggests that it may be necessary to investigate the specific ecological impacts in more detail to ensure that the necessary precautions have been considered given that Belvoir and Lagan Meadows are designated Sites of Local Nature and Conservation Interest.

This scoping study assumes that a number of the key stakeholders are potential funders having a role to play or will receive a benefit from the project. Possible funding has been identified from Belfast City Council, other Councils, Lagan Valley Regional Park, Department for Social Development, Rivers Agency, Department for Culture, Arts and Leisure, Northern Ireland Tourist Board, Ulster Garden Villages Ltd and DCAL Fisheries.

This report establishes that the fundamental elements of the Lagan Gateway Project are achievable within a reasonable period subject to the availability of funding and the necessary agreements. Key issues, which require further action, include completion of an economic appraisal, confirmation of the sources of funding, agreement with all landowners and river users, approval from all statutory bodies, detailed design, tendering and construction.

The Report has identified the opportunity to reuse a very significant element of Belfast's neglected industrial heritage for various amenity uses. In doing so, the project would conserve the key structures from further deterioration for the use of future generations.

The estimated cost of the Gateway Project is £2,900,000.

By adding the cost of the other three locations to the Gateway Project the total cost of the whole project will be in the region of £7,900,000.

**BLANK PAGE**



### Belfast City Council

<b>Report to:</b>	Development Committee
<b>Subject:</b>	Northern Ireland Tourist Board Draft Corporate Plan 2008-2011
<b>Date:</b>	13 August 2008
<b>Reporting Officer:</b>	Marie-Thérèse McGivern, Director of Development, ext 3470
<b>Contact Officer:</b>	Shirley McCay, Head of Economic Initiatives, ext 3459 Pièr Morrow, Acting Tourism Development Manager, ext 3582

#### Relevant Background Information

To provide members with details of the draft corporate plan 2008-2011 of the Northern Ireland Tourist Board and to seek approval for a response on this document to be submitted to the Northern Ireland Tourist Board.

The NITB Draft Corporate Plan 2008-2011 sent out for consultation and was received by us on 19 June. The responses are required for 11 August. However, NITB has agreed that due to our Committee schedule it will accept our response on 14 August with a proviso that it is subject to final ratification at Council on 1 September.

This plan identifies the strategic direction and key priorities that the Northern Ireland Tourist Board will be pursuing over the next three years:

#### 1. Developing and managing the Product

- Brand identity
- Signature projects
- Tourism infrastructure
- Developing the product portfolio

#### 2. Developing Markets

- Home/close to home – Northern Ireland and Republic of Ireland
- Great Britain and overseas
- Key gateways to Northern Ireland – Belfast and Dublin
- Looking after the visitor – visitor information

#### 3. Delivering World Class Visitor Experiences

- Quality and standards
- Developing tourism capability and learning
- Developing businesses

Belfast City Council's response to the draft Corporate Plan is attached at **Appendix 1**.

**Recommendations**

It is recommended that Members consider the draft response at **Appendix 1**, that any amendments suggested by Members be incorporated and the response be submitted to the Northern Ireland Tourist Board. To agree the aforementioned recommendation.

**Key to Abbreviations**

NITB – Northern Ireland Tourist Board

**Documents Attached**

**Appendix 1** Response to the Northern Ireland Tourist Board's Draft Corporate Plan 2008- 2011

# APPENDIX 1



# Northern Ireland Tourist Board

## Corporate Plan 2008 – 2011 Draft for Consultation

**Closing Date for Responses**  
**Monday 11<sup>th</sup> August 2008**

### QUESTIONNAIRE

**NAME:**

**Councillor Michael Browne**

**ORGANISATION:**  
**(if applicable)**

**Belfast City Council**

**ADDRESS:**

**Development Department  
Cecil Ward Building  
4-10 Linenhall Street  
Belfast BT2 8BP**

**TEL NUMBER or  
TEXTPHONE No**

**028 9027 0429**

**E-MAIL ADDRESS:**

Please return this questionnaire to:

Karen Feeny  
Northern Ireland Tourist Board  
Policy & Business Planning Unit  
St. Anne's Court  
59 North Street  
BELFAST  
BT1 1NB

or

Reply by fax on: (028) 9044 1634 or Text phone: (028) 9044 1522

or

E-mail: [pcu@nitb.com](mailto:pcu@nitb.com).

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

NITB welcomes comment on any aspect of the draft Corporate Plan 2008-2011 however, we would particularly value your comments on the following areas:

**Section 3.3 ‘critical success factors as strategy drivers’**

In Section 3 NITB has analysed key market trends to identify those areas that will be critical to developing Northern Ireland tourism.

**Question 1: (a)** Are there any *additional* success factors to those listed at the end of section 3 that you consider critical? **(b)** If yes, what are they and what strategies are needed to drive their success?

Unique Proposition – Further investment in product development, with delivery of the Signature Projects as a priority. Whilst the Signature Projects should be a priority, this must not be at a cost to the development of a wider range of tourism products which are required to meet visitor expectations. In Belfast, there is a lack of tangible product - things that people can go and do, so investment in this is critical. Cultural Tourism, in particular museums, galleries, festivals, events and cuisine, is still the number one motivator for European tourism and **has now risen to 40% of all travel**. £4.5 million in product portfolio development is too small an allocation to resolve this both in Belfast and throughout Northern Ireland. After the creation of the signature project, serious gaps will still exist if this is not addressed.

The trends identified are similar to those experienced in the greater Belfast area, however Belfast City Council would caution against setting a strategic direction based on one year’s performance and would recommend flexibility in the strategy to allow for changes that might be necessary following longer term trend analysis.

Belfast City Council agrees that GB and ROI present substantial opportunities, however, we would draw attention to the fact that mainland Europe is also key and that close to home markets should not be prioritised over Europe, specifically in the current currency climate and with increased access.

The importance of differentiation is key and the new Belfast Brand will be central to this, alongside the Northern Ireland brand which is currently being developed.

The critical success factors are all relevant, however focus on new technology and its application in general across the wider NI tourism industry is essential in order to meet visitor expectations.

#### **Section 4: ‘strategic direction’**

Section 4 outlines what NITB considers to be the strategic direction for tourism growth in Northern Ireland. We would welcome your views and comments on the strategies identified to deliver tourism growth namely:

**Question 2 (a):** The need for a more developed tourism infrastructure. (See 4.1 tourism infrastructure).

Belfast City Council welcomes and supports the outlined strategic direction based on:

- Brand Identity – which must include the Belfast brand as gateway to NI  
Signature projects
- Accommodation development – which must be supported by reviewed planning policy and fiscal incentives
- Golf Resorts - although development of Parkland golf resorts must not be at the expense of marketing the world class links courses that exist.
- Conference/exhibition competitive positioning – increased capacity needs to be supported in order to ensure NI continues to compete for conferences on an international level

Additional key themes that should be included as part of the tourism infrastructure are:

- Public transport - linkage of points of entry to city centre and then to tourism signature projects to deliver on regional spread.
- International standard facilities for events and quality events as attractors need to have sustained support and investment.
- Cruise market infrastructure at the Port of Belfast - needs to be upgraded, particularly since this market generates 60,000 visitors a year and quality of facilities will be key to it being sustained.

**Question 2 (b):** The appropriateness of the 4 key product areas as the focus for product development and marketing? (See 4.1 developing the product portfolio).

Belfast City Council agrees with the focus on the 4 key product areas of city breaks; culture and heritage; sports tourism activities and waterways; and business tourism. We would suggest that the role of Belfast in the areas of city breaks, business tourism, waterways and cruise tourism be emphasised in the corporate plan for clarity, focus and impact and to avoid any confusion or duplication. The role of local authorities in delivering on product development needs to be included/recognised and the opportunity to work in partnership with NITB on that delivery.

Belfast City Council believes that the development of city breaks, business, waterways and cruise tourism is key to the achievement of NI's growth targets and given that Belfast City Council is the key agency in the overall development, marketing and management of Belfast it would be more appropriate and accurate to state NITB's role in developing and managing city breaks and business tourism as that of leader, catalyst, enabler, facilitator and influencer rather than the lead agency.

**Question 2 (c):** The potential of the Republic of Ireland market as a major source of growth. (See 4.2 developing markets).

Belfast City Council agrees that ROI is a key market for NI and Belfast can be the driver of growth for this market with some focus on retail, however, the broader luxury product including boutiques on Lisburn Road, Howard/Queen Street and Bloomfield Avenue, together with the opportunity to purchase a range of art, etc must be promoted. Belfast City Council believes, however, that focus on ROI alone will not deliver the growth targets and plans for GB and Europe are key to achieving targets.

Belfast City Council would comment that "Belfast is Northern Ireland's key gateway" (rather than page 16 – "has the potential to be.."), and welcomes the commitment/statement of intent to support the marketing, partnership development and visitor servicing in the city, to encourage regional spread and dispersal.

Looking after the visitor – visitor information – Belfast City Council welcomes the recognition that ongoing investment is required in this field, however, it is difficult to see from the outline budgets (page 29) where provision is being made for this, particularly since it requires significant investment in order for it to be comprehensive and sustainable.

**Question 2 (d):** The need to offer a first class visitor experience through the range of product on offer and quality of service and standards provided. (See 4.3 delivering world class visitor experiences).

Belfast City Council supports the delivery of a world class experience to all of our visitors and welcomes the recognition that growing the evening and weekend economies will be key to achieving increased visitor spend. Belfast City Council has led on the development of the evening economy in Belfast, and this provides an excellent model which can deliver similar benefits to the rest of NI.

In addition Belfast City Council has commenced work on the provision of visitor experiences on Sundays and looks forward to working with NITB in developing and delivering on this in the next three years.

**Quality and Standards** - Belfast City Council agrees that quality and accreditation schemes should be developed in order to promote higher standards and consistency amongst service providers – these schemes must include visitor attractions, guides and tours.

The creation of destination management organisations may have the potential to bring business and local interest groups together to ensure high quality across the entire visitor experience; however, existing organisations may be appropriate vehicles to deliver this, rather than creating new ones. This needs to be thought through and quality scheme implementation will need financial support to ensure they are effective.

**Tourism Capability and Learning** - Belfast City Council supports the identification that tourism must be positioned as a premier career choice in the minds of young people and would suggest that this commences as early as from age 11. It must be supported with skills and development programmes that promote opportunity and commitment – this must include working with the industry to provide training & skills opportunities, ensuring that relevant skills are developed and that there are enough people available to work in the industry, particularly taking account of the skills gaps that exist, identified by the very recent People 1<sup>st</sup> report for DEL. Belfast City Council's has just commenced work on the HARTE project which aims to get new people into the industry over the next three years, however, there are major gaps and opportunities that need to be addressed and led by NITB which can be facilitated by the key agencies and the industry with the appropriate level of financial support. This needs to be provided for within overall revenue budgets.

**Developing Businesses** - Belfast City Council supports the need to excite current and potential visitors with innovation and new product and in particular showcasing our niche offerings, which in Belfast includes our luxury tourism product and our diverse cultural offering.

Belfast City Council welcomes the development of “city passes” and “dine around Belfast” and looks forward to working in partnership with NITB and BVCB in the delivery of these and other innovative ideas. The current work on Food Month with

BVCB and also Belfast City Council's networking events which encourage business to business working and development of ie: dinner/theatre, dinner/orchestra performance, etc has gone some way to delivering this experience, however, further work will ensure greater pay off.

## Section 5: 'NITB's Corporate Priorities'

Section 5 outlines the core priorities for NITB that underpin our vision to build a sustainable tourism industry that will drive the Northern Ireland economy. We welcome your feedback on the following areas:

NITB has identified its role in the context of leader, partner and influencer. (See section 5.1 – 5.4).

**Question 3 (a):** Are there any additional areas within these roles that you consider NITB should undertake?

NITB has, as the strategic leader of tourism in Northern Ireland, a key role as enabler, facilitator, catalyst and influencer of other organisations to achieve their individual goals which feed into the higher national goals. It is difficult for NITB to “manage the product” as it does not create nor own the delivery of the product and therefore NITB’s role must be to facilitate and influence other organisations activities to achieve common goals for NI.

Likewise in relation to marketing, NITB cannot physically deliver or fund all the marketing required. By facilitating/ influencing other organisations to deliver specific marketing activities, NITB marketing budgets will go further and NITB can accelerate the possibility of achieving NI growth targets.

NITB has set out its 10 priority areas and programme of work for the next three years at the end of section 5.

**Question 3 (b):** Do you believe that the priorities for NITB that are set out in this plan will help build a stronger and sustainable tourism industry in Northern Ireland?

Belfast City Council believes that the priorities set out in this plan for NITB will help build a stronger and sustainable tourism industry in Northern Ireland.

**Delivery Mechanisms** - The role envisaged by NITB for RTPs is only possible if the RTPs are adequately funded and they can deliver marketing activities for their areas which is the hook that encourages the private sector involvement.

The role of Councils must also be recognised here because the RTPs delivery capacity is limited and councils have a statutory responsibility under the Local Government (NI) Order 1972 for the development and marketing of tourism. Belfast City Council has only outsourced marketing and visitor servicing to BVCB and BWC at this time.

### Key Priorities

1) Titanic (Maritime) Belfast

Belfast City Council welcomes the opportunity to continue to be an active player in the development and implementation of an integrated tourism plan for the TSP. It also welcomes the development of a marketing communications plan for the Titanic Signature Project 2012 which BVCB will work in partnership with NITB to implement.

6) Product portfolio development and management

“Develop, cluster, package and promote product offerings including events in line with product portfolios” - Belfast City Council looks forward to working in partnership with NITB on this which will deliver increased revenue and length of stay for Belfast and NI.

Support implementation of an Integrated Tourism Development Plan for Belfast to be realised as a key gateway – Belfast City Council believes that NITB will not only support the implementation of an Integrated Tourism Development Plan for Belfast, but will also work with us on the development of the Plan and therefore would suggest that the “development and implementation” be included in its Corporate Plan.

Develop a minimum of 2 business tourism zones for Belfast - Belfast City Council will work with NITB on the development of these zones for Belfast.

Increase discretionary conferences to Belfast - Belfast City Council will work with NITB and BVCB on increasing conferences to Belfast and would encourage NITB to assist in identifying resources from a range of agencies/sources to ensure Belfast can be in a position to bid competitively against other UK cities for international conferences.

10) Industry Development Programme

Work is already underway in partnership with NITB, BVCB, Belfast City Council and Derry Visitor and Convention Bureau on a “code of conduct” for tours in NI and we would suggest that this should be included in this section, particularly since it will assist in the delivery of excellence in visitor servicing. This could possibly be the non-accommodation accreditation scheme.

**Question 3 (c):** How might these programmes facilitate your own business plans in order to contribute to the targets set out in the Programme for Government for tourism growth? (See Annex 2 for targets).

The key programmes for Belfast are those that relate to city breaks, conference and cruise ship development and marketing. Belfast generated 60% of NI out of state visitors and as a result Belfast City Council looks forward to working with NITB in the development of the action plans that flow from this corporate plan that relate to the development and marketing of Belfast as a city break, cruise and business tourism destination in order to deliver Belfast’s contribution to the achievement of the NI growth targets.

**Question 3 (d):** Can you foresee any further priorities for NITB as an organisation which have not been included in this Corporate Plan?

- Funding for Events – particularly international events as attractors
- Direct support in winning international Conferences for Northern Ireland
- Quality accreditation systems
- Promotion of tourism as a career and direct work on assisting with the gaps in skills and training within the industry.
- Building of strategic partnership/relationship with key agencies, including local authorities

**The following are questions about the Corporate Plan overall and is your opportunity to add any additional comments:**

**Question 4:** Does the plan provide you with clear information as to what NITB aims to achieve over the next three years?

Belfast City Council welcomes the 3 year corporate plan and believes it gives clarity of NITB's plans for the next 3 years. Belfast City Council would welcome the opportunity to continue the discussion created by this consultation process and to build a partnership with NITB which will ensure that there is a sharing of expertise and regular communication in both directions. We believe that we can work together to ensure Belfast is key to the achievement of NI growth targets.

**Question 5:** Do you believe the plan will help spread the economic and social benefits of tourism across Northern Ireland promoting equality of opportunity and a balance between rural and urban areas?

Belfast City Council believes that the growth of tourism in Belfast has not been at the expense of tourism to rural areas; rather it has been additional and therefore has increased tourism to NI. To talk about a balance between rural and urban tourism can be misunderstood as it can create the idea that Belfast's success is not beneficial to rural areas but rather detrimental. This in turn can lead to strategies that might inhibit the growth of tourism to Belfast which will not be beneficial to NI. Rural tourism and urban tourism are complementary and success in one, benefits the other.

**Question 6:** Finally, do you wish to add any further comments or views on the plan?

Belfast City Council welcomes the identification of cities as a product development priority within the product portfolio and looks forward to working in partnership with NITB in developing and delivering on an outstanding visitor experience in Belfast. In addition through our gateway role we look forward to delivering visitor spread to all areas of NI.

Belfast City Council believes that it would be useful if the linkage between the government targets, corporate plan priorities and the budget allocation was clearer for example; the highlighted signature projects will not all be completed during the life of this plan and therefore will have no impact on visitor numbers or spend over the next 3 years.

Whilst signature projects should be prioritised, this should not be at the expense of addressing the lack of tangible product, ie: things that people can go and do in Belfast, and investment in this is critical. Cultural Tourism, in particular museums, galleries, festivals, events and cuisine, is still the number one motivator for European tourism and has now risen to 40% of all travel. 4.5 million in product portfolio development is too small an allocation to resolve this - after the creation of a signature project serious gaps will still exist if this is not rectified.

Key products gaps identified in NITB visitor surveys as to why Southern visitors do not come here, are either not covered or not emphasised in the report ie: Sundays, evening economy, cultural animation, summer programming. Creating products ie: music tourism, literary tourism, which reflect indigenous culture and can satisfy a 24 hour society and the experience economy – these need to be highlighted in the plan.

Overall the draft Plan does not clearly take cognisance of the Review of Public Administration which will be implemented by 2011. Albeit that this plan is up to 2011, there will be a transition period and the additional functions that will transfer to local government are important, particularly

- **tourism** – small scale tourism accommodation development; local tourism marketing and product development; visitor servicing; providing business support; and providing advice to developers on tourism policies.
- **others** – local arts, sports and leisure; EU Rural Development Programme; spot listing of buildings; local listing of buildings of architectural and historic interest; Armagh County Museum; local water recreational facilities; local sports; functions of the NI Museum Council; local arts; local festivals; and Donaghadee Harbour.

It is essential that this is included in the Plan at this stage and the role of Councils is taken account of and included in all plans for the future development of tourism in NI.

General – strengthening of relationships and engagement with Councils as key partners is essential to the delivery of national growth targets.

Thank-you for taking the time to complete and return your response.

**Belfast City Council**

Report to:	Development Committee
Subject:	European Unit Progress Report
Date:	13 August 2008
Reporting Officer:	Marie-Thérèse McGivern Director of Development ext. 3470
Contact Officer:	Laura Leonard European Manager ext. 3577

**Relevant Background Information**

Members will be aware of regular reports from the European Unit providing an update on Unit progress and seeking Committee approval for new activity. The following report will cover:

1. Eurocities AGM 2008
2. OPENCities Urbact II Proposal

**Key Issues****1. Eurocities**

Members will be aware that Belfast City Council has been an active and full member of the Eurocities network since the late 1990's. The Council through the Director of Development and the EU Unit actively participates in the Environment, Social Affairs, Culture and Economic Development fora of the network, contributing to or leading thematic working groups, engaging in project development and delivery, and influencing the development of policy at EU level.

An example of benefit to Belfast through participation can be seen through the Culture Forum where Belfast participated in one of ten transnational projects this year with an exchange to Berlin, and from Turin, to celebrate the EU Year of Intercultural diversity. Belfast City Council's work in this project and a subsequent analysis report on learning from the project is now hailed as best practice and is profiled on the Council of Europe Website.

The Economic Development Forum provides a platform for the Council's Economic Development Unit to gather best practice in anticipation of Belfast's EU Day of the Entrepreneur to be held here in November 2008 and it also allows the Creative Industries Officer to engage currently in a Creative Clusters Working Group and address the cities on Belfast's Creative Industries strategy.

Eurocities provides a platform for engaging with counterpart officers and elected members across Europe to develop and deliver tangible projects and, importantly, influence the development of EU policy at EU Institutional level which ultimately must be adhered to by local authorities across the EU.

Further opportunities for Belfast City Council includes cooperation with the Eurocities Members to seek resources through the 2010 EU Year of Social Inclusion and Combating Poverty which is a growing issue for the Development Committee.

#### Eurocities 2008 AGM

The Eurocities AGM will be held in The Hague from 26-29 November 2008. Traditionally the AGM is attended by the Chair and Deputy Chair of Development (or their nominees), Director of Development, Head of Economic Initiatives and the EU Manager. The theme of this year's conference is to "Build Active Governance" and within this there will be 5 sub-themes: living, work, well-being, environment and health, and innovation in governance. The latter is a very appropriate theme given the pending Review of Public Administration in N.I.

The conference will hold a cities awards ceremony on day one. Belfast City Council has submitted 3 proposals – "Don't Drop it, Stop it" campaign, the Urban Arts Academy and the City Murals Project.

In conclusion, Eurocities continues to be the most essential network in terms of Belfast City Council's ongoing EU activity. The network was a source for partners in the Open Cities network and also provided the INTI Migration and Integration project for the Good Relations Unit. It provides Belfast City Council with the latest policy and funding developments and is the strongest and most relevant network for cities in Europe.

Members are asked to note the value of the Eurocities Network to Belfast City Council and approve the attendance of the Chair and Deputy Chair (or their nominees), Director of Development, Head of Economic Initiatives and the European Manager at the 2008 AGM in the Hague from 26-29 November 2008.

#### 2. Urbact II OPENCities project

Members will be aware of their agreement on 21 March to lead, develop and submit a funding application under the URBACT II transnational fund. Cities can participate in the thematic URBACT networks (2008-2013) if they have benefited or continue to benefit from the Urban I and II programmes. As Members will acknowledge, the city of Belfast had benefited from Urban I (1994-1999) and currently benefits from the implementation of an Urban II programme in North Belfast worth £22 million investment. URBACT is a European Programme which aims to foster the exchange of experience among European cities and the capitalisation-dissemination of knowledge on all issues related to sustainable urban development.

Belfast City Council acts as lead city in the OPENCities project which will involve 11 cities spread throughout the EU (50% competitiveness category, 50% convergence category cities). The OPENCities project will be delivered in conjunction with two other senior partners, Madrid City Council and the British Council in Spain.

OPENCities "Towards Open Cities- Openness and the Competitive Advantage of Diversity "- explores the openness of cities in terms of attraction and retention of human capital and the social and economic integration of migrant workers.

The Urbact II programme stipulates that cities must work with their managing authority for EU funding, which in Northern Ireland's case is the Department of Finance and Personnel. DFP has formally signed up to work with Belfast City Council on this project and ultimately will involve other relevant government departments including DEL and DETI.

The three year programme also includes a 'fast track' element which means that the project has been assigned European Commission representatives from relevant Commission departments who will work with the project to identify new policy recommendations emanating from the project.

Members are asked to consider the following benefits that the programme will bring to Belfast.

1. OPENCities has to date succeeded in Phase I of the application process providing 75,000 euros to Belfast to develop a detailed 30 month project on OPENCities. It was one of only 24 successful projects out of 400 submitted from across Europe.

2. It was also one of only seven projects chosen for the Fast Track element, working exclusively as the only UK project alongside the European Commission. This will give the city of Belfast immense kudos and will heighten the city profile as we directly lead the city partners to work with senior commission officials to influence new emerging policies.

3. The EU Commission and Parliament view the OPENCities project as the EU flagship project on migration. The cities committed to take forward this project want to identify what makes a city open and attractive to international migrants – essentially how do we define 'Open-ness'. This will look at what an open city is and how can cities develop more pro-active policies to create open cities to better attract or retain mobile international populations, which are important to both the competitive and convergence objectives of the European Union.

4. The project will secure over €1M for undertaking a 30 month project involving the 12 partners. The British Council will provide further funding to the project to attract other international partners that cannot be funded through EU funds.

5. At the end of the project, each city will have a local action plan tailored to them. The managing authority in each region (i.e. DFP), will then review the action plans to assess the provision of funding to implement the recommended activities within the plan.

6. Each city will also have a Local Steering Group of key stakeholders. Partners will range from employers, recruitment agencies, unions, community representatives and statutory bodies. This steering group will be a lasting legacy of the project and a permanent platform for engagement around the subject.

7. Each city will be able to participate in city exchange and peer reviews at an elected

member, officer and stakeholder level.

8. The project led by Belfast City Council will be launched here in January 2009. This will be led by the Minister of Employment, Sir Reg Empey, and will attract high level politicians from the partner cities and senior policy makers from the EU institutions and DCLG.

9. Belfast City Council has already been profiled around this project in various publications including the Eurocities 'Inclusive Cities' newsletter and the Council has been invited to speak at the high profile Brussels Open Days in October 2008 and The Global City Forum in April 2009.

10. The project is the only project in Ireland addressing the issue of human migration and its impact on cities.

11. There is a strong North/South, East/West dimension to the project as Cardiff and Dublin are involved and it has already grabbed the attention of government departments in each jurisdiction as well as the NSMC and the Council of the Isles.

12. The involvement of larger cities such as Madrid and Vienna in the project will allow excellent exchange and learning possibilities for smaller cities like Belfast.

13. The Eurocities network interest in the project is very significant and they have established a new working group on economic migration to connect to the OPENCities project to allow for wider dissemination of the project findings to other cities.

14. The British Council will fund a range of cultural events to track and visualise the project including paying for a photographic record in each city and touring exhibition. As part of this the British Council will be holding an event on 23 October at the Belfast Festival looking at the issues addressed by the project. Charles Landry, a renowned author in the subject, will be chairing the debate. Belfast City Council has been asked to be a partner and speaker at the invitation only event. The Chair and Deputy Chair of Development will be invited. Members are requested to approve a contribution of £2,000 towards this event.

15. Main outputs of the project:

- Concept papers setting out the proposed methodology to define and measure Openness
- Training materials and workshops for participating partners to establish financial management, communication and audit trail process
- Materials from baseline survey on OPENCities considering the factors which contribute to Openness
- Guidance on local action plans and local leadership for OPENCities.
- An OPENCities Index or Kitemark Quality Standard.
- International conferences to promote the OPENCities concept and index
- Policy recommendations on how cities can influence national and regional frameworks to support more open cities
- Local Action Plans in participating city councils, including a number of Pilot Projects proposals taken forward from these plans & to be financed by Structural Funds.
- Reports/Publications and Case Studies on OpenCities (in collaboration with EU

Commission)

As members will note, the OPENCities is certainly a unique project addressing a current and growing issue for the city and NI as a whole. Members are asked to note this report and approve the attendance of Development Committee Members at the OPENCities launch in Belfast on 13 January 2009.

### **Resource Implications**

#### **1. Eurocities AGM**

Associated costs for attendance at the Eurocities AGM in the Hague 26-29 November as follows:

Accommodation:	570 euros per person
Flights:	200 euros per person
Total:	770 euros per person

#### **2. OPENCities**

Phase One : Belfast City Council will contribute £4,500

Phase Two: Belfast City Council will contribute £30,000 over three years.

These amounts have already been agreed within the departmental plans.

3. A £2,000 contribution to the British Council OPENCities event at the Belfast Festival

### **Recommendations**

Members are asked to –

- Approve the attendance and expenditure of all associated costs of the Chair and Deputy Chair, Director of Development, Head of Economic Initiatives and the European Manager at the Eurocities AGM 2008 (or their nominees).
- Note the anticipated benefits of the OPENCities project and agree to the attendance of Development Committee Members at the Belfast launch of the project on 13 January 2009.
- Approve £2,000 towards the British Council event on 23 October 2008.

### **Documents attached**

None

**Abbreviations**

EU – European

AGM – Annual General Meeting

DFP – Department of Finance and Personnel

DETI – Department of Enterprise, Trade and Investment

DEL – Department of Employment and Learning

DCLG – Department of Communities and Local Government

NSMC – North South Ministerial Council

NI – Northern Ireland



**Belfast City Council**

<b>Report to:</b>	Development Committee
<b>Subject:</b>	Community Festivals Fund
<b>Date:</b>	13 August 2008
<b>Reporting Officer:</b>	Marie-Thérèse McGivern, Director of Development ext 3470
<b>Contact Officer:</b>	Tim Husbands, Managing Director, Belfast Waterfront and Ulster Halls ext 1400

**Relevant Background Information**

The Development Committee considered reports in January, April and May regarding the proposed transfer of Community Festivals Funding from the Department of Culture, Arts and Leisure (DCAL) to Local Authorities. This funding was previously administered through the Northern Ireland Events Company.

Previous Committee reports have highlighted a number of issues with the proposed transfer and issues have been raised within Council and with DCAL particularly regarding the level of funding being offered.

At the Strategic Policy and Resource Committee in June it was recommended to commit £120,000 to a Community Festivals Fund with a request to DCAL that they consider increasing their contribution to match that from the Council. DCAL has since responded that they are sympathetic to Council's position and Belfast City Council will have first priority should any surplus funds materialise, but at this early stage they have no declared surplus to re-distribute. Policy and Resource Committee also outlined the procedure and timescale for administration of grant and requested the rationalisation of approval of delegated authority for the Director of Development to manage the award of grants under the Community Festivals Fund.

Council has since accepted the award from DCAL to manage the Community Festivals Fund in the Belfast area. The total fund value for Belfast is £197,300. From this an operating budget of 10% (£19,730) has been set aside, leaving an amount available for distribution of £177,570.

**Key Issues**

A report has been compiled (**See Appendix A**) to establish funding guidelines and administrative and management procedures. In order for it to commence delivery of grants by September 2008 with a single call running until March 2009.

Issues for consideration by Development Committee:

- the minimum and maximum level of financial offer for the Community festival Fund
- established CFF criteria for the Council broadly based on DCAL guidelines but in line with the current Development Department's strategy and strategic objectives
- the establishment of a grant delivery procedure for the department to implement, in order to effectively administer CFF in the timescale required.
- the rationale for seeking delegated authority
- the engagement of an external consultant as lead assessor to manage the CFF assessment and evaluation processes.

Timescale

Advertise scheme	2 September 2008
Deadline for applications	19 September 2008
Recommendations approved by Chief Officer	30 September 2008
Information Sessions on CFF	4 & 5 September 2008 ( <b>See Appendix B</b> )
Grant awards made	1 <sup>st</sup> October 2008

**Resource Implications**

Financial

The total fund value for Belfast is, accordingly, £197,300. From this an operating budget of 10% £19,730 has been set aside for the administration of the scheme

Human Resources

There are implications for additional staffing resources required to administer the proposed fund.

**Recommendations**

It is recommended that Members note the contents of the report and approve the :

- 1) Procedure and timescale outlined for administration of grant
- 2) Criteria and Guidance Notes for the Community Festivals Fund
- 3) Communications plan for the scheme
- 4) Delegated authority for the Director of Development to manage the award of grants.
- 5) Engagement of an external consultant as lead assessor to manage the CFF evaluation and assessment process.
- 6) Minimum and maximum levels of financial offers from the fund, of £2,500 and £10,000 respectively

<b>Documents Attached</b>
---------------------------

Appendix A Recommendations for the delivery of the Funding Guidelines, and administrative procedures of the Community Festivals Fund 2008/2009
Appendix B Information sessions schedule

<b>Key to Abbreviations</b>
-----------------------------

CFF Community festival Fund
DCAL Department of Culture, Arts and Leisure

**PAGE BREAK**

# APPENDIX 1



## Community Festivals Fund

(September 2008 - March 2009)

### Administrative Guidelines

## 1 INTRODUCTION

- 1.1 Belfast City Council (BCC) has accepted the commission from the Department of Culture Arts & Leisure (DCAL) to manage the Community Festivals Fund (formerly managed by the NI Events Company) in the Belfast area. DCAL is providing £77,300 as their contribution to the fund with BCC contributing a further £120,000 with a request to DCAL that they increase their contribution to match that from the Council. The total fund value for Belfast is, accordingly, £197,300. From this, a maximum operating budget of 10% (£19,730) for administration has been set aside, leaving an amount available for distribution of £177,570.
- 1.2 In order to proceed to the full operating of the Fund, there is a need to establish detailed funding guidelines and an administrative and management procedure, in order for it to commence delivery of grants by September 2008, with a single call running until March 2009.

In order to progress to this point, approval is required by members for the:

- Recommendation of the minimum and maximum level of financial offer for community festivals;
- Establishment of CFF criteria for the council broadly based on DCAL guidelines but in line with the current Development department's strategy and strategic objectives;
- Provision of recommendations on grant delivery procedure that department needs to implement in order to effectively administer CFF having in mind the timing issue including:
  - Advertising and communication;
  - Administration;
  - Assessment;
  - Appeals;
  - Monitoring;
  - Management
  - Evaluation.
- Provision of detailed funding guidelines which should include:
  - A recommended version of guidance notes which will be passed to applicants;
  - Written terms and conditions of offer;
  - A standardised letter of offer;
  - Recommended method of assessment and weighting;
  - A template for marking of applications;
  - Recommendations on appeals procedure.
- Provision of delegated authority to administer the fund

2. **ASSESSMENT OF NEED FOR SCALE OF AWARDS AND PROCESS**

**Recommendation for the minimum and maximum level of financial offer for community festivals**

- 2.1 On the basis of the materials provided by DCAL and their specified requirement that the programme *help festivals move towards self-sufficiency and sustainability by providing training to 'build capacity'*, and on the basis of the Council's specific requirement *that the festivals as proposed meet specific criteria that contribute to the future development of the city by supporting communities* and recognising that *Council wishes to support as many communities as possible* in their endeavour to continue to deliver existing festivals or to develop new ones, it is recommended that the upper and lower limit for awards be £10,000 and £2,500 respectively. The lower limit has been set at 25% of the upper and is recognised as the level below which it might be considered that a festival would be of insufficient scale to deliver on the capacity building requirement.

**Establish CFF criteria broadly based on DCAL guidelines but in line with the current Development department's strategy and strategic objectives**

- 2.2 Belfast City Council recognises the Fund as an investment in long-term community 'capacity building' which can most meaningfully contribute if it is aligned with the aims and objectives that guide Council as it leads and manages citywide development. Accordingly, Council has set down a series of specific 'underpinning' criteria with which applications for funding should seek to connect. Evidence of this 'connection' should be included in every proposal.

The criteria are: -

**(a) Providing Leadership**

- Recognising that festivals help communities come together and help them celebrate who they are and what they want their communities to become in the future.
- Recognising that effective partnerships help lead development and that community festivals can be the start point for partnerships.
- Recognising that the CFF is one way of enabling *communities of place or interest* to make their voices heard when it comes to policy making.

**(b) Promoting Social Inclusion and Cultural and Environmental Engagement**

It is recognised that local community festivals can have a positive economic impact generated not only through increasing local 'spend' but also by adding new skills and increasing enterprise within communities. They can also have a positive impact on helping to reduce division and the polarisation of communities by promoting good relations and they can increase the 'levels of confidence, participation and engagement' within communities. In so doing they can increase the capacity of citizens to make informed decisions about their neighbourhoods.

Community festivals can also help to protect and promote the city's heritage and help deliver a strong cultural experience, not only for the citizen but also for the visitor. They can also help with the creation of 'shared space'.

It is recommended that BCC welcomes applications that recognise these themes and provide a positive response to tackling them at the community level for either single or multiple communities.

**(c) Animating the City (Celebration)**

BCC recognises that communities have much to celebrate but often don't have the resources to make that celebration to happen. Communities might wish to: -

- celebrate their own or engage with others' cultural identity (now more important than ever as communities expand to accommodate new migrants),
- celebrate success in the arts or in sport, new infrastructure or some other development that will help the community grow
- come together to share the moment across the generations.

Celebration can contribute to community cohesion and have a positive effect on the image of the community internally and across the rest of the city; it can help promote the city as well. CFF can have a role in making that celebration happen. It is recommended that If any proposal is to attract funding, BCC will require to have demonstrated : -

- strength in depth in community engagement and participation,
- quality in the delivery of festival events and
- innovation and creativity in the way the festival meets its aims and objectives.

**(d) Regeneration (Community Led)**

It is established that where communities take the lead in local area regeneration everyone benefits . Festivals can be a first step in bringing communities together and building capacity (skills training and volunteering) to enable bigger regeneration issues to be tackled by the community; then they can be the means of celebrating what has been achieved. The CFF does not only see Festivals as a regeneration tool, however, festivals are worthwhile for the cultural development they provide, for their ability to enhance the use of public spaces and for the opportunity they provide for community participation and

engagement. The CFF aims to recognise and support festivals for all that they might potentially deliver across Belfast.

**Provide recommendations on grant delivery procedure that the department needs to implement in order to effectively administer CFF having in mind the timing issue currently impacting on fund start up**

2.3 The following papers are attached in order to deliver this requirement: -

- Notes for Guidance which cover: -
  - The Community Festivals Fund – Introduction & Background
  - Conditions and Criteria Applying to the Award of Grant
  - The CFF Applications Process
  - The Evaluation/Assessment Process
  - Letter of Offer
  - Appeals Procedure
  - Monitoring & Reporting
  - Drawdown of Grant
  - Reclaim of Grant
  - Ineligible Costs
  - Advertising
- Application Form
- Evaluation/Assessment process ‘score sheet’
- Administrative Process Map
- Standardised Letter of Offer
- 

**Advertising and communication**

2.4 The period available within which to secure bids and deliver a community festivals programme in this current year is so short that a strong promotional programme will need to be undertaken if enough / the best applications are to be secured to ensure that the funding available is fully allocated.

2.5 The following are recommended: -

- The initiation of a public relations programme around the formal launch of the Fund –targets include community media, press and broadcast media.
- An *e-mail promotional campaign* using BCC client lists within Arts and Culture, and Community Services
- An e-mail promotional campaign supported by BCC’s various partners e.g. VSB, NICVA
- A *poster campaign* within BCC leisure and community centres
- *Advertising* in Belfast Telegraph, Irish News and Belfast Newsletter
- *Web-based advertising* on the BCC site and those of its community partners.

A series of ‘in community clinics’ by BCC staff have, in other circumstances, proven to be a worthwhile investment in promotion and might also be usefully provided as part of the general promotional programme for CFF.

**Staffing**

- 2.6 Having assessed the current workload of officers that might be involved in the delivery of the Fund, it is recommended that Council should engage an external consultant as lead assessor to manage the CFF evaluation and assessment process.

**Delegated Authority**

- 2.7 Under Part II of the Council's revised scheme of delegation, within subsection vi, it states that 'Where the Committee has established a scheme for the awarding of small grants (ie. up to a maximum level of £10,000) and has authorised the Chief Officer to administer the scheme, then the Chief Officer has the delegated authority to approve the allocation of the grants in line with the award criteria.' It is therefore recommended that this scheme is administered in this way, with the requirement for two outcomes/outputs reports back to committee in November 08 and March 09.



# Community Festivals Fund

(September 2008 - March 2009)

## Notes for Guidance

**Deadline For Applications  
12.00 noon, 19<sup>th</sup> September 2008**

Contact Details:  
Business Support  
Development Department  
Belfast City Council  
The Cecil ward Building  
4-10 Linenhall Street  
BELFAST  
BT2 8BP  
T: 028 90  
F: 028 90  
E:

A PDF of this form can be downloaded from [www.belfastcity.gov.uk/](http://www.belfastcity.gov.uk/)

Belfast City Council is committed to ensuring that its services are available to all sections of the community. Consideration will be given to providing this form in alternative formats on request, where practicable.

**Contents**

- 1. The Community Festivals Fund – Introduction & Background**
- 2. Conditions and Criteria Applying to the Award of Grant**
- 3. The CFF Applications Process**
- 4. The Assessment Process**
- 5. Letter of Offer**
- 6. Appeals Procedure**
- 7. Monitoring & Reporting**
- 8. Drawdown of Grant**
- 9. Reclaim of Grant**
- 10. Ineligible Costs**
- 11. Advertising**

## **THE COMMUNITY FESTIVALS FUND**

### **1. Introduction & Background**

The Community Festivals Fund was established in 2006 in recognition of the potential contribution that festivals could make to communities, the local economy and to wider Government policy priorities. The fund was administered for the Department of Culture Arts & Leisure (DCAL) by the Northern Ireland Events Company, through an open application process.

Under the Review of Public Administration, it was determined that the work of the NI Events Company should transfer to the Northern Ireland Tourist Board. However, as the Community Festivals Fund (CFF) did not readily fit with NITB's focus on tourism development, the decision was made to transfer the operation of the Fund to Northern Ireland's Local Authorities on 1st April 2008. This transfer of responsibility recognised the community development and support funding already provided by local authorities and the contribution that festivals can make in promoting community cohesion

The total fund available in 2008-09 from DCAL for distribution through Local Authorities across Northern Ireland is £450,000; Local Authorities have been asked to match this fund. In the Belfast City Council area the DCAL allocation will be £77,300 to which Belfast City Council will add £120,000 for a total fund of £197,300. Belfast City Council has requested that DCAL make available additional funding, if possible, to bring their contribution up to the level of that made by the Council. The maximum operating budget for the fund has been pegged at 10% (£19,730) leaving a fund available for distribution (at this time) of £177,570.

### **Purpose of the Fund**

Belfast City Council and DCAL both recognise the contribution to social cohesion, the celebration of cultural identity and the strengthening of community relations that community festivals can make; they welcome the opportunity to provide financial support to enable festival organisers to deliver their planned events. However, funding alone is not enough to ensure that a festival can be sustained for as long as the community wants it to go on. For that reason, the primary purpose of the CFF is to improve the capacity of community festival organisations and to make them less reliant on public funding by providing support and training; making funding available towards the cost of events is secondary.

It follows that applications for funding must demonstrate how that funding will help 'build capacity' within the community. The requirements of the applications process are fully explained below.

### **Definition of a Festival**

A community festival is a series of events with a common theme delivered within a defined time period. It is developed from within a community and should celebrate and positively promote what that community represents.

Community festivals are about participation, involvement and the creation and/or development of a sense of identity/common interest, these are important in contributing to the social well being of the community.

Community festivals must be initiated and led by a formally constituted community organisation or a community led partnership: it is not enough to run a festival for a community – the community must have ownership of and play a strong part in the development and delivery of the festival.

Belfast City Council's Festival Policy states: -

*A Festival is a series of activities within a condensed time period of at least one day in length (i.e. 8-10 hours). Activities are usually different but related. A Festival is not one event scheduled over several days i.e. a series of similar events (e.g. one performance happening several times) nor is it a fund raising event, nor a commercial event.*

### **Definition of a Community**

A community may be defined as - A specific group of people, often living in a defined geographic area, who share a common culture, values and interests and who are arranged in a social structure according to relationships the community has developed over a period of time.

## **2. Conditions and Criteria Applying to the Award of Grant**

### **General Conditions Applying to the CFF**

Applications to the fund are competitive and the award of grant will be made on merit. Festivals may already be well established, 'emerging' over the last two or three years or they may be new ideas developed to meet a specific need or opportunity identified within the community. They can be one-time-only, the continuation of an existing event or the first in what is intended to become an annual event.

The festival organisation must be formally constituted as a legal entity to enable the award of grant to be made and accepted.

It will be necessary that all festivals applying for support demonstrate their commitment to promoting social cohesion, social inclusion, equality of opportunity and good relations.

An application to the CFF will not exclude the applicant from applying to other public sector sources for funding.

### **Belfast Specific Criteria**

Belfast City Council recognises the Fund as an investment in long-term community 'capacity building' which can most meaningfully contribute if it is aligned with the aims and objectives that guide Council as it leads and manages citywide development. For that reason, Council has set down a series of specific 'underpinning' criteria with which applications for funding should seek to connect. Evidence of this 'connection' should be included in every proposal.

The criteria are: -

### **Providing Leadership**

This is essentially about three things: -

- Recognising that festivals help communities come together and help them celebrate who they are and what they want to become in the future.
- Recognising that effective partnerships help lead development and that Community festivals can be the start point for partnerships.
- Recognising that the CFF is one way of enabling *communities of place or of interest* to make their voices heard when it comes to policy making.

### **Promoting Social Inclusion and Cultural and Environmental Engagement**

BCC recognises that local community festivals can have a positive economic impact generated not only through increasing local 'spend' but also by adding new skills and increasing enterprise within communities. They can also have a positive impact on helping to reduce division and the polarisation of communities by promoting good relations and can increase the levels of confidence, participation and engagement within communities. In so doing they can increase the capacity of citizens to make informed decisions about their neighbourhoods.

Community festivals can also help to protect and promote the city's heritage and help deliver a strong cultural experience, not only for the citizen but also for the visitor. They can also help with the creation of 'shared space'.

BCC welcomes applications that recognise these themes and provide a positive response to dealing with them at the community level for either single communities or several communities working together.

### **Animating the City (Celebration)**

BCC recognises that communities have much to celebrate but often don't have the resources to enable that celebration to happen. Communities might wish to celebrate their own cultural identity or engage with what others see as 'their identity' (now more important than ever as communities expand to accommodate new migrants), or they might celebrate success in the arts or in sport or the creation of new infrastructure or some other development that will help the community grow or they might simply want to come together to share the moment across the generations.

Celebration can contribute to community cohesion and have a positive effect on the image of the community internally and across the rest of the city; it can help promote the city as well.

CFF can have a role in making that celebration happen but if the Council is to provide funding it will want to see strength in depth in community engagement and participation, quality in the delivery of festival events and innovation and creativity in the way the festival meets its aims and objectives.

## **Regeneration (Community Led)**

BCC believes that where communities take the lead in local area regeneration (as they do in the area partnership boards for example everyone benefits – more gets done and it tends to ‘stick’. Festivals can be a first step in bringing communities together and building capacity (skills training and volunteering) to enable bigger regeneration issues to be tackled by the community; then they can be the means of celebrating what has been achieved. The CFF does not only see festivals as a regeneration tool, however, festivals are worthwhile for the cultural development they provide and the sustainability of cultural activity that they support. They are also worthwhile for their ability to develop the use of public spaces and for the opportunity they provide for community participation and commitment. The CFF aims to recognise and support festivals for all that they might potentially deliver across Belfast.

### **3. The CFF Application Process**

#### **Grant ‘Open for Application’ Period**

The CFF applications period opens with the publication of these guidelines and closes on Friday 19<sup>th</sup> September at 12.00 noon. The Application covers all events that are scheduled to take place within the period from the earliest date for the award of grant (1<sup>st</sup> October 2008) to the 31<sup>st</sup> March 2009, all claims for grant aid must be substantially complete, verified and with BCC for assessment by 10<sup>th</sup> April 2009. All applications must be received before the grant deadline, which will be strictly enforced.

#### **Making an Application**

Applications must be made on the Community Festivals Fund Application Form, which is available by post from the Development Department at BCC (see address below) or may be downloaded in PDF form from [www.belfastcity.gov.uk/??](http://www.belfastcity.gov.uk/??)

The application form has the following sections: -

- A About your Organisation
- B About your Proposed Festival
- C Funding Criteria for the Community Festivals Fund
- D Budget & Evaluation
- E Declaration

All applications received will be acknowledged.

#### **Who Can Apply for the Community Festivals Grant**

To make an application, organisations must be formally constituted (verified by an adopted Constitution or by Memorandum and Articles of Association as appropriate) and have an appropriate legal status. The Chairman or Chief Executive of the organisation will be required to confirm in writing that the application is genuine and that the organisation will comply fully with the monitoring, reporting and evaluation procedures set down by BCC.

### **Advice About Making an Application**

BCC proposes to run a series of advisory sessions where prospective applicants can get advice on the process of making an application. These advice sessions will take place as follows: -

<b>Area</b>	<b>Location</b>	<b>Date &amp; Time</b>
Belfast East		
Belfast West		
Belfast Shankill		
Belfast North		
Belfast South		
Belfast Central		

These sessions will not comment on or provide advice on specific applications. Only general information will be available.

In addition, '*Notes for Guidance on Completing the Application Form*' are available from the Council website or by post; normally they will accompany the application form.

### **Available Funding Limits**

The Community Festivals Fund will normally make awards in the range £2,500 - £10,000. The Fund will not contribute more than 80% of total allowable costs and is likely, in most instances to contribute significantly less. Festivals with a budget less than say £3,500 are unlikely to be able to provide the required level of training to warrant support from the Fund. The promoter will be expected to provide 20% of the total budget; this may include in-kind support (valued at the rate the organisers would otherwise have had to pay for that support) and volunteer labour (valued at the minimum wage rate).

### **Activities That The Community Festivals Fund Can Support**

The Fund will consider funding the following types of events and activities in the context of a Festival proposal: -

- ✓ Arts and heritage educational events, performances and exhibitions.
- ✓ Other cultural events that focus on those things that contribute to, or make up the cultural identity of an area or group and celebrate its/their uniqueness.
- ✓ New commissions and/or productions that relate to the cultural identity of a community, its history, and issues that currently confront it and/or its aspirations for the future.
- ✓ Participatory activities that will engage the community and that relate to its sense of itself (culture and identity), and/or its sense of place and/or its relationships with other communities and with the future.
- ✓ Events and other activities that seek to give the community a voice on issues as to its future and its place in the city.
- ✓ Events and activities by which the community seeks to engage with its neighbours on issues of identity, shared space and future growth and development.
- ✓ Events that celebrate what the community has to offer and that welcome new comers.

- ✓ Events developed by common interest groups that take forward that interest, reaching out to the further development of creativity, skills, opportunities and the development of audiences and participation (including 'showcase' events).
- ✓ Training events and similar activities (as part of festival delivery) that will build capacity within the community to ensure that the festival can be repeated (if appropriate) or that new festivals can be created and successfully grown in a planned, managed and controlled way.
- ✓ Events (within the context of festival planning and/or delivery) that seek to establish, mobilise and motivate new partnerships for development.
- ✓ Events, within the context of festival planning, that aim to identify and promote new enterprise/business opportunities for members of the community, that might usefully be developed in support of the Festival its participants and audience.
- ✓ Marketing activities aimed at generating audience (including tourists).

### **Activities and Organisations that the Community Festivals Fund Will Not Support**

The fund will not support: -

- × Organisations that are not formally constituted and as such cannot be classed as a 'legal entity'.
- × Organisations that are able to share out profits to members or shareholders.
- × Activities outside Belfast City Council area.
- × Organisations that are for profit, unless all profits are reinvested in the organisation to further its objectives and are not distributed by way of profit, dividend or otherwise to the organisation's shareholders, members, owners, stakeholders or anybody else connected with the organisation i.e. a social enterprise company.
- × Activities that could be undertaken on a commercial basis.
- × Other local authorities.
- × Other public sector organisations.
- × Individuals.
- × Activities that provide no potential benefit to the public, either in the short or long term.
- × Goods and services that have been ordered or bought before receiving a letter of offer.
- × Activities that have already taken place or are already underway at the time of assessment.
- × Activities, equipment or events that duplicate what already exists.
- × Costs that are already covered by other funding or income sources.
- × Festivals that are primarily fundraising events or are heavily branded with charity branding or deploy potential sources of income from a festival to a charity
- × Award ceremonies or trade/industry events of a commercial nature
- × Residential courses or associated events.
- × Festivals that are social events for an organisation.
- × Activities that do not benefit the citizens of Belfast.
- × Loans or deficits.

#### 4. The Assessment Process

The applications process is competitive and only the best applications will receive grant aid; applications that do not reach a minimum standard under the assessment process will be automatically excluded from further consideration. The fund available for distribution is currently £177,570, which should be considered, at this time, as the maximum available. The grant upper and lower limits are £10,000 and £2,500 respectively. A

The assessment process has four stages: -

**Stage 1** Assessment against the checklist of eligibility/ineligibility criteria set out above (pass or fail on the basis of the evidence provided in the proposal).

Assessment of the organisation's financial stability as evidenced by the provision of accounts and / or bank statements.

Confirmation that the organisation has in place Child Protection Policy and Procedures, if appropriate. (Copies to be supplied, if not already with BCC)

**Stage 2** Assessment of the festival proposal with regard to its ability to meet the general conditions applying to CCF (pass or fail on the basis of the evidence provided).

**Stage 3** Assessment of the proposal with regard to the degree to which it 'conforms' to the specific criteria set down by Belfast City Council. This element of the assessment will apply a five-point scale (see below) to each of the underpinning criteria, which will be 'weighted'. Applicants should demonstrate how their proposal supports each condition.

Score	Description
80 -100:	Excellent adherence to criteria / excellent degree of evidence
60 - 80:	Good adherence to criteria / good degree of evidence
50 - 60:	Moderate adherence to criteria / moderate degree of evidence
30 - 50:	Below average adherence to criteria / limited degree of evidence
0 - 30:	Poor adherence to criteria / little or no evidence

***Providing Leadership (weighting x6)***

*Exemplars might include: -*

- Demonstrating relevance to the target community.
- Demonstrating a high level of community participation.
- Providing opportunities for future development (repeatability & expandability) – if appropriate.
- Demonstrating practical efforts aimed at 'capacity building'.
- Developing new partnerships.
- Creativity - evidenced by 'theming' and programming.

**Promoting social inclusion and cultural and environmental engagement** (weighting x5)

*Exemplars might include: -*

Demonstrating that barriers to access have been identified and will be dealt with – this might include issues of access for people with disabilities, ticket prices, transport difficulties etc.

Demonstrating that the events planned will be neither threatening nor offensive.

Demonstrating that the events planned are relevant to the community and its interests/issues

Demonstrating that the events might reasonably be expected to generate significant community/audience engagement.

**Animating the city (Celebration)** (weighting x5)

*Exemplars might include: -*

The Programme - demonstrating 'innovation' and 'creativity'

Demonstrating 'quality' in the delivery of festival events

Demonstrating how the programme enhances the cultural experience of those living and working in Belfast

**Promoting Community Led Regeneration** (weighting x5)

*Exemplars might include: -*

Providing evidence that there is a process to attract visitors to the area e.g. an audience development plan.

Providing evidence of support from the local business community.

Connecting with existing regeneration projects in the area.

Evidence of the way in which the festival will make a contribution to the development of 'sustainable cultural activity'

Evidence of the contribution to enhancing the cultural infrastructure of the city

Evidence of enhancing public spaces through increased use

**Stage 4**

Assessment of the proposal with regard to management (weighting x 5) and the quality of: -

- Planning,
- Budgeting,
- The proposed resources and structures to be employed to ensure that the festival is well managed and controlled.

Assessment of the proposals for: -

- Monitoring, evaluation and reporting.

This will again be scored on a five–point scale (very poor - very good).

Should the initial assessment fail a proposal at stage 1, no further assessment will be carried out.

Assessments will initially be made by the Council's lead assessor for the CFF and subsequently verified by the manager responsible. A 'moderation' process will then be undertaken to ensure that all projects have been assessed to the common standard.

On completion of the moderation process, recommendation for the award of grant will be made and ratified according to Council procedures.

No applications will be assessed until the closing date for applications has passed. Late applications will not be considered.

Your organisation will be advised of the outcome of your application within six (6) weeks from the closing date for applications.

## **5. Letter of Offer**

If your organisation is successful a Letter of Offer outlining general conditions (See Appendix 1) and any special conditions and explaining the stages by which we will pay the grant will be sent. The most senior person in your organisation e.g. the Chairman or Chief Executive will be asked to sign and return the letter of offer; organisations should retain a copy of the letter of offer 'for information'. The letter of offer will oblige the organisation to accept the grant and its conditions. The letter of offer must be formally 'accepted' before any grant can be released. At the latest this has to happen within 12 weeks of the date of the letter of offer.

If the grant does not correspond with the amount requested, your organisation must discuss this with the Council officer responsible for the Fund; you will be required to confirm in writing exactly what the CFF grant will be used to pay for.

If you receive a grant offer and no longer want to take it up, please advise the Council, in writing, as soon as possible.

## **6. Appeals**

If your application is unsuccessful you may appeal the decision by providing, in writing, additional/new information, which you believe will strengthen the case you made in your application. If no new information is made available your appeal will not be 'heard'.

Your appeal will be reviewed along with the original application and the results of the original assessment process by the Council Head of Service - Culture and Arts who will then make a final decision on the case. All decisions at that point are final and no further appeal will be considered.

## **7. Monitoring and Reporting**

If successful you will be required to provide the Council with interim and final evaluation reports in a form set out by Council. The interim report will be required two (2) weeks before the festival opens and the final report within four (4) weeks of the closing date (unless agreed otherwise with BCC). For events held in March 2009, the last date for receipt of final reports will be 10<sup>th</sup> April 2009 (12.00 noon).

The final report must be accompanied by a fully vouched financial account for the event compiled under the same headings used in the application. It is recommended that organisations engage an independent accountant to prepare and report on the accounts for the event.

**Note:** The cost of obtaining support from an accountant to prepare the financial report will be an eligible expenditure for the award of grant.

The final report must contain statistics on audience numbers and geographic spread (by individual event); numbers of participants and a specific attempt should be made to establish if any tourists have attended the event(s).

#### **8. Drawdown of Grant**

Grant will be paid in two tranches, the first (90%) on award of grant and the balance on submission of an acceptable final report. Prior to the payment of the first tranche, you will be required to provide Council with a re-profiled expenditure budget which will be verified and agreed by your Council appointed project assessor; this must take place before the letter of offer is sent out as the new/reprofiled budget will form the basis of the letter of offer.

The payment of the second tranche (10%) is performance related and will be dependent on receipt of a final report which, when evaluated, confirms that the event was delivered as set out in the proposal and agreed at the initial evaluation stage. The evaluation process will be managed by the Council appointed lead assessor and verified by the Council project manager.

#### **9. Reclaim of Grant**

Should the event not go ahead, Council will reclaim that element of the money paid to you by way of grant but not spent. Council reserves the right, however, to reclaim all moneys advanced should you fail to substantially deliver on the commitments made and agreed to in the bid for funding,

#### **10. Ineligible Costs**

The cost of any 'celebrations' primarily for the benefit of the organisers, sponsors or the people who worked on the event pre or post event will be deemed ineligible for the award of grant. Subsistence catering costs will be limited to 10% of total costs.

#### **11. Advertising**

This grant programme will be advertised in Council leisure and community centres (by poster), on the BCC website, through Council network partners and in the press (Belfast Telegraph, News letter and Irish News). Current and previous Council festivals and arts and heritage funding clients will be notified direct. The Council's Community Services Department will also advise their client groups. Council will also work closely with VSB and NICVA to ensure that the community and cultural groups with which they work are advised of the Fund.

## **Appendix 1**

### **Terms and Conditions of Offer**

Belfast City Council will apply the following terms and conditions to any offer made under the Community Festivals Fund.

#### **Application of Funds**

- The budget as detailed in the application shall not be changed except with the prior written consent of the Council.
- The funding provided by the Council shall be used solely for the purposes of the implementation of the festival as described in the proposal.

#### **Management**

- The Festival Manager shall make themselves reasonably available for discussion on the progress of the Festival with the Council.
- Management will make available a re-profiled expenditure budget for agreement in advance of any letter of offer being signed.

#### **Payment of Grant**

- The grant agreed will be paid in two installments, ninety per cent (90%) on receipt of a completed letter of offer and ten per cent (10%) on receipt of a satisfactory Festival events report and vouched and verified financial statements.
- Payment is conditional on the promoter complying with any Special Conditions listed in any Schedule to the Letter of Offer.
- No funding will be released until any requested outstanding documentation is submitted and is acceptable to the Council.

#### **Monitoring**

- For monitoring purposes, relevant Council staff should be allowed free access to all public presentations/events within the agreed festival programme.
- Subject to timetable and agreement, you shall provide the Council with two reports (interim and final) on templates that will be provided.

#### **Right to Access**

The Council through its authorised officers and agents shall have uninhibited right to: -

- Inspect the premises and equipment used for the purposes of festival programme delivery;
- Interview all participating staff and trainees;
- Discuss all aspects of the festival with the Festival Manager;
- Inspect all financial and other relevant documents relating to expenditure incurred in connection with the festival;
- Initiate independent reviews to assess the performances of the festival programme against stated performance standards.

### **Giving Notice**

The promoter shall notify Council immediately in the event that they should become aware of: -

- Any threat to the future participation in the festival of any other contributors/funders;
- Any doubt as to the ability of those contributors/funders to continue with their commitment to the festival;
- Any substantial deterioration in your financial position;
- The happening or substantial likelihood of the happening of any circumstances that would mean that the festival would not proceed.

### **Withdrawal**

The Council reserves the right to cease any further or continued commitment to the festival if it should decide at its entire discretion that the festival for whatever reason has been jeopardized/is likely to be jeopardised as to its future continuance.

### **Repayment of Funding**

If: -

- The festival for whatever reason has been jeopardised as to its future continuance;
- The progress of the festival has become unsatisfactory;
- There has been a substantial change in the nature, scale or timing of the festival to an unacceptable degree.
- There has been an increase in costs which no other contributors have agreed to meet;
- Any of the information contained in the application or amendments thereon or in the reports to be furnished by you pursuant to this Letter of Offer transpires to be materially incomplete, incorrect or misleading;
- That any of the monies provided by the various contributors is not entirely applied for the purposes of the Programme;

Council will require that any money unspent up to the time that any of the circumstances outlined above have come to light will be repaid.

Council reserves the right, however, to reclaim all moneys advanced should you fail to substantially deliver on the commitments made and agreed to in the proposal for funding,



# Community Festivals Fund

(September 2008 - March 2009)

## Application Form

**Deadline For Applications  
12.00 noon, 19<sup>th</sup> September 2008**

---

**Please return this form to: -**

Business Support  
Development Department  
Belfast City Council  
The Cecil Ward Building  
4-10 Linenhall Street  
BELFAST  
BT2 8BP

---

**SECTION A      ABOUT YOUR ORGANISATION**

**1.      Contact Details**

Name \_\_\_\_\_

Address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ Post Code

Telephone \_\_\_\_\_ Mobile \_\_\_\_\_

Fax \_\_\_\_\_

E-mail \_\_\_\_\_

Contact \_\_\_\_\_

Position in Organisation \_\_\_\_\_

**2.      Status of the Organisation**

When was your organisation formed? \_\_\_\_\_

How is your organisation constituted?

Limited Company       No. \_\_\_\_\_      Partnership        
Company Limited to Guarantee       No. \_\_\_\_\_      Other       \_\_\_\_\_  
(Tick)      (Tick)

***(Where appropriate please supply a copy of the Memorandum and Articles of Association or the Constitution)***

Principle purpose(s) of your organisation \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ (Max 100 words)

Is your organisation a charity and registered with the Inland Revenue, if it is please supply the Charity Registration Number.

Yes            Charity No. \_\_\_\_\_  
No       (Tick)



**4. Strategic Documents and Policies**

(Please note that you may refer us to documents previously supplied, if no updates have been made since you last submitted these.)

- 
- Done**
- i. Please supply a copy of your strategic plan and business/operational plan
  - ii. Please supply a copy of your festival (development) plan – please ensure that this also details the audience development and marketing plans for the festival etc.
  - iii. Please supply a copy of your organisation policy statements as they relate to - Equal Opportunities Policy, Child Protection Policy (*essential if your organisation works to any degree with children / young people*), Staff Development Policy, etc  (Tick)

**5. Staff Structure**

- i. Please supply information about the organisation's staff over the CURRENT FINANCIAL YEAR (April 2008 – March 2009). Continue on a separate sheet if necessary.

**Core Staff**

NAME	JOB TITLE	FULL-TIME	PART-TIME

**Freelance / Short term contract Staff**

NAME	JOB DESCRIPTION & DURATION	FULL-TIME	PART-TIME

**Volunteers / Work Experience**

NAME	JOB DESCRIPTION & DURATION	FULL-TIME	PART-TIME

**6. Wages**

Total paid wages in last financial year:

TYPE OF STAFF	AMOUNT (£)
Permanent / Contract Staff	
Freelance / Short Contract / Casual	
Volunteer Costs	
<b>TOTAL</b>	

**7. Premises**

i. Which of the following best describes the premises you currently operate from?

- Owned by your organisation
- Privately rented
- Other

ii. Is this situation likely to change in the near future? Yes  No  (Tick)

iii. Are the premises you occupy Disability Discrimination Act (DDA) compliant?

Yes  No  (Tick)

If No – what are you doing to remedy this situation?

---



---

**8. Financial Information**

i. Name and address of Auditor/Accountants:

---



---

ii. Name and address of Bank/Building Society:

---



---

iii. Account name:

---

iv. Account number:

---

v. Sort code:

---

vi. VAT Registration number (if applicable): \_\_\_\_\_

vii. Financial year covers period from: \_\_\_\_\_ to: \_\_\_\_\_

viii. Who is the person responsible for day-to-day financial management within the organisation? \_\_\_\_\_ (Write in name)

ix. What was your organisation's total income in 2007/08? £ \_\_\_\_\_

x. What was your organisation's total expenditure in 2007/08? £ \_\_\_\_\_

ix Please enclose the following to demonstrate your current financial position:

- Copy of your organisation’s most recent accounts – income / expenditure statement (P&L) & balance sheet
- Management accounts for the period April 2008 – closest month to date of the application
- Most recent bank statement

**Done**

(Tick)

**SECTION B: ABOUT YOUR PROPOSED FESTIVAL**

**1. Status/History**

i Is this a new event or has it run before?

New

Run Before

How many times /what year(s)? \_\_\_\_\_

(Tick)

If the event ran before

ii How successful was the event when it ran before (please describe – statistics will be requested at section 3 below))

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

iii If the event is returning after an absence, please explain why it stopped and what has changed that your organisation is proposing to restart it.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

iv What are you proposing to do to ensure that this festival builds on previous strengths and is not just ‘more of the same’?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

v Is the management team the same as managed it historically?

Yes

No

Detail

(Tick)

Changes \_\_\_\_\_  
\_\_\_\_\_



#### 4. Beneficiaries

- i Please tick below, the area(s) in which the festival will take place and the area(s) where your organisation normally works.

	Festival will take place (%)	Where the organisation normally works
Belfast City - North		
Belfast City - South		
Belfast City - East		
Belfast City - West		
Belfast City - Shankill		
Belfast City Centre		
N. Ireland – other areas		
Outside N. Ireland		

#### How many people will benefit from this festival?

- ii Please estimate how many people will participate and how many people will be in the audience ( 'Audience' includes people going to an exhibition/ performance)

- a. Estimate of numbers attending festival last 3 years (if appropriate)

Estimate of numbers of people involved in last 3 year's programme			
	2005/06	2006/07	2007/08
Audience			
Participants			
Administration & operations			

- b. Estimate of number of people you expect to attend the festival for which you are seeking grant aid

Estimate of numbers of people you expect to get involved in the festival for which you are seeking grant aid in 2008/09	
Audience	
Participants	
Administration & operations	



5) **Evaluation**

Please supply a brief outline of how you intend to monitor and evaluate your proposed activities, in addition to completing Belfast City Council's evaluation forms.

---

---

---

---

---

---

---

---

---

---

---

---

**SECTION C: BELFAST CITY COUNCIL'S COMMUNITY FESTIVALS FUND - FUNDING CRITERIA**

Please detail, in **no more than 1500 words**, how your organisation and programme meets the criteria for Belfast City Council's Annual Funding for Culture and Arts. These are listed in the Guidance Notes.

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

**Note:** You may refer to attached past publicity material / reviews, or other documentation relevant to the criteria as appropriate. These attachments will not contribute to the word limit.

**SECTION D: BUDGET**

Please provide as much detail as possible in relation to the projected festival budget. The headings detailed below are given as a guide only and you should include relevant areas of expenditure and income that may not be specified. **It is important that you give us as much detail and breakdown as possible.** You may attach budget sheets and detailed project budgets where applicable.

Please show clearly the breakdown of how you have reached your subtotals and totals.

We expect you to secure at least 20% of the finance you need for your programme from other sources. The more alternative sources of income that you can apply for or obtain before submitting your application, the better 'value for money' your proposal will be to Belfast City Council. 'In kind' contributions can be highlighted and are valued as a strong contribution to 'value for money'.

**INCOME**

**Earned income (including Box Office)**

Box office	_____	£ _____
Advertising Sales	_____	£ _____
Merchandise sales	_____	£ _____
Other	_____	£ _____
	Subtotal	£ _____

**Other public funding**

	Applied for?	Approved?	
_____	_____	_____	£ _____
_____	_____	_____	£ _____
		Subtotal	£ _____

**Private income  
(e.g. Sponsorship, trusts)**

	Applied for?	Approved?	
_____	_____	_____	£ _____
_____	_____	_____	£ _____
		Subtotal	£ _____

**Support 'in kind'**

	Applied for?	Approved?	
_____	_____	_____	£ _____
_____	_____	_____	£ _____
		Subtotal	£ _____

**Amount you are requesting from  
Belfast City Council Community Festivals Fund**

£ \_\_\_\_\_

**Total income**

*(NB: Income should match expenditure)*

£ \_\_\_\_\_

**EXPENDITURE**

**Artistic expenditure** (Please detail on a separate sheet)

Artists fees	£ _____
Hire of Equipment for productions / events	£ _____
Consumables for productions	£ _____
Fees for other cultural/heritage providers	£ _____
Other (Detail) _____	£ _____
Subtotal	£ _____

**Event Overheads**

Hire of Venues	£ _____
Hire of seating and other event support equipment	£ _____
Administration Expenses (excl. Labour)	£ _____
Transport Costs	£ _____
Other Expenses (Detail) _____	£ _____
Subtotal	£ _____

**Marketing & Publicity**

Production of collateral materials – brochures, programmes, ticket printing, preparation of advertisements	£ _____
Media costs (placing ads)	£ _____
Website costs	£ _____
Hire of professional support	£ _____
Other _____	£ _____
Subtotal	£ _____

**General Operating Overheads**

Office expenses inc. rent/heat light & power etc.	£ _____
Other (Detail) _____	£ _____
_____	£ _____
Subtotal	£ _____

**Wages & Other Staff Costs inc. Casuals**

_____	£ _____
_____	£ _____
_____	£ _____
Subtotal	£ _____

**Value of 'in kind' support**

_____	£ _____
_____	£ _____
_____	£ _____
Subtotal	£ _____

**Other expenditure (not specified elsewhere)**

_____	£ _____
_____	£ _____
_____	£ _____
Subtotal	£ _____

**Total expenditure**

£ \_\_\_\_\_

**SECTION E:            DECLARATION**

I confirm that the organisation named on this application has given me the authority to submit this application on their behalf.

I confirm that the activity in the application falls within the powers of the organisation's Constitution or Memorandum and Articles of Association, and that the applicant is a legally constituted, non profit making arts, heritage or community organisation.  
I confirm that, if we are successful with our application, we will abide by the conditions of grant.

I confirm that, as far as I know, the information in this application, and any material submitted in support of it, is true and correct.

Name \_\_\_\_\_

Date \_\_\_\_\_

---

Please list below your supporting material (e.g. strategic documents, policy documents, outline budget, forward event plan) for this application:

---

Pursuant to the Data Protection Act 1998 the Belfast City Council will only use personal information submitted as part of this proposal for purposes of assessing eligibility for a grant and for the administration of Belfast City Council's grant schemes. Personal information will not be used for any other purposes unless the Council has the consent of the data subject.

Please check the Guidance Notes again to ensure that you have understood all the questions and criteria, and have included everything that we require. There is also a checklist at the end of the Guidance Notes.

The deadline for receipt of applications is **12.00 noon on 19th September 2008. Late applications will not be accepted.**

**Checklist and Enclosures**

Please enclose everything we ask for (see checklist below).  
Alternatively you can refer us to documents that we already hold on file if there have been no alterations made to them since.

Have you:

- ✓ Completed all sections of the application form?
- ✓ Enclosed your report and accounts?
- ✓ Enclosed documents and policies where relevant?
- ✓ Enclosed any additional information such as detailed budgets / programme / strategic plans?
- ✓ Enclosed a floppy disk / CD-Rom copy of your application, or email a copy of your application?
- ✓ Phoned the Council before the deadline if submitting by email to ensure that your documents have been received?
- ✓ Kept a copy of the application for your records?

**COMMUNITY FESTIVALS FUND 2008/09  
EVALUATION/ASSESSMENT PROCESS**

**SCORESHEET**

**DEADLINE**

---

**NAME OF APPLICANT:**  
**NAME OF ASSESSOR:**  
**NAME OF MODERATOR:**

**ADHERENCE TO ELIGIBILITY CRITERIA**

<b>Please note that 'YES' should be answered each time. If not, application may be ineligible for consideration.</b>		
	<b>YES</b>	<b>NO</b>
Arts / cultural / heritage / community organisation		
Not-for-profit organisation		
Legally constituted organisation		
Organisation has operational focus in Belfast City Council area		
Arts / cultural / heritage / community activities which benefit people living in, working in, or visiting Belfast		
Not a charity / fundraising event		
Activity could not be undertaken on commercial basis		
Activities not already taken place / not underway / goods or services not already purchased		
Efforts demonstrated to secure income or assistance from sources other than the Council (at least 20%)		
Evidence of professional financial management and accounting		
Child protection policy and procedures if working with children and young people		

**ADHERENCE TO COMMUNITY FESTIVALS FUND CRITERIA**

***Guide To Scores Out Of 100 For Each Of 5 Main Criteria***

Scores 80 -100: Excellent adherence to criteria / excellent degree of evidence  
 Scores 60 - 80: Good adherence to criteria / good degree of evidence  
 Scores 50 - 60: Moderate adherence to criteria / moderate degree of evidence  
 Scores 30 - 50: Below average adherence to criteria / limited degree of evidence  
 Scores 0 - 30: Poor adherence to criteria / little or no evidence

1. LEADERSHIP

ASSESSMENT:

Leadership	Score	Weighted Score x 6
Demonstrating relevance to the target community (evidence of need or demand for the activity).		
Providing opportunities for future development (repeatability & expandability) – if appropriate.		
Demonstrating a high level of community participation		
Demonstrating practical efforts aimed at 'capacity building'.		
Developing new partnerships.		
Value for money & leverage of other funding		
Creativity evidenced by 'themeing' and programming.		
<b>SCORE:</b>	(100)	(600)

---



---



---



---



---

2. PROMOTING SOCIAL INCLUSION AND CULTURAL AND ENVIRONMENTAL ENGAGEMENT

ASSESSMENT:

Promoting social inclusion and cultural and environmental engagement	Score	Weighted Score x 5
Demonstrating that the events planned will be neither threatening nor offensive.		
Demonstrating that the events planned are relevant to the community and its interests/issues		
Demonstrating that the events might reasonably be expected to generate significant community/audience engagement		
<b>SCORE:</b>	(100)	(500)

---



---



---



---



---

**3. ANIMATING THE CITY (Celebration)**  
**Ambition and impact of arts / heritage activity**

**ASSESSMENT:**

<b>Animating The City (Celebration)</b>	<b>Score</b>	<b>Weighted Score x 5</b>
The Programme - demonstrating innovation and creativity		
Demonstrating strength and quality in programming		
Demonstrating 'reach' - enhancing the cultural experience of those living, working, and visiting Belfast		
Demonstration of the organisation's track record in arts / heritage / community development activity		
<b>SCORE:</b>	(100)	(400)

---



---



---



---



---

**4. REGENERATION (COMMUNITYLED)**  
**Enhancing the cultural infrastructure and placing culture and arts at the centre of regeneration**

**ASSESSMENT:**

<b>Promoting Regeneration (Community led)</b>	<b>Score</b>	<b>Weighted Score x 5</b>
Connecting with existing regeneration projects in the area (if appropriate).		
Providing evidence that a process to attract visitors to the area (including tourists, if relevant) has been prepared.		
Providing evidence of support from the local business community.		
Providing evidence of a contribution to the development of sustainable cultural activity		
Providing evidence of the Festival's contribution to an enhanced cultural infrastructure in the city		
Providing evidence of enhancing public spaces through increased use		
Providing evidence of skills development		

---



---



---



---



---

**5. MANAGEMENT  
Planning and Processes inc. Monitoring**

**ASSESSMENT:**

<b>Management</b>	<b>Score</b>	<b>Weighted Score x 5</b>
Providing evidence of effective management and governance		
Providing evidence of having in place appropriate policies		
Providing evidence of effective strategic planning		
Providing evidence of effective marketing plans		
Providing evidence of sound financial management		
Providing evidence of effective monitoring and evaluation		
<b>SCORE:</b>	(100)	

---



---



---



---



---

**OVERALL SCORE**

<b>MAIN CRITERIA</b>	<b>Score</b>	<b>Weighted Score</b>
<b>Leadership</b>		
<b>Promoting social inclusion and cultural and environmental engagement</b>		
<b>Animating the City (Celebration)</b>		
<b>Regeneration (Community Led)</b>		
<b>Management &amp; Governance</b>		
<b>TOTAL SCORE</b>		
<b>OVERALL SCORE</b>		

<b>NOTES / COMMENTS / CONCERNS / THINGS TO FOLLOW UP:</b>

**RECOMMENDATION:**

--

**Community Festivals Fund****Administrative Process Map**

<b>Community Festivals Fund (September 2008-March 2009)</b>		
<b>Action</b>	<b>Responsible Officer</b>	<b>Latest Date</b>
<b><i>Fund Regulations</i></b>		
Draw up fund criteria, rules and regulations	Consultant	29 <sup>th</sup> July 2009
Agree & Sign off		
Draft letter of offer to finance and legal for approval		
<b><i>Publicise Fund</i></b>		
Agree promotional budget		
Advertisements drawn up, agreed & placed		
Public Relations – stories prepared & placed		
Promotional materials prepared & circulated		
E-mail promotional campaign – 1 mailing		
Briefings Programme (6 events)		
<b><i>Staffing</i></b>		
Recruit consultant to run programme assessment process		
<b><i>Administration</i></b>		
Circulate applications pack to existing clients		
Respond to enquiries – provide application pack by post or e-mail		
Receive & record completed application forms (deadline 12.00 noon, 19 <sup>th</sup> September 2008)		
Report number of applications and geographic spread		
Assessor and Moderator meet and agree marking scheme		
Distribute packs to Assessor and Moderator for independent scoring and return to BCC		
Moderation meeting takes place & grant recommendations made – report prepared		
Grant recommendations noted by Council		
Recommendations reviewed and approved under delegated authority		
Grant awards and rejections advised to applicants; information passed to finance along with all bank details et; letter of offer issued		
Successful promoters provide BCC with re-profiled budget; assessor reviews and reports for verification		
Appeals process opens (for 2 weeks)		
Head of Service – Arts & Culture ‘hears’ appeals; final decisions made		

Letters of Offer prepared and dispatched		
Files opened for all successful applicant festivals – all available information – file format compliance check		
Returned Letters of Offer checked and recorded		
Instructions to pay first tranche of grant (90%) issued to finance – copy of BACS transfer to file		
Interim evaluation reports received & checked		
Final evaluation reports reminder letter goes out		
Final evaluation reports received & checked		
Any additional information secured and reviewed as required		
Officers evaluation – recommendation to pay or not to pay balance		
Recommendation reviewed and final decision made		
Balance paid or client advised that payment will not be made or made only in part		
Instructions issued to finance – finance makes payment – payment recorded in file		

**Standardised Letter of Offer (Draft)**

Officer: ????

Tel: ????

<FIELD Current Date>

<FIELD Contact Full Name>

<FIELD Job Title>

<FIELD Applicant Name>

<FIELD Contact Full Address>

Dear <FIELD Contact First Name>

Re: **Funding Application for Community Festivals Fund**

I am writing to formally offer you the sum of <FIELD Approved Amount> for the purposes of support for your Community Festival <Title> scheduled to take place from <DATE> to <DATE>.

This letter sets out the terms and conditions attached to this offer of funding. Before - the Council pays you any money under this offer, please have the attached copy of this letter signed by a person with authority to do so within your organisation and returned to the Business Support Unit at the address below. **This must be done within ?? weeks of receiving this letter, otherwise this offer of funding may be retracted.**

The terms and conditions of this offer:

**1. Funding Payments**

- 1.1 The Council shall contribute the sum of <FIELD Approved Amount> towards the total cost of the Festival estimated by you to be <FIELD Total Project Cost>.
- 1.2 Payment is conditional on you complying with the Special Conditions listed in the Schedule to this letter (see last page of letter).
- 1.3 The budget as detailed in your application shall not be changed except with the prior written consent of the Council.
- 1.4 You shall use the funding provided by the Council under this Letter of Offer solely for the purposes of the implementation of the festival.
- 1.5 Please contact ??? Officer <NAME> on <TELEPHONE NUMBER> / <E-MAIL ADDRESS
- 1.6 No funding will be released until any requested outstanding documentation is submitted to the Council.

**2. Management**

<FIELD Contact First Name> <FIELD Contact Last Name> shall act as Programme Manager for the implementation of the Festival on your behalf, and <NAME OF OFFICER RESPONSIBLE> on behalf of the Council.

The Festival Manager should make themselves reasonably available for discussion on the progress of the festival with the Council.

**3. Payment of Grant**

The grant agreed will be paid in two installments, ninety per cent (90%) on receipt of a completed letter of offer and ten per cent (10%) on receipt of a satisfactory festival report and vouched and verified financial statements. An interim report may also be required (subject to timetable) at an appropriate point which will be agreed between the Festival Manager and the Council officer managing the Fund.

**4. Monitoring**

- 4.1 For monitoring purposes, the staff of the Culture and Arts Unit should be allowed free access to all public presentations/events within the agreed festival programme. You may also find it beneficial to invite Belfast City Council Members to such presentations/events.
- 4.2 Subject to timetable and agreement, you shall provide the Council with two reports on templates that will be provided:
  1. An interim report must be submitted by <DATE>.
  2. A full, written final (end of festival) report on completion of the festival programme by 11th April 2009.

The reports will include the following information:

Interim Report

- progress on the implementation of the festival programme;
- any changes in nature or scale of the festival programme;
- updates on and progress towards achieving the performance targets as set out in the festival funding bid document;
- updates on costs incurred in operating the festival including any unanticipated factors having or likely to have an impact on costings;
- all other information which may be relevant to the progress of the festival and to the Council's continued commitment to same;
- an outline of the outputs, impacts and expenditure relating to the festival

## **5. Right to Access**

The Council through its authorised officers and agents shall have uninhibited right to:

- 5.1 inspect the premises and equipment used for the purposes of festival programme delivery;
- 5.2 interview all participating staff and trainees;
- 5.3 discuss all aspects of the festival with the Festival Manager;
- 5.4 inspect all financial and other relevant Documents relating to expenditure incurred in connection with the festival;
- 5.5 initiate independent reviews to assess the performances of the festival programme against stated performance standards.

## **6. Giving Notice**

You shall forthwith give notice to the Council in the event that you should become aware of

- 6.1 any threat to the future participation in the festival of any other contributors;
- 6.2 any doubt as to the ability of those contributors to continue with their commitment to the festival;
- 6.3 any substantial deterioration in your financial position;
- 6.4 the happening or substantial likelihood of the happening of any the circumstances set out in clause 8.2 (below).

## **7. Withdrawal**

The Council reserves the right to cease any further or continued commitment to the festival if it should decide at its entire discretion that any of the circumstances described in clause 8.2 shall have arisen or have become likely to arise.

## **8. Repayment of Funding**

- 8.1 in the event that any of the circumstances described in clause 8.2 shall arise, you shall forthwith upon the written demand of the Council, refund to the Council so much of the funding advanced pursuant to this letter of offer as is not yet then been spent;
- 8.2 the circumstances referred in clause 8.1 are the following: -
  - 8.2.1 that the festival for whatever reason has been jeopardised as to its future continuance;
  - 8.2.2 that the progress of the festival has become unsatisfactory;

- 8.2.3 that there has been a substantial change in the nature, scale or timing of the festival to an unacceptable degree.
  - 8.2.4 that there has been an increase in costs which no other contributories have agreed to meet;
  - 8.2.5 that any of the information contained in the application or amendments thereon or in the reports to be furnished by you pursuant to this Letter of Offer transpires to be materially incomplete, incorrect or misleading;
  - 8.2.6 that any of the monies provided by the various contributors is not entirely applied for the purposes of the Programme;
  - 8.2.7 that you become insolvent or go into a position of potential insolvency (including any actual or threatened liquidation, creditors' arrangements, receivership or judgement obtained against you); or pass a resolution to go into Members' voluntary winding up.
  - 8.2.8 that you fail to comply with any of your obligations contained in this Letter of Offer.
- 8.3 It will be a matter for the discretion of the Council, reasonably exercised and acting by its Director of Development, to determine whether any of the circumstances referred to in clause 8.2 have, at any time, come about.
- 8.4 Your obligation to refund unspent monies under clause 8.1 is without prejudice to the right of the Council to recover from you all the funding advance by it pursuant to this Letter of Offer by way of action for breach of your contractual obligation (which you hereby acknowledge) to apply the funding for the purposes of the completed festival only.

## **9. Refund of Funding**

Any funding provided by the Council to you that remains unspent at the expiration of this agreement shall be refunded to the Council by you.

## **10. Insurance**

You shall ensure that adequate insurance cover in the form of employees liability insurance, public liability insurance and asset insurance is in place before the commencement of any work or payment of funding under this letter of offer.

## **11. Liability**

The Council accepts no responsibility, financial or otherwise for any expenditure or liabilities arising out of your work or activities.

## 12. New sources of funding

You must inform the Council of any new sources of funding which may arise after the date of this Letter of Offer. The Council reserves the right to adjust the funding to be paid by it under this Letter of Offer following notification of any new source of funding.

## 13. Alterations to Programme

It shall be your responsibility to ensure that the information on the festival that the Council holds is accurate in all respects. Should you require an amendment to the detail of the festival programme for which funding has been agreed then you should approach the Council to discuss same. The festival programme may only be altered or amended with the prior consent of the Council.

## 14. Publicity

The Council reserves the right to publicly announce its participation in the festival and the extent of its commitment thereto, but otherwise all information passing between the Council and you in connection with the festival shall be treated as confidential unless otherwise agreed.

- 14.1 The funding must be acknowledged on all print and communications material that the Organisation issues in connection with the Programme through the inclusion of Belfast City Council's logos, which can be obtained from <CONTACT DETAILS OF RESPONSIBLE OFFICER>.
- 14.2 The Council through its < DETAILS OF RELEVANT UNIT>, should be informed of all press and media liaison, and the Council should be given the opportunity to participate in media events. We can assist you in the promotion of your festival, please contact < DETAILS OF RELEVANT UNIT>.
- 14.3 All publicity materials should be forwarded to the Council and approved by the Council before use. All communications materials may also be used by the Council.
- 14.4 If the Council's logo is displayed on published material (other than marketing materials or festival programmes), the following sentence must be included alongside the Council logo:

*'This publication is grant aided by Belfast City Council. The views expressed are not necessarily shared or endorsed by the Council. The Council does not accept any responsibility or liability for same'.*

**15. Records**

You shall retain all accounting and other records relating to the Project in a secure place for a minimum of three years from the date of the last payment made by the Council under this Letter of Offer.

**16. Law**

This Letter of Offer shall be construed and applied in accordance with the laws of Northern Ireland and the parties submit to the exclusive jurisdiction of the Courts of Northern Ireland.

**17. Contract'**

You recognise that when you sign a copy of this Letter of Offer and return same to the Council that a Contract is formed in the terms of the Letter of Offer.

Signed by ..... (contact person)

for and on behalf of.....(organisation)

with the intention to bind.....(organisation)

to a binding Contract with the Council in the terms of this Letter of Offer.

<COUNCIL OFFICER RESPONSIBLE>

**SCHEDULE**

Special Conditions to be complied with under clause 1.2:

Monitoring and evaluation reports for all previous funding to be forwarded to <COUNCIL UNIT RESPONSIBLE>.

**APPENDIX 2****Community Festivals Fund Advice Clinics**

Location	Venue	Date	Time
North	Play Resource Warehouse	4 <sup>th</sup> September 2008	11:00-13:00
West	Culturlann	4 <sup>th</sup> September 2008	14:30-16:30
South	Morton Community Centre	5 <sup>th</sup> September 2008	11:00-13:00
Centre	Black Box	5 <sup>th</sup> September 2008	14:30-16:30
Shankill	Spectrum Centre	8 <sup>th</sup> September 2008	11:00-13:00
East	East Belfast Partnership Board	8 <sup>th</sup> September 2008	14:30-16:30

**BLANK PAGE**



### Belfast City Council

<b>Report to:</b>	Development Committee
<b>Subject:</b>	Events Unit Update
<b>Date:</b>	13 August 2008
<b>Reporting Officer:</b>	Marie-Thérèse McGivern, Director of Development, ext 3470
<b>Contact Officer:</b>	Shirley McCay, Head of Economic Initiatives, ext 3459 Gerry Copeland, Events Manager, ext 3412

#### Relevant Background Information

In October 2007 the Committee agreed to the delivery of the Council's annual events programme. The purpose of this report is to update Members on these event activities and to request the Committee's approval and input on a number of key items connected to the following; World Irish Dancing event, London 2012 Public Screens Programme, 2011 British Transplant Games, Support for Sport Funding Programme and the Visit of QE2 to Belfast on 4 October 2008 and The Scottish, British and European Scottish Pipe Band Championships.

#### Key Issues

##### World Irish Dancing Championships

In March 2008 the City hosted the above event, which attracted approximately 18,000 people and generated an estimated £4 million (see **Appendix 1**). This was the fourth time since 2000 that the Council has hosted this event with 92% of all participants and supporters coming from out-of-state. The total cost of staging this event was £101,754 with 90% of finance being allocated to Waterfront Hall operational issues.

Members are requested to approve that the Council bids for the World Championships (one year only) during the period of 2011 to 2015, and to approve an increased budget for staging the event of £200,000. The rationale for this increase is two fold

1. The bidding process now attracts significant competition from across the UK, Ireland and North America meaning that the Irish Dancing Commission will require an inducement in addition to the use of venues.
2. The competition now requires a second venue, which will increase overall staging costs.

##### Halloween 2008

Over the last four years the Council has staged its annual event at the Odyssey public realm. In 2007 the event attracted 25,000 people and generated £284,000 for the Belfast

economy at a cost of £150,000 to the Council (a return on investment of £1.89 for every £1 of funding). The Odyssey Arena has however, informed the Council that for the 2008 event the public realm outside the Arena is not free due a concert at the venue. Members are requested to give approval that the event be staged at Clarendon Dock and Ballast Quay. Both these sites will accommodate the significant audience that this event attracts and still allow for a major fireworks display on the night.

#### London 2012 Cultural Olympiad

##### City Hand-over Event; 'Live Sites' Public Screen & Cultural Olympiad Funding

At May's Committee Members were informed of the programme connected to the London 2012 Olympics and 'live sites' public screens. The Lord Mayor has been invited to attend a special ceremony in Belfast on 24 August to mark the closing of the Beijing Olympics and the official status of London becoming the next 'Olympic City' in 2012. This will be part of a number of events in regional capitals across the country.

In addition the Council has received details on the 'Live Sites' public screens from LOCOG 2012. The proposal would see a permanent 25sq m screen, valued by the BBC and LOCOG 2012 at £750,000, positioned in Donegall Place (this is dependent upon planning approval and site allocation). The concept would mean that the BBC, LOCOG 2012 and BCC would share broadcasting time on the screen which would operate 18 hours a day, 365 days a year. The screen would also be utilised for major events including a number of London 2012 events. The key indicative costs of the proposal that BCC are asked to address are as follows with further information in **Appendix 2**.

- Planning permission and process as one off payment estimated at £6,000
- Project management for the installation of the screen £30,000
- Groundwork estimated at £35,000
- Control room space adjacent to screen estimated at £10,000
- Operating costs (annually) estimated at £17,000
- BCC Project co-ordinator (annually) estimated at £20,000
- Annual programming costs of for the next four years £60,000

In total BCC would have estimated costs of £81,000 as one-off payments and £388,000 of costs for the next four years. Should Council agree to support this initiative BCC officers would intend to offset some of these costs with DSD via their 'Streets Ahead' programme, which will see Donegall Place re-landscaped. The Committee is asked to note after the four year period that the screen would become the property of BCC with a guaranteed link to the BBC's national public screens programme. A considerable amount of clarification and negotiation with DSD and other bodies is still required before final costs are brought to Committee for consideration. In the meantime Members are asked to note this proposal.

Members will be aware that as part of London 2012's bid a parallel cultural programme has been scheduled from 2009 to 2012. This proposed programme would highlight non-sporting cultural events in the lead-up to the Olympic Games.

As part of the above processes it has become apparent that there are minimal additional resources being committed to the Cultural Olympiad 2012 by DCAL in Northern Ireland although BCC and other Councils are being actively encouraged to design and support new events as part of the Cultural Olympiad. There is clear evidence that the Arts Councils for England and Wales are receiving substantial support from DCMS.

Members are asked to agree that the Department writes to the Minister for DCAL to arrange a meeting to discuss this issue. The purpose of would enable the Council to express its views on the need to provide a regional NI fund to deliver a programme of events in lead up to and during the 2012 games.

#### World Transplant Games 2011 and British Transplant Games 2011

In June the Council, Sport NI and representatives from the Transplant Sport UK travelled to Australia for the final stage of bidding for the 2011 World Transplant Games. Unfortunately Belfast was not successful. However Belfast has received an initial approach from Transplant Sport UK regarding the opportunity to host the British Transplant Championships in 2011. This event would bring up to 1,000 competitors from across the UK for a period of four to five days creating significant economic activity for the City. The overall budget for the British Championships would be circa £500,000 compared to a projected budget of £2,250,000 for the World Games.

Members are requested to approve further discussions with Transplant Sport UK on the possibility of hosting the British Games in Belfast.

#### Support for Sport Programme

A number of event applications requesting funding have now been received. These applications have been assessed by officers, based on the assessment criteria agreed at the Development Committee in March 2008. A list of these requests together with summary information and officer recommendations for funding is attached as **Appendix 3**.

#### Visit of the QE2 to Belfast on the 4 October 2008

Belfast Harbour Commissioners have requested that Council assist the Port with the visit of Cunard's QE2. This will be the final United Kingdom port of call prior to the ship departing to Southampton and on to its last cruise before the vessel becomes a static attraction in Dubai. Previous visits to Newcastle-upon-Tyne and Liverpool attracted audiences in excess of 200,000. It would be the intention of the Harbour to coordinate this event so the public can both see and visit the vessel. At the time of writing this report the Council are not being asked to provide funding for the project, but BCC are being asked to commit staff from the Events Unit to assist with the visit. Whilst more details will be brought to Committee in due course, Committee are asked to note the event and to agree in principle for Council to be supportive of the Port's request.

#### Royal Scottish Pipe Band Association (European Championship)

On 4 August 2008 BCC's Events Unit received an 'offer to bid' letter from the Royal Scottish Pipe band Association (RSPBA) with regard to the Scottish, British and European Championships during the three year period 2010-2012. (**Appendix 4**). Members are requested to approve the submission of bids for the European event, as RSPBA have recommended this as the preferred option, during the three year period. Members are asked to note that all bids must be received by the RSPBA by 12 noon on 9 October 2008. The following factors surrounding the bids would need consideration:

- Cost to stage the event: The bid for the event would have two cost elements. The first is the RSPBA fee; this must be paid directly to the organisation. The second element of the cost would be for logistical and site requirements that the event would require. The level of the RSPBA fee would be estimated at £55,000 and the logistical costs would be an estimated at £100,000 each year during the three year period.

- Belfast City Council Contribution. It is suggest that Belfast City Council meet the RSPBA fee. BCC would also be asked to contribute £100,000 to the logistical costs. Members are asked to note that other sources of public funds would be sought for the logistical costs. These organisations would include the Department of Culture Arts and Leisure, NITB and the Ulster Scots Agency.
- Use of Council Land. The event would require a space capable of catering for an audience of 25,000 people and number of Council and non-Council sites would be examined.
- Location. Currently both Council and non Council sites would be investigated.
- Estimated economic impact. These figures are difficult to give specific details on but it is estimated that between £500,000 and one million pounds would be generated over the three year period for the host city. This figure is based estimates generated by Lisburn City Council.
- Bed nights. These are difficult to quantify but it would be estimated that the event would fill all current bid spaces in the city

### **Resource Implications**

#### Financial

- The WIDC bid would see the Council's commitment to this event increase from £100,000 to £200,000 and approval would be required in order that BCC can bid for the event during the 2011-15 period.
- Approval for the Halloween event finances at £150,000 and the Support for Sport Programme at £85,000 has been included in the Department's operational budget and approved by Committee in October 2007.
- Members are asked to note that further reports on the public screens item will be brought to Committee.
- The possible cost of staging the 2011 British Transplant Games will be identified in further discussions with Transplant Sport UK.
- There would be no cost implications at this time for the QE2 visit on the 4 October 2008
- The RSPBA bid : Members are asked to approve part one of the overall event costs. This would be £55,000 which would be paid directly to RSPBA. With regard to the second element of the additional finance of £100,000 per annum BCC's officers would be hopeful to offset some elements of these costs via Department of Culture Arts and Leisure, NITB and the Ulster Scots Agency.

### **Recommendations**

Members are requested to approve the following:

- World Irish Dancing Bid: Members are requested to approve that BCC bids for one event during the years of 2011 to 2015 and that budget for staging this event, if the Council were successful with its bid for one of these years, be increased to £200,000.
- Halloween: Members are requested to approve the staging of the City's annual Halloween event at Clarendon Dock and Ballast Quay on 31 October 2008.
- 'Live sites' public screens: Members are requested to note the live screens site report.
- Cultural Olympiad: The Department arranges a meeting with the Minister for DCAL regarding lack of funding for the 2012 Cultural Olympiad programme.

- 2011 British Transplant Games: Members are requested to approve further discussions with Transplant Sport UK on the possibility of hosting the British Games in the city.
- Support for Sport Programme: Members are asked to approve the recommendations on requests for Events funding (totalling £19,965) attached at **Appendix 3**.
- QE2 Visit: That the Council agrees to providing help in kind support for the QE2 visit on the 4 October 2008.
- Members are requested to agree that Belfast City Council bid to stage the 2010-2012 European Scottish Pipe Band Championships.

#### **Key to Abbreviations**

BCC – Belfast City Council  
BBC – British Broadcasting Corporation  
DSD – Department of Social Development  
DCAL – Department for Culture Arts and Leisure  
DCMS – Department for Culture, Media and Sports  
LOCOG 2012 – London Organising Committee of the Olympic Games 2012  
WIDC – World Irish Dancing Commission  
RSPBA – Royal Scottish Pipe Band Association

#### **Documents Attached**

**Appendix 1** – World Irish Dancing 2008 Economic Survey  
**Appendix 2** – LOCOG 2012 and BBC Public Screen Proposal  
**Appendix 3** – Support for Sport recommendations  
**Appendix 4** – RSPBA letter

**BLANK PAGE**

# **Belfast City Council Tourism Monitor Events Evaluation**

## **World Irish Dancing Championships 2008**



### **Millward Brown Ulster**

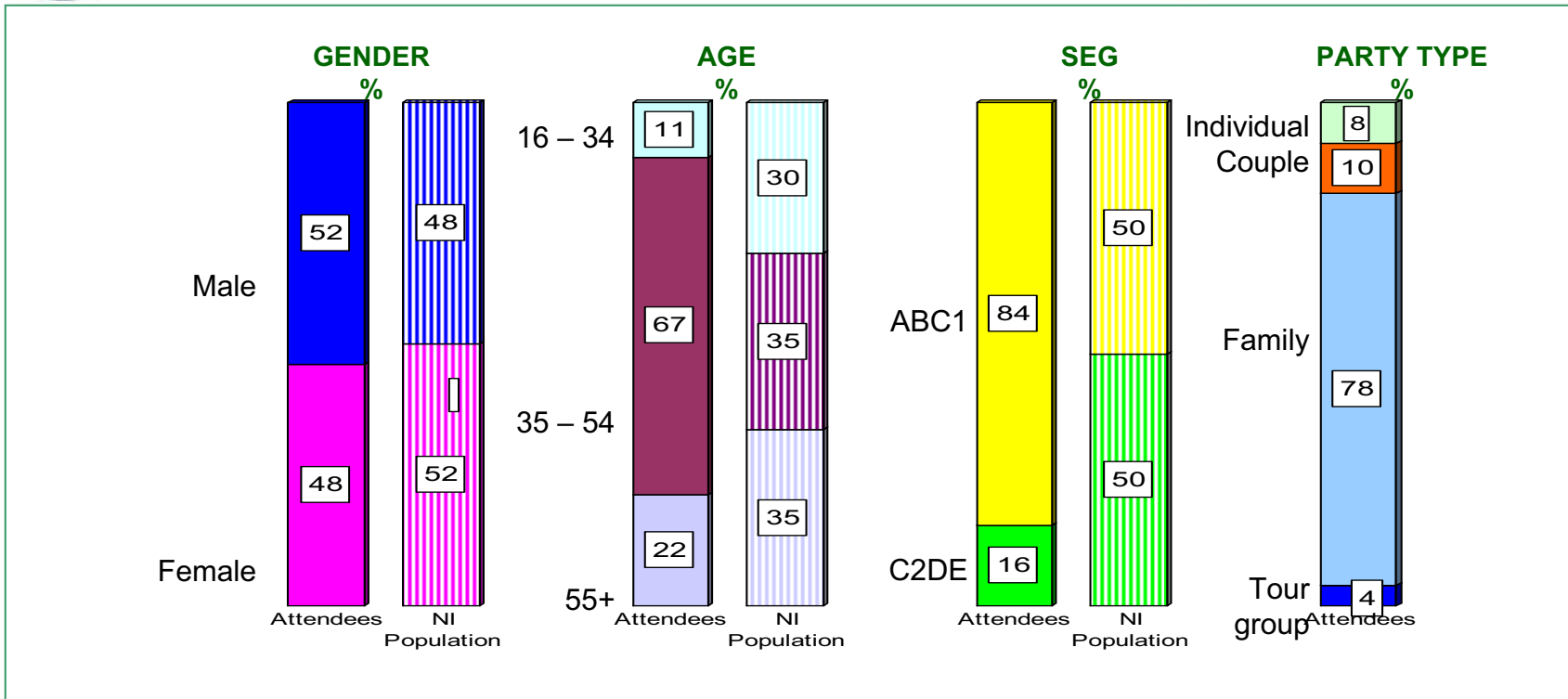
**March 2008**

Docs 85706



## ANALYSIS OF SAMPLE

[ Base: All Respondents – 105 ]

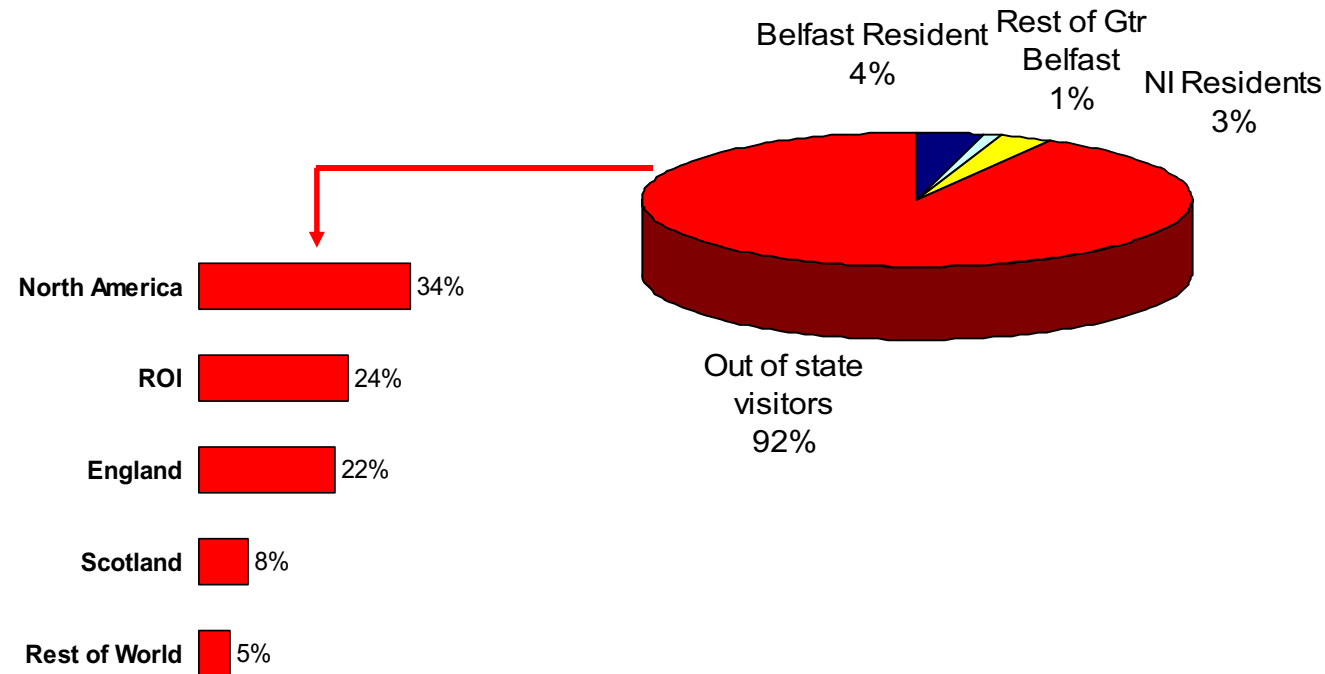


- Relative to the Northern Ireland population this event attracted a disproportionately higher number of visitors from an ABC1 background. The proportions of males and females at the event was relatively equal.
- In terms of age the event was most attractive to the 35 – 54 age group. Those visiting the event were most likely to be attending as a family.



# COUNTRY OF ORIGIN OF EVENT ATTENDEES

[ Base: All Respondents - 105 ]

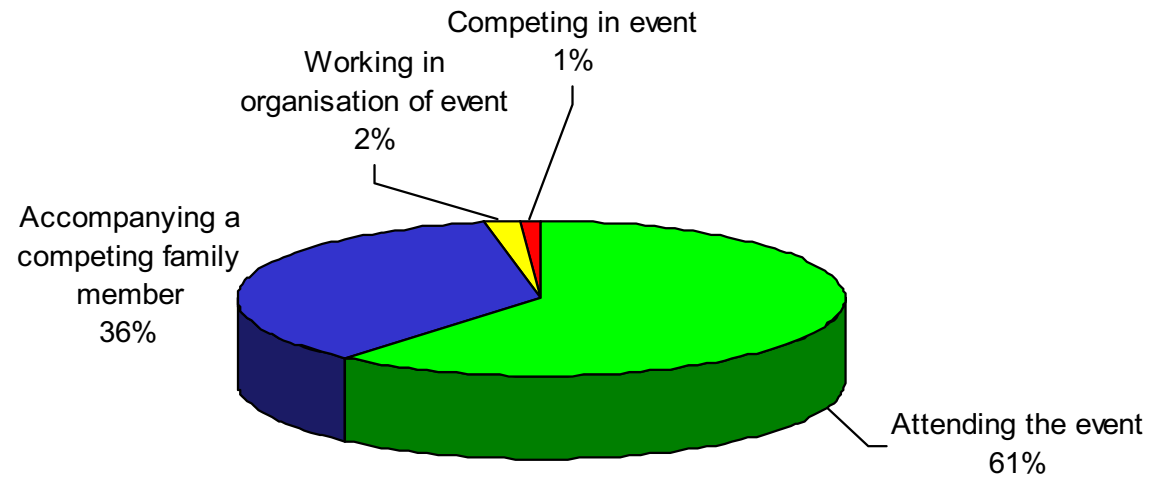


- The World Irish Dancing Championships attracted a high proportion of out of state visitors; over 9 in 10 (92%) of those attending the event were from outside Northern Ireland. The majority of out of state visitors were from North America (34%), the Republic of Ireland (24%) and England (22%)
- A minority of those attending were from Greater Belfast (5%) and a minority (3%) were from the rest of Northern Ireland.



## REASON FOR BEING AT THE EVENT

[ Base: All respondents n=105 ]

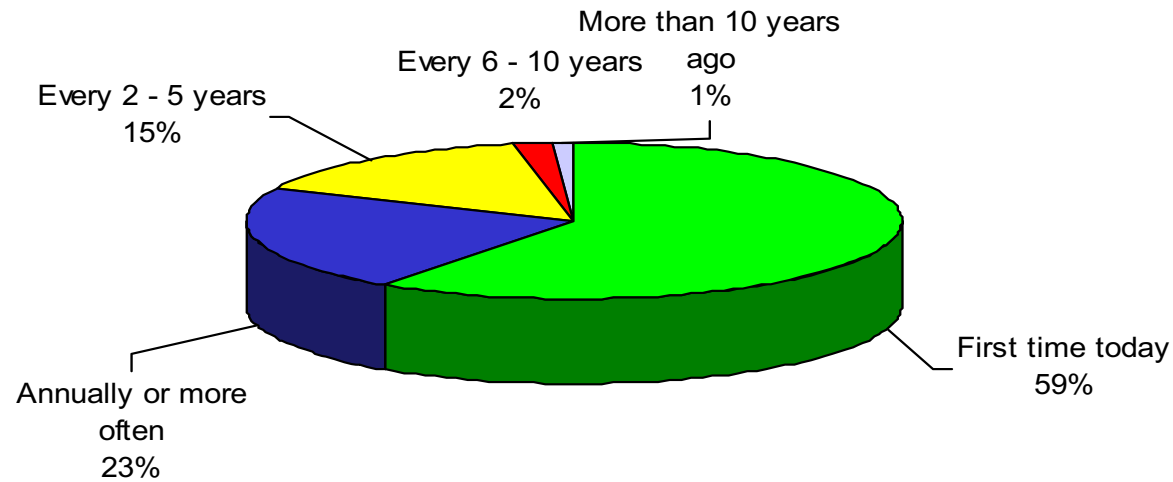


- In terms of the reason for being at the event, the majority of those interviewed at the event were spectators attending the event (61%). Over a third were accompanying a member of their family who was competing in the event (36%). Small minorities were working in the organisation of the event (2%) and competing in the event (1%).



## FREQUENCY OF VISITING BELFAST

[ Base: Out of state visitors n=97 ]

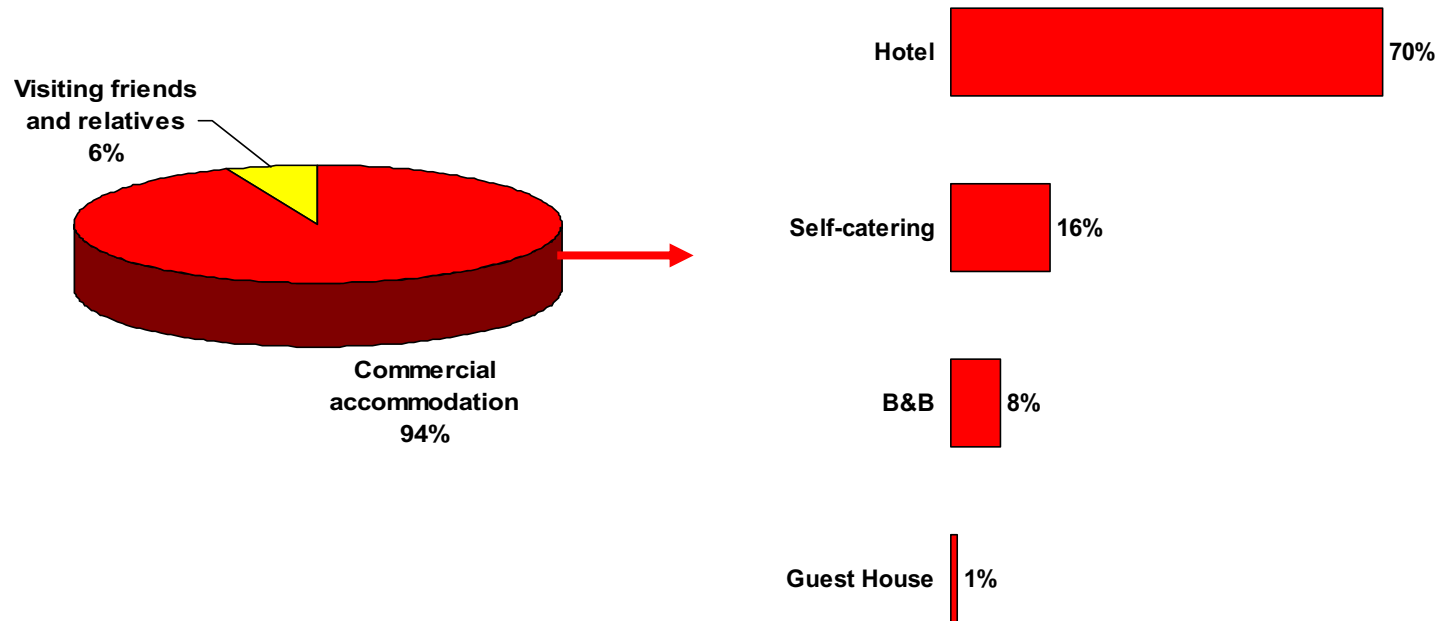


- For almost 3 in 5 (59%) of visitors to the event this was their first visit to Belfast. At the other end of the scale almost a quarter (23%) visited Belfast at least once a year.
- Amongst those from the rest of Great Britain and the Republic of Ireland, for 46% it was their first visit to Belfast and 22% visited at least once a year.
- Amongst those from further afield, for 76% it was their first visit to Belfast and 10% visited at least once a year.



## ACCOMMODATION USED IN BELFAST

[ Base: Overnight out of state visitors - 89 ]

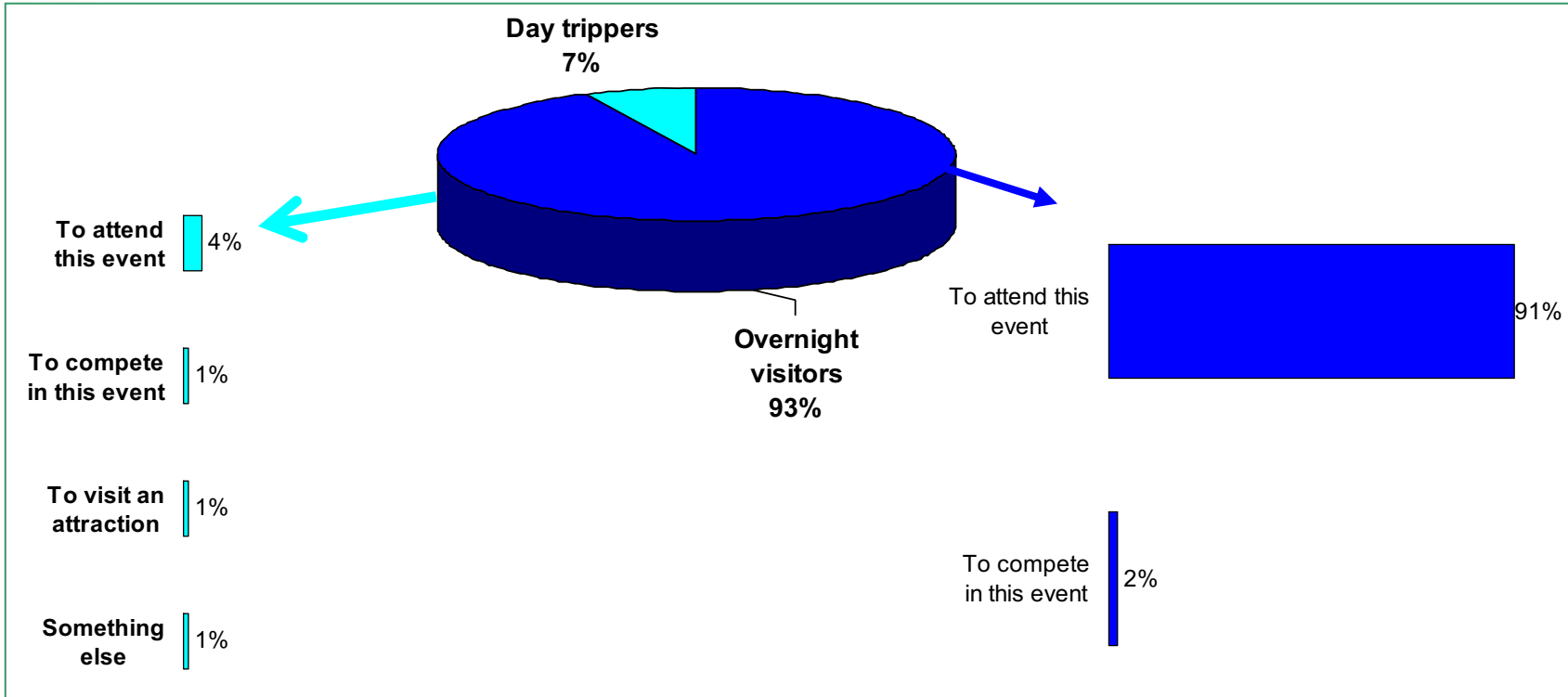


- Of those out of state visitors who stayed overnight in Belfast, the vast majority (94%) stayed in commercial accommodation. The most popular type of commercial accommodation used were hotels (70%). Self catering accommodation was also a popular option (16%).



# OUT OF STATE VISITORS & MOTIVATION TO VISIT BELFAST

[ Base: Out of state visitors -96 ]

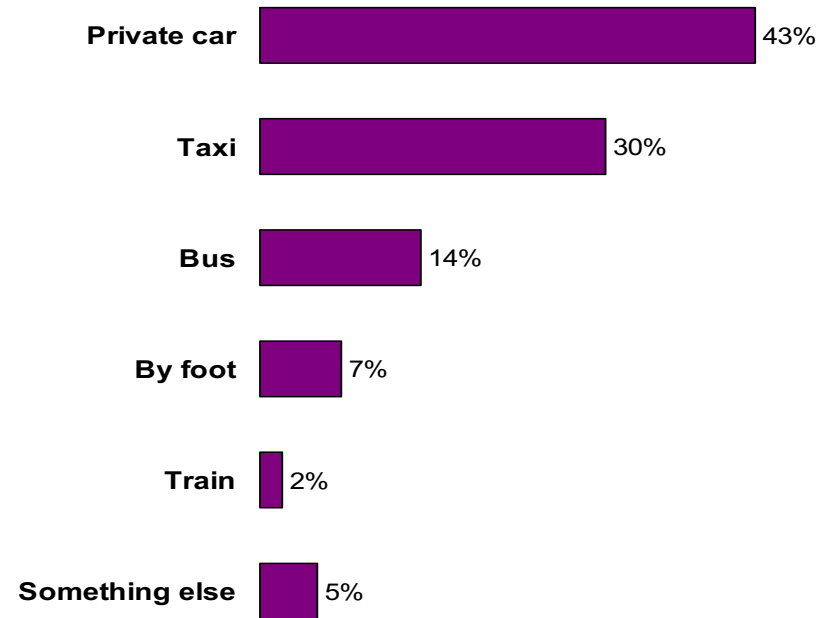


- Over 9 in 10 of visitors from outside Northern Ireland stayed overnight in Belfast (93%), the remaining 7% being day trippers.
- Almost all (98%) of these out of state visitors visited Belfast specifically to attend this event.



## METHOD OF TRANSPORT

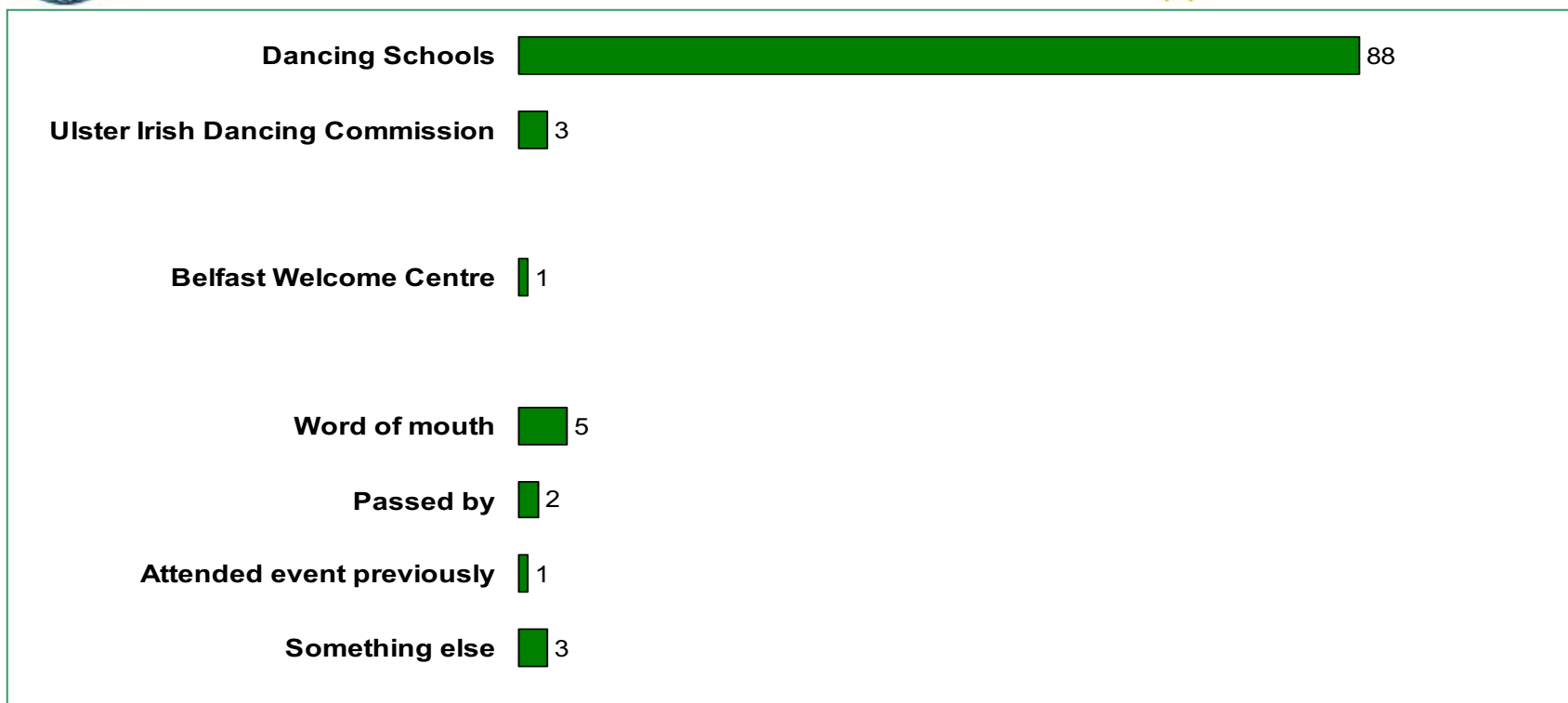
[ Base: All respondents - 105]



- Private car was the most popular method of travelling to the World Irish Dancing Championships; over 4 in 10 (43%) travelled by car while 3 in 10 (30%) took a taxi.

## SOURCE OF INFORMATION ABOUT EVENT

[ Base: All Respondents – 105 ]  
%

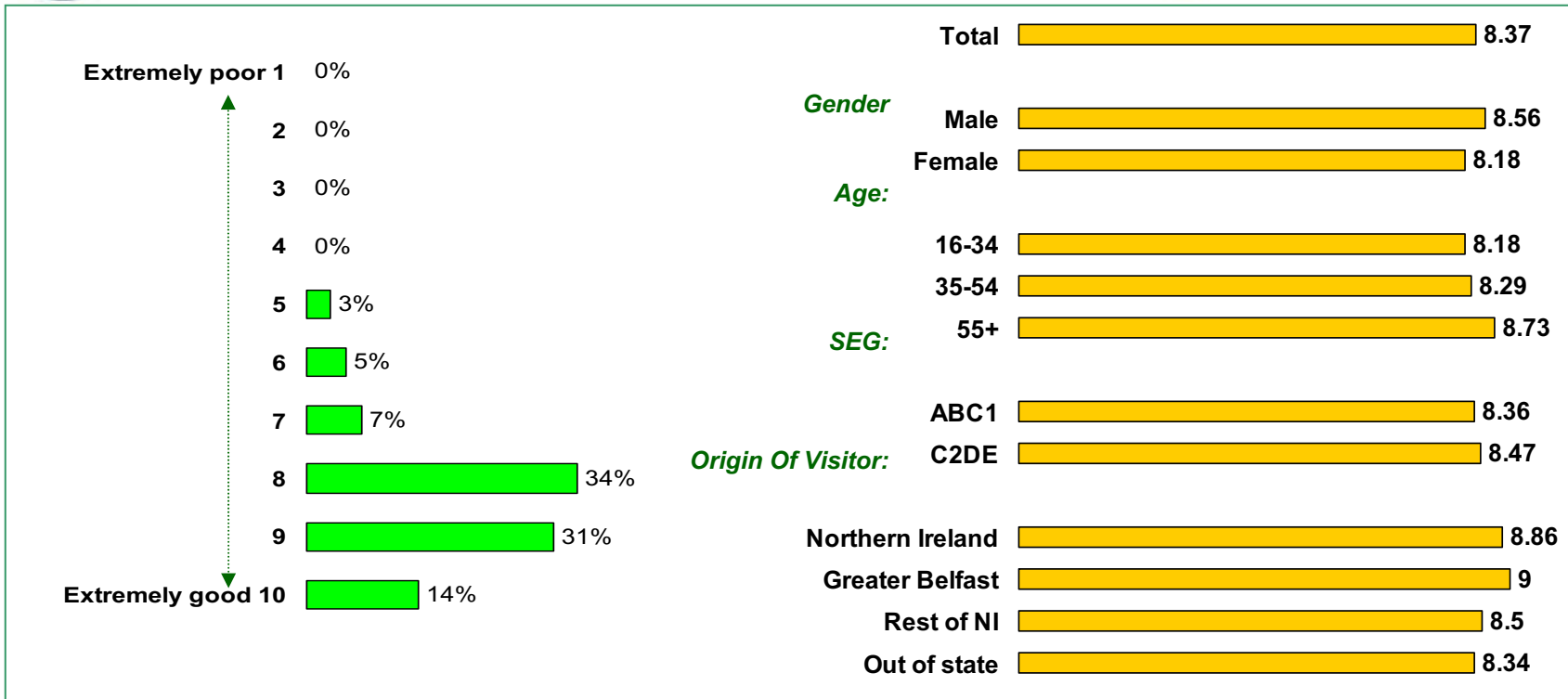


- Almost 9 in 10 (88%) of those attending the World Irish Dancing Championships found out about the event via dancing schools. 3%) heard about it through the Ulster Irish Dancing Commission. These were by some distance the most popular ways of finding out about the World Irish Dancing Championship.
- 1 in 20 (5%) heard about the event from family and friends.



# RATING OF EVENT

Min=1 & Max=10

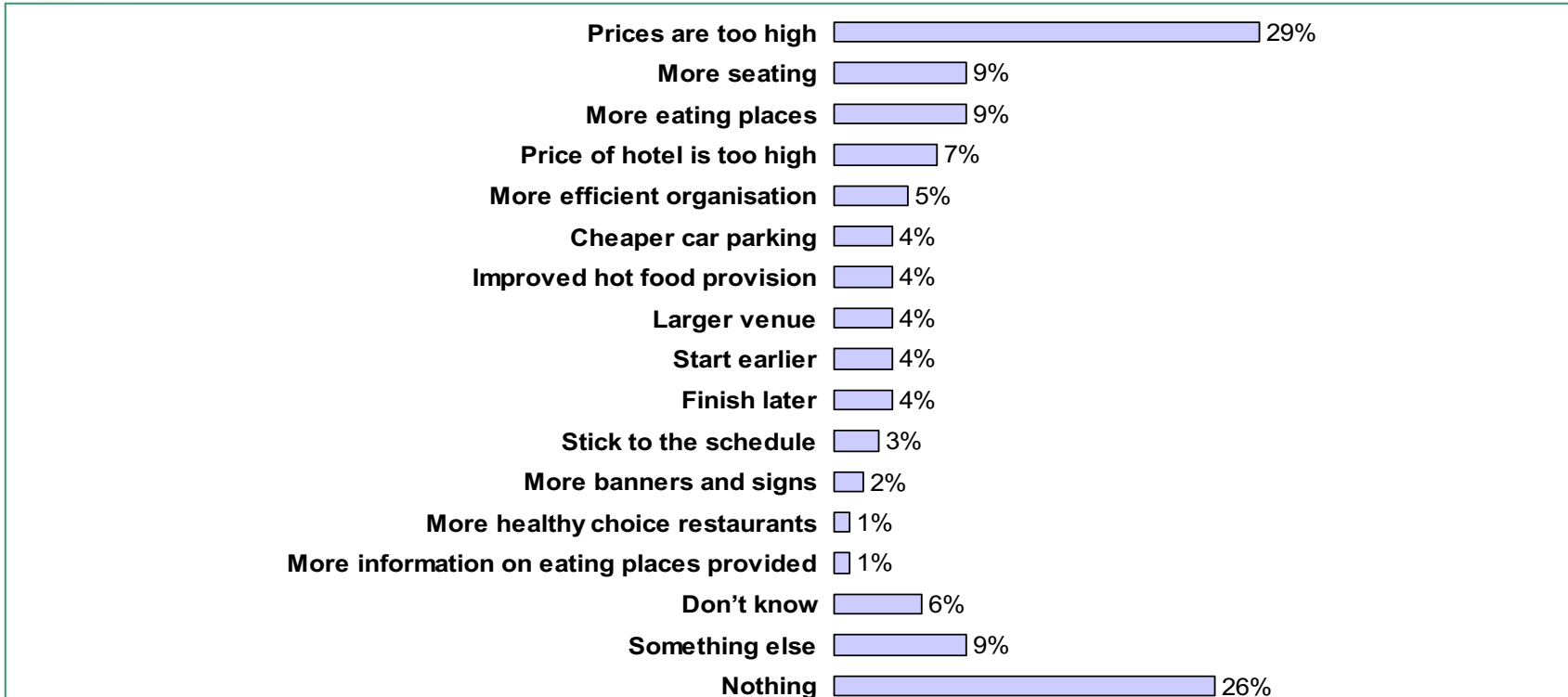


- The overall rating of the World Irish Dancing Championships was very positive with an average rating of 8.37 out of a possible 10.
- Males, those aged 55+ and those from Greater Belfast were most impressed with the event.



# WHAT COULD HAVE BEEN DONE TO IMPROVE THIS EVENT

[ Base: All Respondents - 105 ]

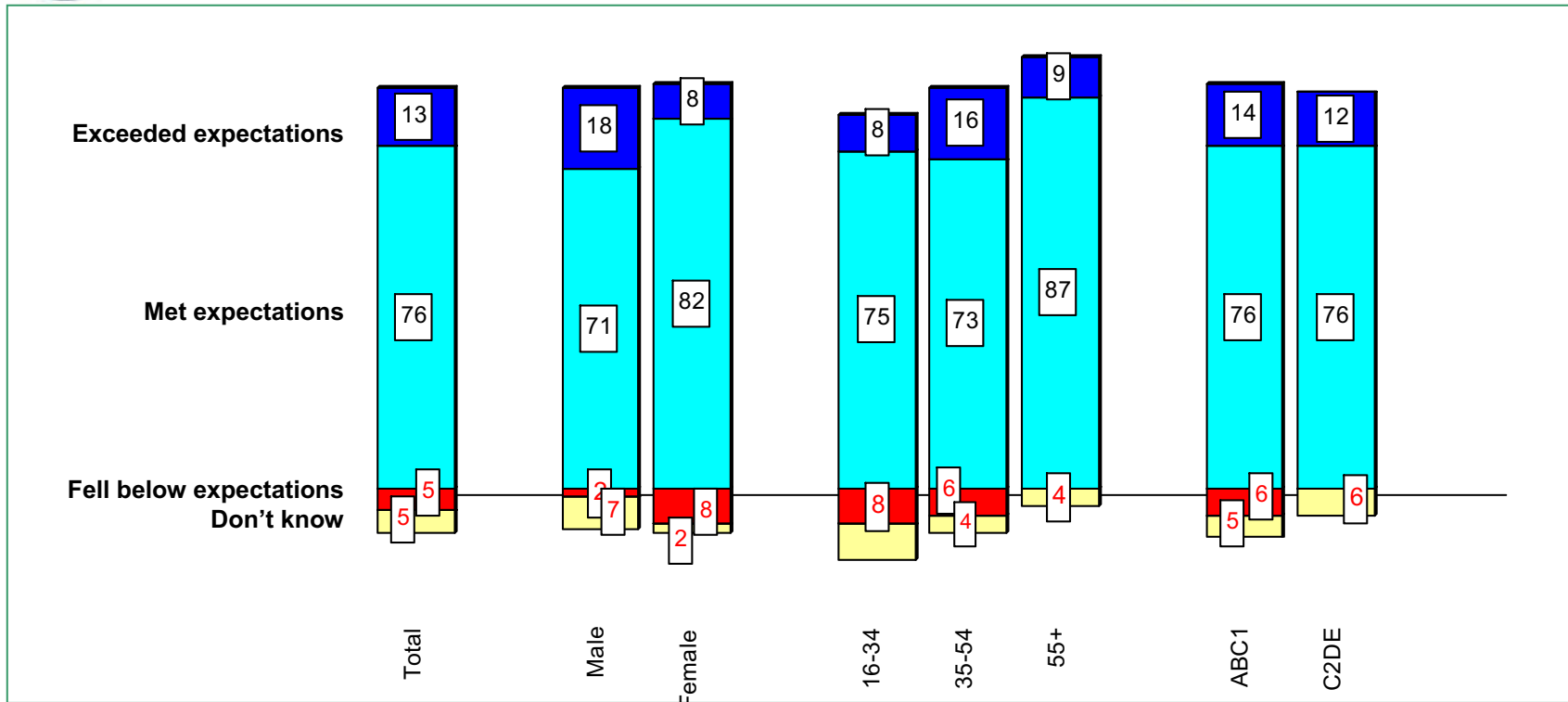


- The key improvement that was sought to improve the World Irish Dancing Championships was to lower the prices charged (29%). Other suggestions for improvements were to have more seating (9%) and to have more eating places (9%).
- Over a quarter (26%) were not able to think of any improvements that could be made to the event.



# WHETHER EVENT FULFILLED EXPECTATIONS

[ Base: All Respondents - 105 ]

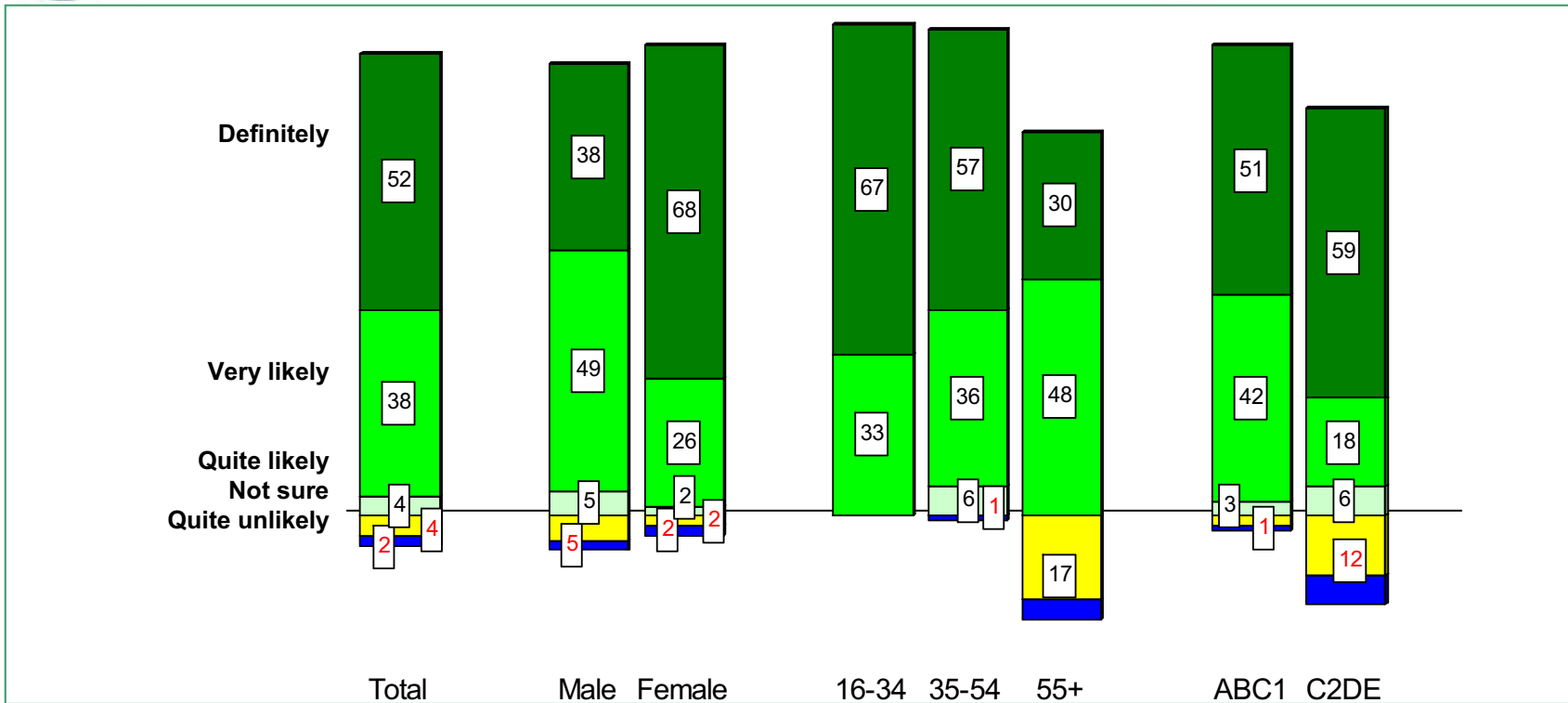


- For almost 9 in 10 (89%) of visitors to the World Irish Dancing Championships, the event met or exceeded their expectations.
- Only 5% of those who attended the World Irish Dancing Championships were disappointed, the event having fallen short of their expectations.



# WHETHER WOULD RECOMMEND OTHERS TO VISIT EVENT

[ Base: All Respondents – 105 ]



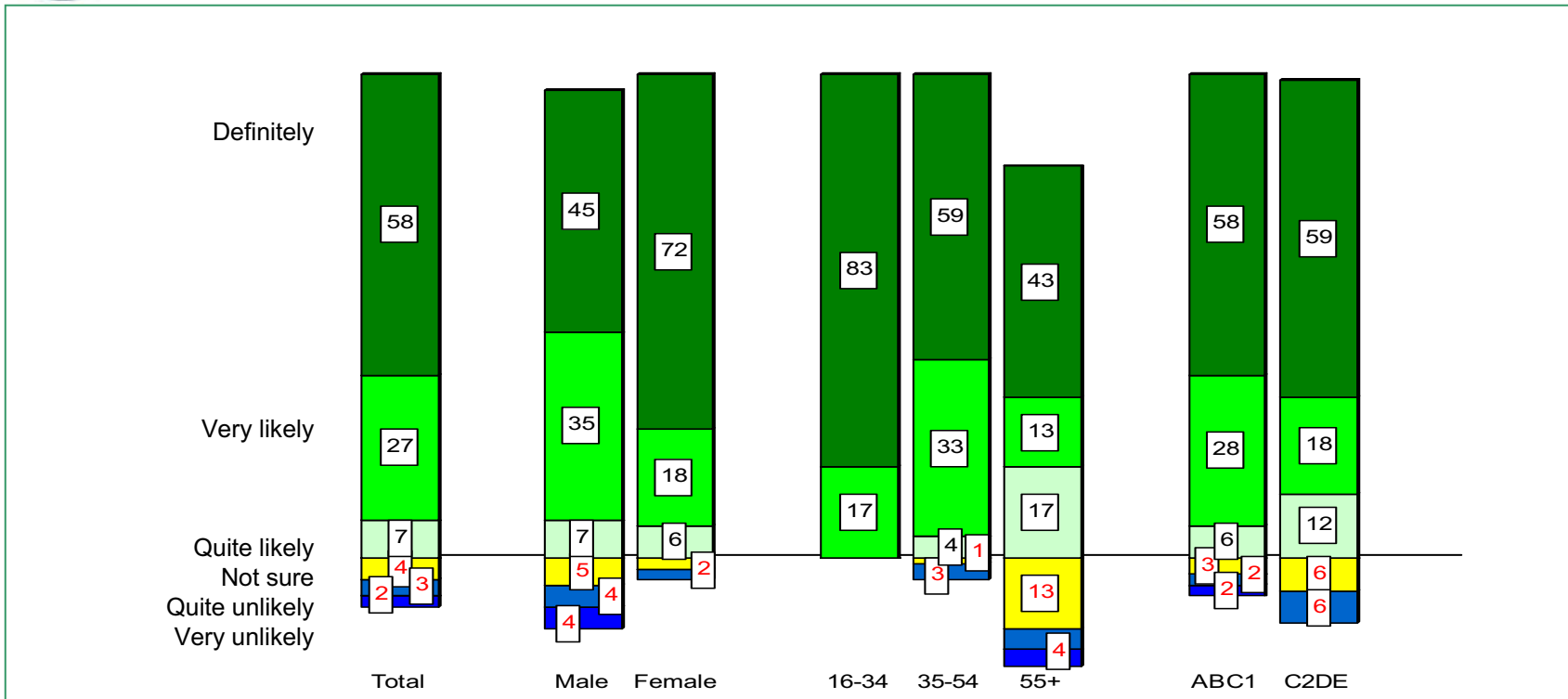
• The willingness of visitors to recommend a destination or an event to others is a critical barometer of opinion. Willingness to revisit being less insightful as it can be tempered by the “been there, done it” sentiment. On this key measurement it is encouraging that 9 in 10 (90%) visitors to the World Irish Dancing Championships stated that they would definitely or very likely recommend family and friends visit the event. Added to this were a further 4% indicating that they would be quite likely to recommend attending the event to others. In effect almost all (94%) visitors left the event as advocates.

• Females and those aged 16 - 24 were most likely to be the strongest advocates of the event.



# INTENTIONS TO REVISIT EVENT

[ Base: All Respondents - 105 ]



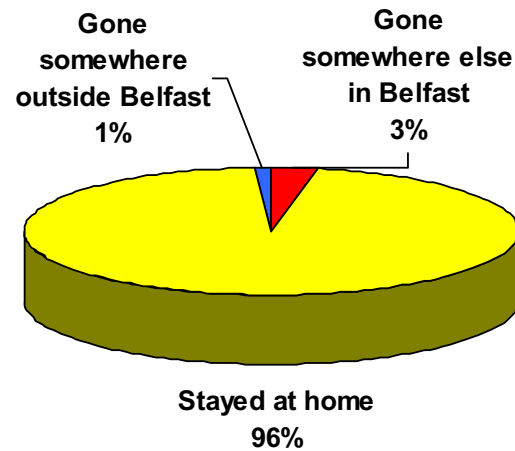
- The majority (85%) of visitors to the event stated that they would definitely or very likely revisit the event on another occasion.
- Females and those aged 16 - 24 were most likely to be strongly keen to revisit the event on a future occasion.



## ADDITIONALITY

### – Alternate activities had event not been staged

[ Base: All Respondents – 105 ]

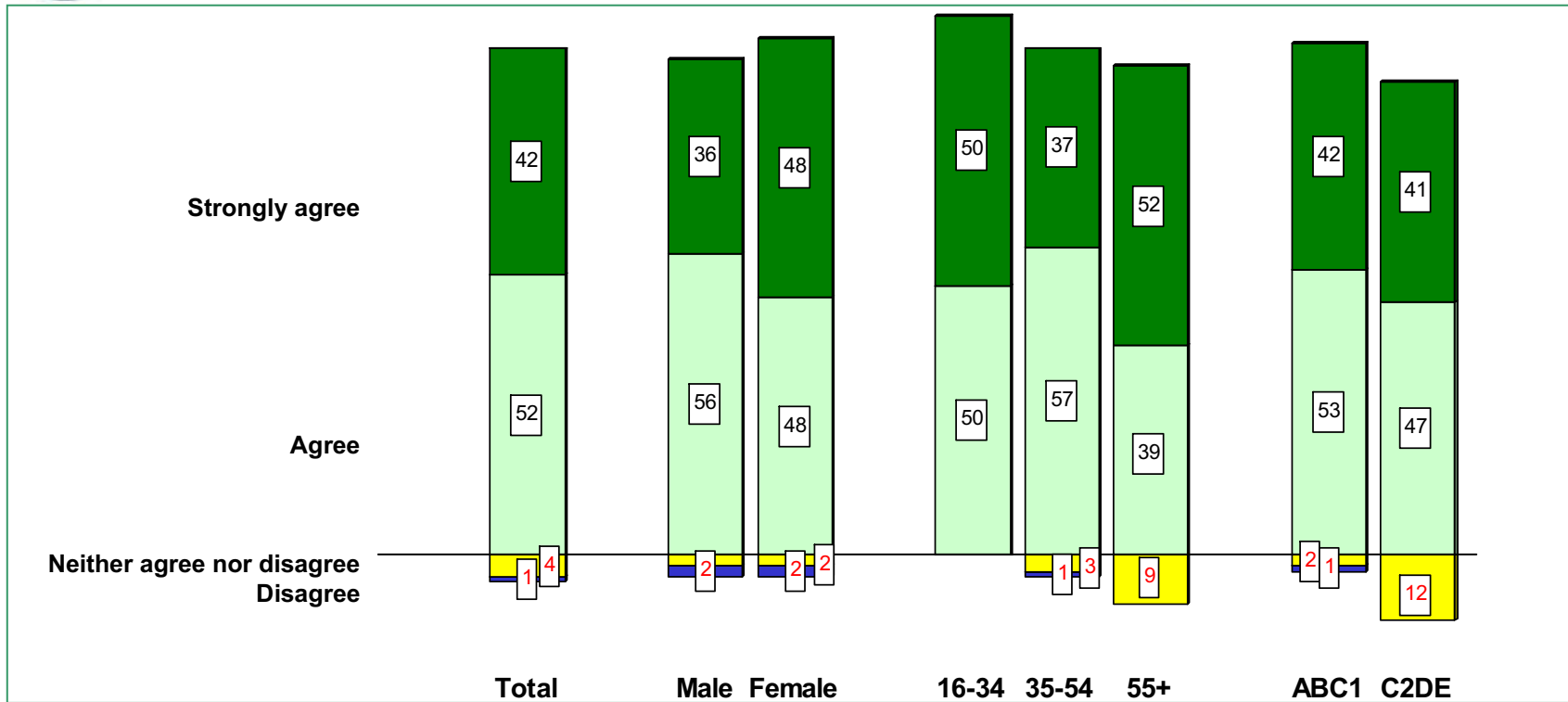


- Had the World Irish Dancing Championships not been staged, the vast majority of people who attended it would otherwise have stayed at home (96%).
- The spend accrued by the 97% who would have stayed at home or gone somewhere outside Belfast can be regarded as the additionality brought about specifically by this event.

# DO EVENTS LIKE THIS ENCOURAGE PEOPLE TO COME TO BELFAST



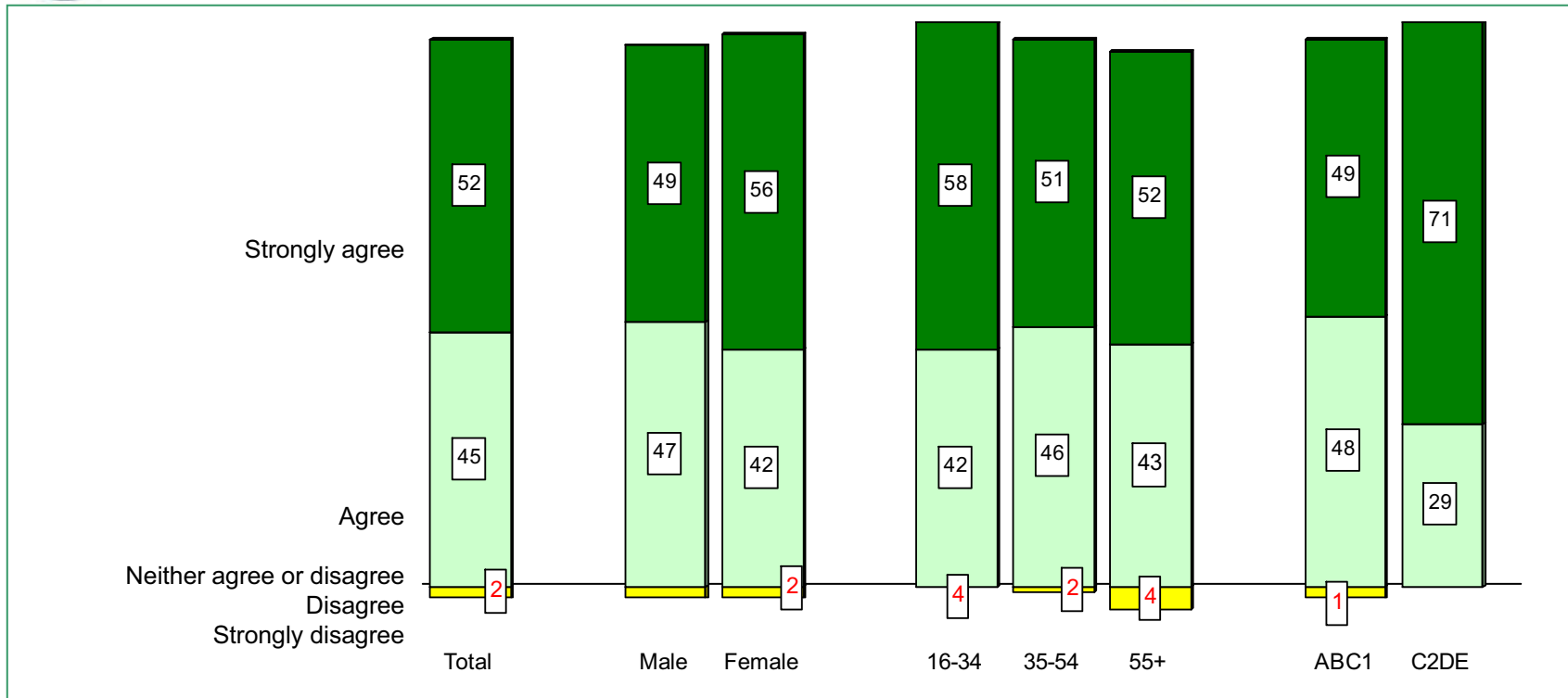
[ Base: All Respondents - 105 ]



- The vast majority of visitors to the World Irish Dancing Championships (94%) were of the opinion that events such as these encourage people to visit Belfast.

# AGREEMENT THAT THERE SHOULD BE MORE EVENTS LIKE THIS IN BELFAST

[ Base: All Respondents - 105 ]



• There was almost universal agreement that there should be more events like this in Belfast, with 97% of respondents agreeing with this statement.



## TOTAL ESTIMATED SPEND ASSOCIATED WITH EVENT



	Total	Belfast	Rest of NI	Out of State
<b>Estimated Attendees</b>	<b>18000</b>	<b>857</b>	<b>514</b>	<b>16629</b>
<b>Total Estimated Spend</b>				
Accommodation	1,152,405	0	0	1,152,405
Eating out	486,690	6,214	12,857	467,619
Shopping	376,980	2,357	25,715	348,908
Entertainment	111,877	3,857	1,029	106,991
Transport	107,719	1,286	2,572	103,862
<b>Gross Economic Impact</b>	<b>2,235,673</b>	<b>13,714</b>	<b>42,172</b>	<b>2,179,786</b>

- Using these averages of spend per person within each market sector we can calculate that the total gross economic impact of the event was over £2 million.



## ESTIMATED ADDITIONALITY ASSOCIATED WITH EVENT



	Total	Belfast	Rest of NI	Out of State
<b>Estimated Attendees</b>	<b>17486</b>	<b>857</b>	<b>514</b>	<b>16114</b>
<b>Total Estimated Spend</b>				
Accommodation	1,288,986	0	0	1,288,986
Eating out	476,430	6,214	12,857	457,359
Shopping	371,578	2,357	25,715	343,506
Entertainment	110,973	3,857	1,029	106,087
Transport	106,652	1,286	2,572	102,794
Net Additional Expenditure	2,354,619	13,714	42,172	2,298,732
Indirect & Induced Expenditure (0.8 multiplier)	1,883,695			
<b>Total Estimated Economic Impact</b>	<b>4,238,314</b>			

- In order to estimate the element of additionality derived from staging the event, it is necessary to adjust the base to include only those that would not otherwise have visited Belfast, that is to say if the event had not been staged they would have either stayed at home or gone somewhere else in Northern Ireland. This brings the estimated number of attendees down to 17,486.
- Taking into account the average spend per person of these visitors who would otherwise not have visited Belfast, the net additional expenditure brought about by the event is estimated to have been over £2 million.
- Finally applying a multiplier effect of 0.8 to the net additional expenditure we can estimate the indirect and induced expenditure, that is taking into account the goods and services purchased by those supplying services to those attending the event and in turn the goods and services purchased by those in the employment of those benefiting from direct and indirect expenditure. Taking all this into account the total estimated economic impact of this event was over £4.2 million.



## CONCLUSIONS



- ❑ **Visitors to the World Irish Dancing Championships were most likely to be from an ABC1 background and aged between 35 – 54. Visitors were most likely to be attending as a family.**
- ❑ **Over 9 in 10 (92%) of those attending the event were from outside Northern Ireland. The majority of out of state visitors were from North America, the Republic of Ireland and England. A minority of those attending were from Greater Belfast (5%) and the rest of Northern Ireland (3%)**
- ❑ **Dancing schools were the most popular source of information about the World Irish Dancing Championships; almost 9 in 10 (88%) found out about the event via dancing schools.**
- ❑ **Almost all (97%) of those who visited the World Irish Dancing Championships would not have visited Belfast that day had the event not been staged.**



## CONCLUSIONS



- ❑ **Regarding the rating of the World Irish Dancing Championships by those who attended:**
  - 91% of visitors rated the event positively and 79% rated it very positively
  - 89% stated that the event had met or exceeded their expectations
  - 90% would recommend attending the World Irish Dancing Championships to family and friends
  - 85% intend to revisit the event in the future
  
- ❑ **Visitors from Greater Belfast spent on average £16.00 during their visit. In the case of visitors from elsewhere in Northern Ireland average spend was higher at £82.00 per head. Out of state visitors' spend per head was much higher at £131.09.**
  
- ❑ **The gross level of spending associated with the event is estimated at over £2million**



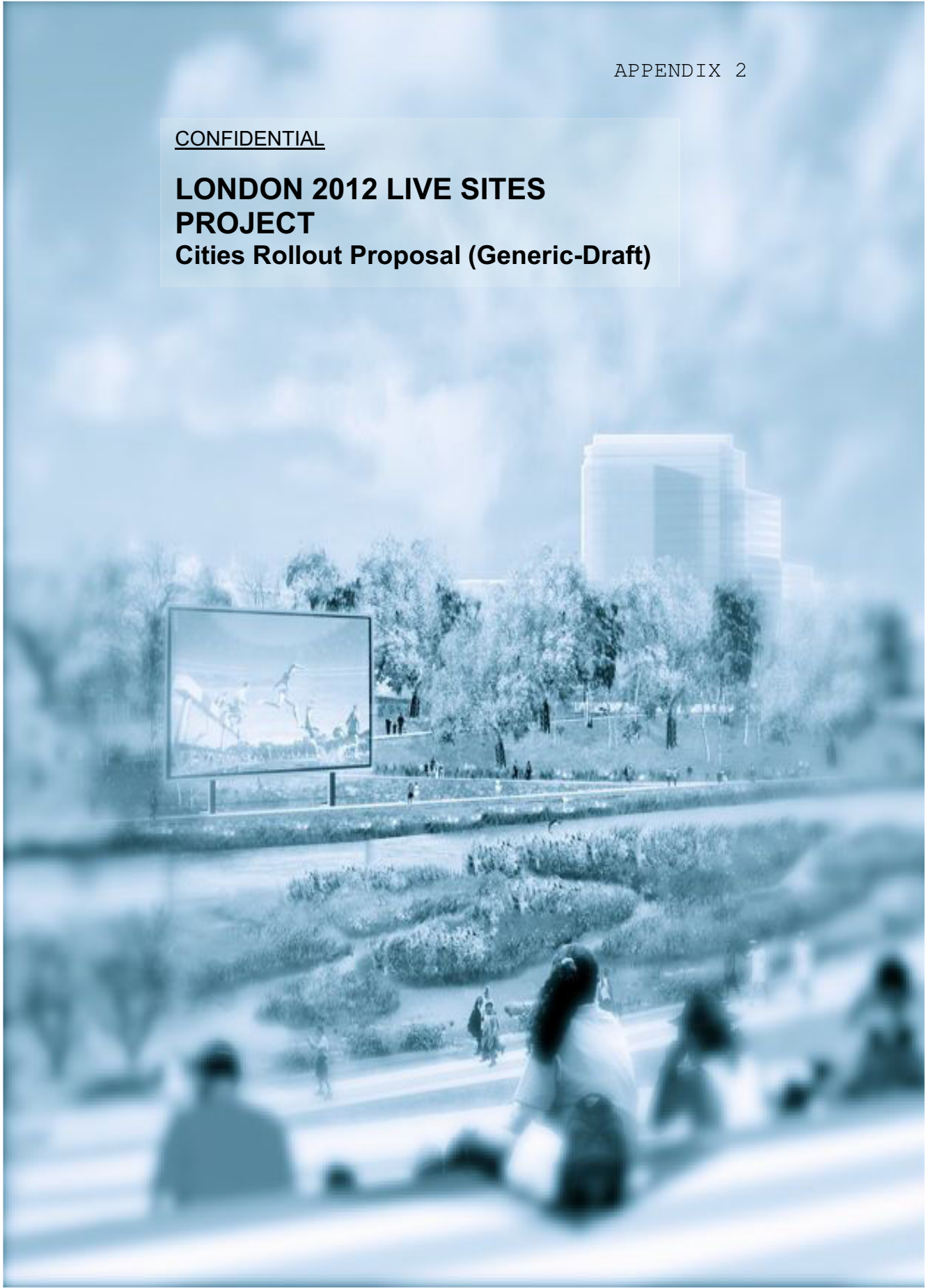
## CONCLUSIONS



- ❑ **Net additional expenditure, that is the expenditure associated with the visitors who would not have come to Belfast had the event not been staged is estimated at over £2 million.**
- ❑ **Allowing for the direct and indirect expenditure generated as a result of this net additional expenditure the total estimated economic impact of the event is over £4.2 million. These being the monies brought to the City as a direct result of staging the World Irish Dancing Championships.**

CONFIDENTIAL

**LONDON 2012 LIVE SITES  
PROJECT  
Cities Rollout Proposal (Generic-Draft)**



CONFIDENTIAL

## **LONDON 2012 LIVE SITES PROJECT Cities Rollout Proposal (Generic-Draft)**

### **Project overview**

#### **The concept**

The 2012 Live Sites concept is built upon a five-year experimental project, carried out by the BBC, nine cities and towns and three universities, to develop the UK's Public Space Broadcasting infrastructure...a network of all-year-round permanent screens.

They were originally designed to help to animate urban spaces through events, with the screen acting either as a relay for major national and international occasions or to support local activities. The rest of the time was intended to comprise a range of live BBC news and family-appeal programming.

During the experiment, the screens have created many special moments for audiences through their coverage of high-profile National and International events (e.g. Live8, Wimbledon, the RBS 6 Nations Championships and Proms in the Park). As the network has grown, its potential for reaching untapped audiences has been recognized and they have featured exclusive screenings of networked initiatives such as Royal Opera House performances of ballet and opera.

There has also been a significant demand to deliver an increasing proportion of local video and information, including hundreds of community generated films and viewer content (texts, pictures and video). Most groundbreaking of all of all has been the project's pioneering work in developing interactivity at each site.

So the role of each screen has developed way beyond original expectations as a result of each community warming to the concept and the creative outlet it provides for them. They are no longer seen as just a big screen; communities now regard them as offering...

A digital city centre focal point and meeting place.

A 21st Century public news and information point - improving public awareness of local issues, developments, initiatives and activities.

A hi-tec showcase for educational and community activities.

A high profile outlet for visual arts, digital innovation and local filmmaking.

A new and innovate dimension to assisting urban regeneration and public realm by encouraging people to feel positive about their city centres and to enjoy shared experiences and memorable occasions in less sterile urban spaces.

#### **The proposal**

LOCOG (The London Organising Committee for the Olympic Games) wishes develop this concept by rolling out many more screens in as many UK cities and major towns as possible as part of its commitment to ensuring that the whole of the UK feels connected to the 2012 Games.

The 2012 Lives Sites project is intended to embrace the current BBC-led project and add another eight screens to the network in time for the Beijing Olympics in August 2008 and a further four soon afterwards.

The target is a minimum network of 30 permanent screens...and possibly 60 or even more, funding permitting. At least 10 temporary screens will be deployed during the 2012 Games and 4 mobiles screens may be included in the mix before then.

The current Public Space Broadcasting network comprises Manchester, Birmingham, Liverpool, Leeds, Hull, Derby, Bradford, Swindon and Rotherham. As well as Your City, the following cities and towns have currently applied for planning permission, or are preparing applications, in order to be part of the first phase of the Live Sites roll-out: Plymouth, Bristol, Southampton and/or Portsmouth, Cardiff and/or Swansea. Edinburgh and/or Dundee, Middlesbrough, Walthamstow and/or Romford. Negotiations are also taking pace with Newcastle and Belfast.

Many other cities and towns have expressed enthusiastic interest and their applications to become part of the network will be considered as further funding becomes available.

In order to make it as easy as possible for communities to join the new network, LOCOG intends to use funding generated by its public partners and sponsors to provide screens and back room technology free of charge.

The BBC has also agreed in principle and subject to funding, to continue to support the Urban Screens vision by providing sustaining content and by funding the daily editorial and operational management of each screen.

This project is not, however, about getting something for nothing. It is about your city, LOCOG (its sponsors and public partners, including the BBC) working together with a sophisticated screen and supporting technology to create a vibrant city centre Live Site. The 2012 dimension is intended to complement the proven benefits of Public Space Broadcasting model; 2012 is developing a four-year content and activities schedule, including simultaneous Olympic Opening celebrations in all partner cities and towns. It will, in effect, give you "a piece of Olympic Space" in the centre of Your City.

Communities within the *existing* Public Space Broadcasting Network have to fund their own screens at a cost of between £90K and £150K pa. LOCOG has decided to take this burden away from participants in the Live Sites Network in order to help as many places as possible to become involved and, importantly, to ensure that local authorities use their budgets to animate the sites with a lively events and activities programme rather than tie up their resources in technical infrastructure.

If your city and its many community-based organisations engage in the spirit of the project, they will enjoy the legacy of a high-profile, digital public facility designed to help your community create a sense of place, not just up to the 2012 Games, but long after as well.

## **How will the LOCOG/Your City/BBC partnership work?**

In simple terms...

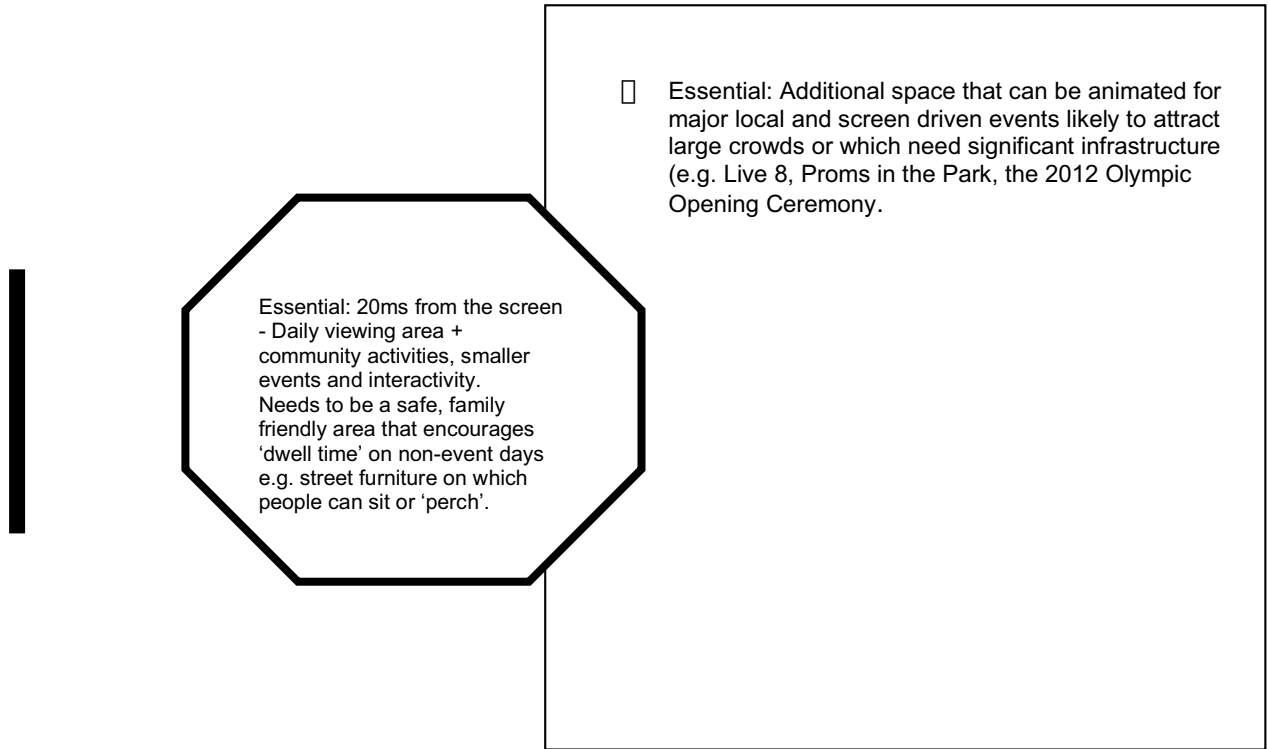
- LOCOG funds the screen system technology and provides 2012 activities;
- The BBC provides sustaining live TV, news and information and a screen management service to operate the technology and take editorial responsibility for the screen's output;
- Your City Council provides a city centre site, which has good daily footfall and which will become an events and activities venue and the focal point for 2012's activities in the Region. It will also take responsibility for operating the site, including health and safety issues. You will also cover some installation costs and all of the running costs.

Whilst LOCOG's preference is for a large central public square that can accommodate major events, it accepts that it has to work with what a city can offer. Where a city is strategically important to the Project, but has limited sites available, LOCOG is proposing a "Precinct Venue".

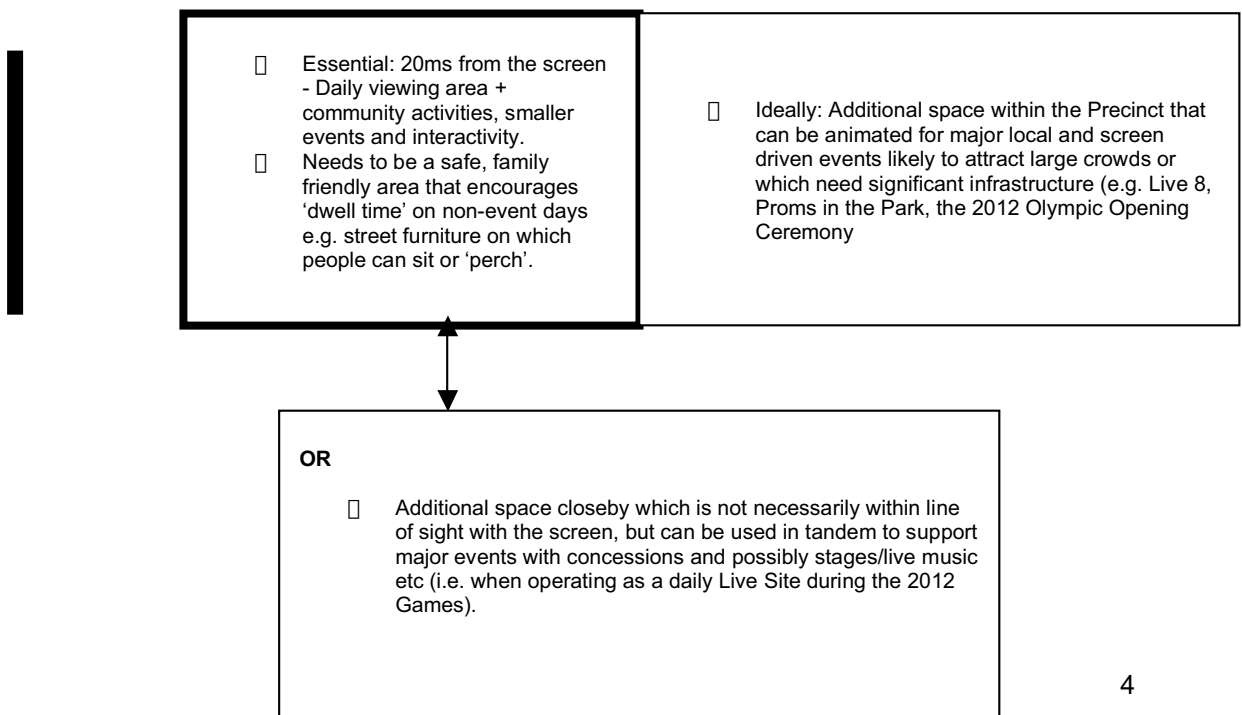
This will usually mean that it has restricted events capacity, but the Council will be expected to commit itself to finding other ways of delivering its obligations i.e. identifying an additional overflow space (see concentric spaces diagram).

**The concentric-spaces approach to handling different audience needs and activities**

1 The Public Square Live Site



2 The Precinct Live Site



As part of their responsibility to provide planning permission for the Live Site Screen, LOCOG will encourage local authorities to be creative and sensitive in the way they integrate the facility into their chosen space. Although LOCOG is offering a stylish, contemporary design it may not be suitable for all sites. Councils need to be aware that a basic LED screen no more than a set of black, square panels that can be designed-into a range of structures (e.g. brick, stone, a piece of public art) and so they should be prepared to invest in designing a more suitable design if necessary.

In preparing their application to LOCOG for a Live Site, local authorities are also encouraged to think carefully about how they want their site to work, whether it is an existing space or one that is currently being developed.

LOCOG will be looking for evidence that councils see the Live Site screen as complementary to their strategic plans for creating a focal point within their communities, a sense of place. They will be expected to demonstrate that they are prepared to do what is necessary to encourage people to use the space as a gathering point across the whole year and to budget for its use as a venue for an extensive events and activities schedule.

## The Installation Schedule

- City commits to the concept and agrees with LOCOG a potentially suitable site
- Site is surveyed by LOCOG's technical coordinator and Daktronics, the screen system provider, to confirm suitability
- City identifies a *Live Site Project Coordinator* (a senior person who will have overall responsibility to LOCOG and the BBC for delivering the City's obligations); the City will also identify an *Installation Project Manager* to be responsible for the day-to-day liaison with Daktronics and LOCOG's technical co-ordinator.
- City prepares and applies for Planning Permission with technical information provided by Daktronics and LOCOG's technical coordinator
- City takes responsibility for belowground work and prepares accordingly.
- Daktronics and City installation project manager work together on the installation.
- LOCOG retains a coordinating overview throughout.
- BBC provides screen management usually six weeks before the screen is installed.
- City nominates its *Live Site Manager* (can be combined with another related role i.e. *Events Manager* but even better if it is a dedicated role) who will take a lead hands-on role in working with BBC and LOCOG to make the site a success.
- The Screen is commissioned by the LOCOG and BBC technical co-ordinators and is handed over to the City and the BBC to operate.
- City's Live Site Project Coordinator chairs quarterly Live Site Events and Content Strategy group attended by BBC 'Screen Manager' and other stakeholders (sometimes a university).
- City's Live Site Manager and BBC "Screen Manager" liaise as required re the operational detail of specific events.

•**Details of the package being offered**

The total cost of the LOCOG/public partners/Sponsors package and BBC management support has a value in the region of £750,000 across five years. LOCOG will, in effect, loan the screen system to the City until after the 2012 Games and then hand it over to the City for a token amount.

**The technology package:**

- A high-resolution LED screen (25 sq m average size).
- Supporting technology including a state of the art content management system, interactive screen-mounted camera and software and Bluetooth.
- A standard, clad mounting structure i.e. frame and freestanding legs.

Three offers are made to local authorities...



- I. The basic frame of the screen and legs, which cities can then clad at their own cost to suit the location i.e. use of brick, stone or other finishes. (Note: there would be an allowance based on the cost of the standard cladding, which could be set against a bespoke solution.)



- II. A screen with a standard, High-Tech, metallic-effect cladding (see above).
- III. A wall mounted screen in similar cladding.

- Most standard aboveground installation costs.
- The services of a BBC screen network operations centre and a local BBC 'screen management service' to operate and editorial manage the screen, liaise with your City Council and act as a catalyst within the city to ensure that as many organisations as possible make use of the facility.
- Experienced LOCOG and BBC project management support during the installation and after.

## **Details of your City's obligations**

### **Installation and running costs:**

- To take responsibility for the Screen system: The screen package will be provided to the City (i.e. your City Council) and must remain in its public ownership. Where the City is working with a partner such as BID or a City Centre Management Organisation it must enter into an agreement with its partner, which is approved by LOCOG, that ensures that the City's obligations, under its contract with LOCOG, are met.
- To provide the site, planning permission and other permissions to operate year-round and normally for 18 hours a day or more (minimum duration is 16 hours/7am to 11pm with permissions for extensions)
- Carry out most belowground work for a freestanding screen, including preparation of the screen's foundations (average costs for this elsewhere appear to range from £25K to £35K). A standard wall mount structure will be included in the standard installation package (additional costs will only be passed on if the screen requires a complex support structure). Your City will also be expected to ensure that ducting is available for a power supply and fibre-cable connection to the screen; ducting for cabling from the screen to external speakers if required.
- Meet any additional costs if non-standard cladding is required or if a wall-mounted solution generates additional installation costs. If your City will requires a bespoke cladding solution, this may have to be ordered before planning permission is granted in order to meet the timeline. If the planning application fails, and if the project has to be abandoned because of this or because the City changes its mind, the City will be liable to meet the costs of those materials if they cannot be deployed elsewhere. Likewise, any temporary storage charges generated by an extended delay in the installation of the screen caused by the planning process or other City issues, will have to be met by the City.
- Provide space for a small control room (min 3mx3m in neighbouring premises up to 300m from the screen) with a suitably controlled environment. Ideally this should be a separate room, but it can be accommodated in an office provided that the security of the screen control equipment is guaranteed.
- Fund operating expenses including power (est. £5-6K pa) and commit to the screen system supplier's five-year service and maintenance contract (approx £10K pa), plus misc expenses (i.e. provide a feed via a digital aerial or satellite dish of free-to-air live TV programmes, a TV licence (up to an est. £1K pa), and rates if the facility is assessed by the local authority.

**Breakdown of the installation responsibilities**

(Based on first eight screens for Beijing)

Critical Completion Date	Contractor	City Council	DESCRIPTION
			1. Letter of Credit and/or banking charges
			2. Import License (if required)
	X		3. Export License (if required)
	X		4. Ocean Freight and insurance
			5. All costs associated with importing goods, to include but not limited to duties, taxes, customs clearance, import handling, warehousing, temporary storage
	X	X	6. Temporary storage or warehouse if required as a result of delays caused by the local authority
3 weeks before installation		X	7. Secure construction permits
April 2008	X		8. Engineering design of the display support structure excluding footings
		X	9. Engineering design and installation of footings/City
June 2008		X	10. Engineering certification stamp for support structure and footing design. Provide copies of stamped drawings and calculations to both Contractor and Purchaser/City
	X		11. Riser diagrams of electrical and signal
	X	?	12. Shop drawings and attachment detail submittals
Apr 2008			13. Approval of all engineering drawings, riser diagrams, shop drawings/ LOCOG? And City
		X	14. Local Underground utilities/City
Apr 2008			15. Mark location of marquee
		X	16. Unobstructed access to facility and/or installation site/City.
3 weeks before installation		X	17. Digging of footings including dirt removal. Fabrication and installation of steel cages, rebar or bolt attachments. Pouring and finishing of concrete for footings.
	X		18. Steel fabrication and complete structure installation of support structure
		X	19. Prime and paint structure if necessary
		X	20. Cladding design, fabrication and installation unless standard option selected at time of order/City.
		X	21. Furnish all ground protective material for trucks, equipment, cranes etc./City
	X		22. Unloading of all equipment from truck(s) upon arrival at installation site
	X		23. Lifting and mounting of displays(s) onto display structure
	X		24. Unpack, set-up, hook-up, testing of control system

Critical Completion Date	Contractor	City Council	DESCRIPTION
3 weeks before installation		X	25. Primary power and transformer, fused and lockable breaker disconnect switch or electrical distribution panel mounted on display structure/City
	X		26. Secondary power, conduits, power cable, power hook-up from the fused electrical panel to all Contractor supplied panel boards
April 2008	X		27. Specification for a suitable control room.
3 weeks before installation		X	28. Suitable control room for all control systems as specified by LOCOG and Contractor (ideally air conditioned and certainly an office environment i.e. no dampness or extreme of temperature etc
May 2008	X		29. Furnish all signal cable as delineated on quote
3 weeks before installation		X	30. Provide and install signal cable conduit, as delineated in riser diagrams/City
3 weeks before installation		X	31. Labor to pull all new signal cable (and remove existing cable, if required)/City
	X		32. Terminate signal cable
Upon installation clean up	X		33. Site clean up
	X	X	34. Provide personnel for maintenance and operator training
	X	X	35. Walk-thru inspection at Substantial Completion and identification of punch list items
Within 4 weeks of walk-thru inspection and signed product acceptance form, or as jointly agreed upon	X	X	36. Completion of punch list items

## Management role:

- Provide...
  - A Project Co-coordinator to take responsibility for the delivery of the Project and the City's obligations and to be the main point of contact with LOCOG and the BBC (usually a senior local authority officer).
  - An installation Project Manager to oversee your City's installation responsibilities, working closely with the Chapelfields operational/technical team.
  - A Live Site Manager to work closely with the BBC and LOCOG to develop opportunities for local and national events and content (ideally a part-dedicated post, or an additional responsibility for the Events Manager or equivalent post). This person will also be expected to agree and review the acceptable audio levels with the BBC, ranging from the daily listening mode to higher-levels for pre-planned events.

## Site development and animation:

- Do everything possible to make the site attractive to the public (e.g. provide street 'furniture' for sitting or 'perching' if necessary).
- Invest in one or two digital cameras and a mixing desk in order to utilize the plug'n'play facility and ensure that major local events and smaller community activities held at the Live Site are featured on the screen as they happen.
- Chair a quarterly Screen Strategy Group, to be attended by the BBC and other stakeholders and involved partners to plan and co-ordinate the Live Site schedule and allocate resources etc.
- Liaise fortnightly or as required with the BBC re the detail of imminent events and activities and the role of the screen in those events.
- Assist in the marketing of Live Site events and content through the Council's normal marketing arrangements.

## Council commitment to events and activities driven by LOCOG, its Sponsors and public partners, including the BBC:

LOCOG, its Sponsors and public partners, including the BBC, will be making a significant investment in the project in your City. In addition, your community will be one of the first cities in the UK to be a 2012 Live Site with all the benefits of a four-year programme of 2012-related local and networked events and activities. Your City will be seen as *THE* regional 2012 site.

Understandably, LOCOG is looking for a quid pro quo response from the City by giving something back in return in the spirit of co-operation.

Whilst the screen will never carry advertising, there will need to be an acceptance that the screen will show credits for all those who have made the facility possible, including the Sponsors. No other brands will be able to associate themselves directly with the screen

LOCOG's precise requirements for event support remain difficult to define in absolute detail at this early stage. It is important for cities and other partners to recognise that this kind of project has never been attempted anywhere else in the World before and certainly not at previous Olympic Games. Until now, Olympic Live Sites have used temporary screens and only during the period of the Games.

LOCOG has already signed up major sponsors who have expressed support for the Live Sites project and it is likely that there will be more to come. But the agreements are extremely complex and given that the London Games are more than four years away it is impossible at this very early stage to define exactly how they will activate their sponsorship at Live Sites. Likewise, LOCOG has public partners from the world of sport, film, art and culture and they too are likely to be keen to utilize the power of the UK-wide screen network, but firm proposals have still to be worked up.

Knowing that cities need to identify at this early stage the kind of resources likely to be required to meet the Live Site event and activities commitment, we are asking city partners to...

- Agree to exclusive use of the space for a period of *up to* 80 days a year for London 2012/partner/sponsor generated activities from installation until the end of 2011.
- Provide exclusive use of the space for LOCOG, its sponsors and partners during and around the 2008 Beijing Olympic Games and Paralympic Games, the 2010 Vancouver Winter Olympics and during 2012 from the start of the year until the end 2012 London Olympic and Paralympic Games.

We should all share the hope that sponsors and partners will wish to access city centre spaces to enrich Live Sites for the benefit of each city through a broad range of 2012 orientated events and activities. In return we will be asking host Cities to...

- Make their Live Site space available free of charge for sponsors and partners
- Provide, without charge, core infrastructure for a set number of events and activities based on the Council's normal H and S risk assessment per event. The City will be asked to provide the same support for the rest of the sponsor and partner events and activities on a cost recovery/non-profit basis. Core support and infrastructure will normally be expected to range from 'meet and greet' for completely self-contained activities to token stewarding and barriers to meet H and S requirements for a small performance area. A larger deployment of stewards, barriers and possibly toilets are only likely to be required for Category A type events (see later descriptions)
- Recognize that the success of the Live Site across the year as a whole will also depend upon a City's willingness to exploit the opportunities presented by a range of major national and international events for which the BBC has rights e.g. Wimbledon, RBS 6Nations Rugby, Last Night at the Proms. Other important moments will be delivered by partner organisations such as the Royal Opera House, which offers exclusive relays of opera or ballet, live from Covent Garden. Varying degrees of infrastructure and marketing support, plus inexpensive local enhancement of the event (e.g. food concessions, live local music, sporting skills promotion by local sports clubs) will be expected.
- Accept that during day or part-day 2012 events and activities, and during the Beijing Games, the Vancouver Winter Olympics and most of 2012 from January through to the end of the London Olympics and Paralympics, Sponsors will have exclusive branding rights in the defined space and the City will be expected to work with LOCOG to prevent ambush marketing.

LOCOG expects cities to understand how difficult it is at this early stage to predict exactly what the requirement is likely to be and asks them to engage with the spirit of what the City/LOCOG/BBC partnership is trying to achieve and show as much flexibility as the project develops.

However, LOCOG recognises the difficulties Cities may face in delivering all these expectations and is currently developing ground rules and templates that acknowledge Sponsors needs and rights whilst also recognising the need to deal with reality.

Specifically...

□ Infrastructure:

LOCOG understands that Cities need to be able to assess the annual resource they will have to budget for in order to meet the requirement to provide core infrastructure support i.e they cannot sign a blank cheque.

So...

- LOCOG will cap the number of events and activities that will require free infrastructure support. It cannot cap it at a fixed sum because all cities have their own event protocols (and different levels of expertise and experience) One sum would not fit all and would deliver an uneven response from around the Network.
- Instead, LOCOG has produced a draft template that shows the number and different categories of event that Cities should, at this stage, anticipate having to provide free infrastructure support for. These can be no more than intelligent guesswork based on the Public Space Broadcasting experience. It will be up to Cities to work out what level of support, if any, they might have to apply to each defined category based on their own custom and practice.

□ Exclusivity:

LOCOG understands that many of the spaces operate commercially as well as in support of community activities and that some cities already have agreements with their own sponsors. It accepts that councils and their partners cannot be expected to abandon these arrangements entirely during the period of their agreement with LOCOG.

Thus...

- Exclusivity will be confined to during 2012 events and activities and during the Games periods themselves and even then LOCOG hopes there will be opportunities for cities to exploit concessions opportunities. Outside those times, cities will be able to carry on as normal.
- The year 2012 itself will be the most sensitive period, but even then LOCOG wishes to be as flexible as possible and agree to other commercial activity in the space if it doesn't clash with its sponsors interests. In return, LOCOG is assuming that cities will accept that 2012 will be a very special and exceptional year in the UK and they will plan accordingly.
- LOCOG will also agree with cities the precise area that constitutes the Live Site and which may be branded in 2012 to mirror where possible the Olympic Park.

LOCOG also understands that many sites are bordered by properties occupied by organisations with national brands that might be in conflict with 2012 Sponsors.

- In this case, commonsense must be applied and the status quo prevail. So if a branded High Street Bank other than Lloyds TSB, a 2012 sponsor, borders

the site, it will not be an issue. If, on the other hand, the same bank decides to add branding that links it to the Live Site and the screen, that would be unacceptable.

LOCOG appreciates that city centre spaces are reserved well in advance by other users and specific days and times might not be available. Thus...

- Cities will be expected to operate on a best endeavours basis, particular during the Beijing Games when many commitments will already have been made.
- LOCOG will flag up its requirements between Autumn 2008 and the end of 2011 as early as possible (ideally six months ahead of the start of the calendar year) and it recognises that if a shorter period of notice is given, it may have to work around other bookings. LOCOG also understands that cities may have fixed traditional annual commitments (e.g. an annual arts festival or parade), which might be difficult to move.
- In return, LOCOG assumes that Councils will work within the spirit of what the partnership is trying to achieve, and recognize the benefit to the city of participation in high-profile 2012 events, and do their best to co-operate even if some events are set-up at short notice.
- In the year 2012, LOCOG assumes that Councils will treat it as a special year and do everything possible to be as flexible as possible (i.e. move a traditional annual event if it clashes with the Olympic opening ceremony!). LOCOG will endeavour to plan its Olympic year with its Live Site partners as far ahead as possible.

### **Draft category templates**

It is difficult to assess at this stage how many of the 80 sponsor days p.a. will, in reality, be taken up. Hopefully, as many as possible in order to ensure lively sites.

Your City's obligations to provide free core infrastructure would not be expected to stretch to all of them. They will be capped at a defined number as per the proposed categories that follow on separate sheets.

There are five categories – A to E – and in each case we have tried to describe the nature of the event and how they might compare with events currently staged by the existing Public Space Broadcasting sites, together with LOCOG's likely requirement.

With the exception of Category A, most activities are likely to require support levels ranging from those required by a small music/dance-based community event that most city events teams will be used to, to simply ensuring that the deliverers of a self-contained activity are in the right place and have what they need.

**Category A Activity**

**Number p.a. (2008-2011):** 1

**Number p.a. (2012):** 2

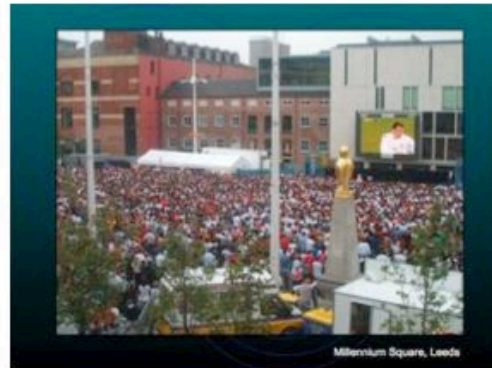
**Description of type of event that might be staged by LOCOG/its partners/ Sponsors:**

- A screed-led popular family event of major national and international significance
- E.G The UK hand over at the end of the Beijing Games; the 2012 Olympic opening and closing ceremonies; a major national sporting event; or concert funded by sponsors lasting several hours

**Similar events staged by the existing BBC-led Public Space Broadcasting Project: Live 8/ World Cup soccer**

**LOCOG expectation:**

- The whole space would be required for the anticipated audiences in this category and possible additional space for other infrastructure.
- Local Authorities will wish to look for opportunities to enhance the event with local participation (i.e. local music or dance) and local concessions
- The Council will make its own judgement on core event infrastructure based on its normal risk assessment and event processes
- It is assumed that some level of event management will be required which might involve stewarding, barriers and toilets.



**Category B Activity**

**Number p.a. (2008-2011):** 3 x event duration.

**Number p.a. (2012):** 3 x event duration

**Description of type of event that might be Staged by LOCOG/its partners/**

**Sponsors:** A screen-led major sporting event that runs across the day and across several weeks i.e. the Olympic and the Games themselves (but not International football competitions).

**Similar events staged by the existing BBC-led Public Space Broadcasting Project:** RBS 6 Nations, Wimbledon.

**LOCOG expectation:**The daily viewing area would be required for this category with the opportunity to expand for key moments that might attract a significant audience (i.e. a UK Wimbledon finalist; UK interest in the Olympic finals of the 100 metres race).

-Local Authorities may wish to look for opportunities to enhance the event with local participation (i.e. local music or dance) and local concessions (i.e. ice cream and strawberries for Wimbledon).

-It could be sponsored activity (e.g. AMEX tennis skills during Wimbledon in Liverpool).

-The Council will make its own judgement on core event infrastructure based on its normal risk assessment and event processes. It is assumed that a low level of event infrastructure would be required. (i.e. barriers to define the space, token stewarding and casual seating sometimes).



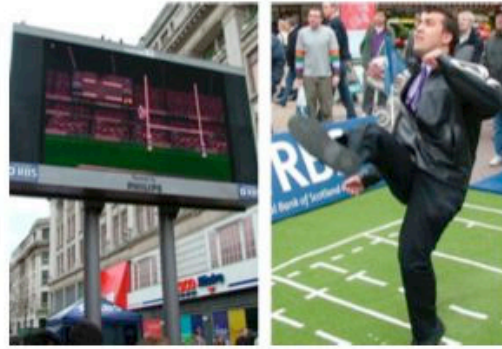
**Category C Activity**

**Number p.a. (2008-2011):** 12

**Number p.a. (2012):** 24

**Description of type of event that might be Staged by LOCOG/its partners/ Sponsors:**

A sponsor/[public partner-driven local or screen network interactive initiative. Could be a City v City interactive game (i.e. the Steve Redgrave Rowing Challenge)



**Similar events staged by the existing BBC-led Public Space Broadcasting Project:**

-RBS 6 Nations "Kick for a Ticket" competition

**LOCOG expectation:**

-It is assumed that LOCOG/its public partners/Sponsors will deliver the events and they could be staged across the whole year

-The activity might run across a whole day or part day.

-Some of the interactive events will attract a queue of participants across the day

-It is assumed that this activity would be largely self-contained and only a low level of event infrastructure would be required. (i.e. barriers to define the space and possibly token stewarding, depending upon Local Authority risk assessments.

**Category D Activity**

**Number p.a. (2008-2011):** 12

**Number p.a. (2012):** 24

**Description of type of event that might be Staged by LOCOG/its partners/ Sponsors:** Could be a weekly sponsored or public partner-driven national event involving the whole network (i.e. a Get-fit-for-2012 Family get-together each Saturday morning; a traditional national event covered by the BBC; a one off LOCOG/ partner/Sponsored road show, which could involve sport, culture, education and other family entertainment.

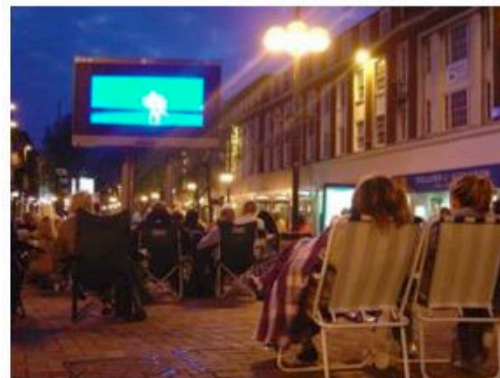


**Similar events staged by the existing BBC-led Public Space Broadcasting Project:** Royal Opera House ballet or opera relay; Remembrance Sunday and New years Eve; Locally generated community activities re music, dance and other cultural activities.



**LOCOG expectation:** It is assumed that LOCOG/its public partners/Sponsors will deliver the event and they are likely to be Spring-Summer activities. The activity would run across a whole or part day (could be just an hour).

Some of the events might attract a steady churn of participants across the day; others might be shorter events and could attract significant cooperative family audiences.



It is assumed that a low level of event infrastructure would be required. (i.e. barriers to define the space, seating sometimes, and possibly token stewarding, depending upon Local Authority risk assessments. Some events may need a small stage or platform.

**Category E Activity**

**Number p.a. (2008-2011):** 12

**Number p.a. (2012):** 24

**Description of type of event that might be Staged by LOCOG/its partners/ Sponsors:**

LOCOG/Public Partners/Sponsor promotional displays not linked to events or the screen

**LOCOG expectation:**

-These will be the responsibility of LOCOG/Public Partners/Sponsors

-No infrastructure is likely to be required other than allocation of space and possibly power

Aug-08			<u>Support For Sport Events Budget (08/09)</u>		<b>APPENDIX 3</b>			
			<b>Total Available</b>	<b>£85,000</b>				
			<b>Allocated to Date</b>	<b>£64,980</b>				
			<b>Proposed Allocation for Aug 08</b>	<b>£19,965</b>	<b>NOTE:</b>	Funding applications for August Committee had originally merited £22,180 of support but have been reduced by 10% to comply with £20,020 SFS budget remaining for the year..		
			<b>Remaining</b>	<b>£55</b>				
ORGANISER / EVENT	REF.	EVENT DATE	SUMMARY	TOTAL COST	AMOUNT REQUESTED	INITIAL RECOMMENDATION	REASON	Funding Offer After 10% Reduction
Belfast Pre Season Invitational Basketball Tournament		19-20/09/08	This is the 5th year of this event which will see ten mens teams and four boys/girls teams playing on the Friday evening and all day Saturday at Queens PEC. Greek and Turkish Cypriot teams have been invited in addition to teams from Dublin and USA.	£11,350	£10,000	<b>Offer support of £3,580 (80% of £4,475 - eligible amount)</b>	Score 64	<b>Offer support of £3,225</b>
Northern Bank Ulster Minor Football Tournament		16/11/08 - 1/1/09	Under 18 Gaelic Football competition, in it's 27th year, which includes one club from each of the nine counties in Ulster. this Tournament will determine the Ulster Champions in this age group. Played over a 2 month period, all games take place in the City of Belfast, mainly at Shaws Road.	£17,000	£2,500	<b>Offer support of £2,000 (80% of amount requested)</b>	Score 61.75	<b>Offer support of £1,800</b>
World Championship Kickboxing		12/12/08	A championship day of kickboxing to be held at Ballysillan Leisure Centre organised by the Steelheel Kickboxing Academy. Includes a World Title, 2 British Titles, 3 Irish Titles and 2 Junior Titles.	£12,195	£1,000	<b>Offer support of £600 (60% of amount requested)</b>	Score 44.75	<b>Offer support of £540</b>
Between the Bridges Run		08/03/09	A cross-community Fun Run Event promoting the opening of the new Westlink Bypass. The 10k run will take place on the Westlink arterial route into Belfast between Broadway and York Street. It is anticipated that some 10,000 people from the Weslink area and across N. Ireland will take part.	£95,000	£10,000	<b>Offer support of £8,000 (80% of amount requested)</b>	Score 68	<b>Offer support of £7,200</b>
Belfast Kickmas - The New seven Wonders		01/12/08	A two hour kickboxing event involving seven world title fights, staged at the Belfast Waterfront Hall and organised by Prokick Gym. The event will be broadcast live on Eurosport 2.	£66,000	£10,000	<b>Offer support of £8,000 (80% of amount requested)</b>	Score 66.5	<b>Offer support of £7,200</b>

**BLANK PAGE**



## The Royal Scottish Pipe Band Association

Mr Gerry Copeland  
Belfast City Council  
Linen Hall Street  
Belfast  
BT2 8BP



July 31<sup>st</sup> 2008

Dear Gerry

### **Pipe Band Championships Bid**

I am writing to advise you that the National Council of the Royal Scottish Pipe Band Association will shortly be considering bids for the Scottish, British and European Pipe Band Championships for 2010 and beyond. The National Council will be pleased to receive offers for up to three years continuous hosting of these events. I have noted below some details on the bid procedure agreed by our National Council but I will be pleased to clarify any other points you may have on this letter.

### **The Royal Scottish Pipe Band Association**

The Royal Scottish Pipe Band Association is a charitable organisation, registered in Scotland with offices and headquarters in Glasgow at the above address. The RSPBA employs four full time staff in the Glasgow office and recruits temporary staff to assist in the busy periods throughout the year. It is governed by the, "National Council", which is a committee of representatives elected from its twelve branches in the British Isles.

Its objects are to promote and encourage the advancement of Pipe Band Music without discrimination and to provide a system of Pipe Band Contest Rules. It has many affiliated Pipe Band Associations throughout the World but mainly in North America, Canada, Australia, New Zealand and mainland Europe. The organisation recently celebrated its 75<sup>th</sup> anniversary. It is a very much family orientated association with a substantial youth involvement.

Chief Executive:

Ian Embelton

45 Washington Street

Glasgow G3 8AZ

Tel 0141 221 5414

Fax 0141 221 1561

[www.rspba.org](http://www.rspba.org)

Registered Charity Number SCO 18153



INVESTOR IN PEOPLE

The RSPBA through its head office, organises and runs five Major Pipe Band Championships each year namely, the Scottish, the European, the British, the Cowal and The World Championships. These events are held mainly in the British Isles but some have been held outside that area in recent years. The RSPBA also runs around seventy Local Competitions through its twelve member Branches and these events are licensed by the National Council. The RSPBA maintains a panel of trained musical adjudicators and supplies adjudication panel members to competition organisers throughout the world.

### **The Championships**

The Scottish, British and European Pipe Band Championships are annual events that regularly attract in the region of 140 Bands involving over 180 performances as many bands have to play a qualifying heat. There are eight grades of competition from novice juvenile to grade 1 performers. These 140 bands equate to around 3500 pipers and drummers with around 50 Drum Majors and some 30-50 highland dancers. The Championships require over 50 RSPBA support staff to manage the Band and Highland Dancing competitions.

Each of these events have regularly drawn annually 10,000 to 20,000 spectators in the last few years, and latterly through occasional recorded programmes of the BBC can reach an audience of several million. The RSPBA would retain all recording rights to these events with agreement on promotional recording for the event promoter.

### **RSPBA Role**

The RSPBA will organise and run the Pipe Band Championships. This involves advertising the event to prospective competitors throughout the World, grading Bands according to standards and collecting entries. They will provide stewards to run the competition and assist the competitors and adjudicators from an international panel of approved, qualified people. They will provide and market a program of events for the competition, (subject to agreement of the promoter). The RSPBA will provide all prize funds and trophies. RSPBA staff will organise the compiling of results, distribution of competition information and provide experienced personnel to liaise with the promoter and the other involved security and safety organisations.

The RSPBA will provide information to the promoter prior to the event to assist with event planning and organisation and an officer would be appointed to attend, when possible, event planning meetings.

### **Promoter's Role**

For these events there is a requirement to demonstrate the provision of a secure site capable of holding over 25,000 people with toilet, first aid, food stalls, public address system, insurance and all facilities and stewarding required for such an attendance. The PA system must be to an acceptable standard and minimum specification is available from RSPBA headquarters. It is essential that there is adjacent parking to the competition areas for competitors coaches, (estimated 120 coaches), and car parking for RSPBA support staff and guests. Provision for spectators parking and site access should also be provided.

The site should have a level grass covered area to site 5 competition rings of approximately 60m x 30m each with supply and erection of crowd control barriers, security and general public stewarding. Each event ring also requires an adjacent area of approximately twice the size of the ring as a tuning/preparation area for the competing bands.

Provision of a marquee suitable for the Highland dance events with dance platforms and a secure changing area adjacent for competitors and officials.

The provision of an agreed tented village area for vendors and display stalls. This has to incorporate a catering facility which can provide all event staff with suitable meals of a previously agreed quality.

On site office accommodation area for RSPBA officials, (portacabins suitable), with agreed accommodation for RSPBA President, Chairman, Chief Executive, Information Staff, Compiling Staff and Stewards/Adjudicators. Office furniture, separate toilet facilities and electrical supply are required in this area.

Provision of a shared hospitality unit for VIP's and guests, (of an agreed number), of both RSPBA and event promoter.

Provision of access and site for recording facility either with RSPBA agent or local broadcaster and provision of Press information point and facilities.

Provision of advertising, publicity and marketing for the event with agreed level of recognition for RSPBA.

The promoter may charge admission to the general public for this event and additional charges as desired for provision of any other facilities provided.

**Process**

Offers to host this event should document evidence of the above points referred to in the Promoters Role. It should contain details of the financial offer to the RSPBA.

A minimum of five copies of the offer supplied in a sealed package clearly marked "Pipe Band Championships 2010 Offer" should be directed to the, Chief Executive, The Royal Scottish Pipe Band Association, 45 Washington Street, Glasgow, G3 8AZ to arrive not later than 12 o'clock noon on Thursday 9<sup>th</sup> October 2008.

These offers will be opened at 10.00am on Friday 10<sup>th</sup> October at a meeting of the RSPBA finance committee and proposed sites may be visited during the week commencing Monday 13<sup>th</sup> October. The final decision based on the original offer, the recommendation of the finance committee and the report of the site visits, will be made by the National Council soon thereafter.

Successful applicants will be notified by post and Email when the decision is made.

Thanking you for your interest.

Yours sincerely



Ian Embelton  
**Chief Executive**

**Belfast City Council**

<b>Report to:</b>	Development Committee
<b>Subject:</b>	Broadway Junction Public Art
<b>Date:</b>	13 August 2008
<b>Reporting Officer:</b>	Ms Marie-Therese McGivern, Director of Development Ext 3470
<b>Contact Officer:</b>	Mr Tim Husbands, Managing Director, Belfast Waterfront and Ulster Halls Ext 1400,

**Relevant Background Information**

The Broadway Junction Art Piece project has been taken forward, since 2005, through a partnership between the Department for Regional Development (Roads Service), Belfast City Centre Regeneration Directorate (Department for Social Development), the Arts Council for Northern Ireland (ACNI) and Belfast City Council (BCC). The Roads Service is responsible for the ongoing structural work relating to the roundabout/junction which is part of the M1/Westlink improvement scheme, and the Arts Council and DSD are providing the majority of funding for the project.

The commission was awarded through an international competition and a two stage selection process. Phase 1 involved an invitation of expressions of interest from potential artists, from which seven were selected, and Phase 2 involved the shortlisted artists responding with design concepts to a detailed project brief. The BCC Artist-in-Residence consulted with community groups in the formulation of this brief.

The Development (Arts) Sub-Committee was advised on 5 October 2005 that Ed Carpenter, an American artist, had been selected by the judging panel (which included invited Community representatives) to carry out the commission.

The Development Committee of 16 November 2005 agreed Belfast City Council would take on responsibility for the future maintenance of the art piece; and at the Development Committee meeting of Wednesday 14 February 2007 it was agreed :

- That the Project Management Unit undertake the project management role up to a cost of £50K spread over the 07/08 and 08/09 financial years.
- To commit to a contribution of £20K to the capital cost of the project during the 08/09 financial year.

The construction of the Art Piece was to be coordinated within the programme for the construction of the roundabout over the M1/Westlink tunnel, which was initially due to be completed in Autumn 2009 but was subsequently brought forward to Spring 2009.

In the period since the selection of the Artist, the roles and associated responsibilities and level of financial project commitments from the project partners has been clarified. Also within this period:

- BCC undertook an Economic Appraisal (funded by DSD) carried out by KPMG in June 2007 approved by DFP in October 2007;
- The financial contribution from DSD was confirmed as £300k;
- Further resources were secured from the ACNI to meet the shortfall in the projected budget of £400,000 (excluding in kind costs);
- Progression of the project was to include continued community engagement.

The Development Committee of Wednesday 12 December 2007, approved the terms of reference for the Broadway Junction Public Art Board and Steering Panel and agreed that the Chairman and the Deputy Chairman (or their Nominees), together with one Councillor from each of the Balmoral and Lower Falls Electoral Areas, be appointed to the project Board.

## **Key Issues**

### Project Update

The Broadway Project Board met on 17 June 2008 where it was confirmed that due to a significant increase in the costs of construction materials (steel, in particular) since the commission was originally awarded in 2005, the total estimated project cost for the Trillian proposal was now at least £625,000, which is some 34% in excess of the available budget. It was therefore proposed to explore two options to secure the continuation of Trillian.

- Approach Arts & Business to seek opportunities of attracting Business sponsorship for the project;
- Request the artist to explore rescaling the Trillian sculpture in order to reduce costs.

The Broadway Project Board met again on 4 July 2008 and received an update from the artist, Ed Carpenter, who had rescaled the Trillian sculpture down by one third of the original proposal. However, this served to only reduce the overall costs by approx 10%-20% which would not be sufficient to be delivered within the available budget.

Arts and Business also reported that they had been unsuccessful with a proposal to a major city Company to provide sponsorship for the project. In the context of most business sponsorship agreements averaging out at £20k-30k, it was agreed that it was unlikely at this time that adequate business sponsorship to supplement the budget could be secured.

The Arts Council of Northern Ireland advised that their financial contribution is time bound and will be required to be allocated by September '08 with a possible short extension available. Therefore, this will necessitate the project being initiated by the Autumn.

In light of the above considerations, the Project Board regrettably but unanimously agreed to abandon the current Trillan proposal from the selected artist Ed Carpenter, and to relaunch the project as a new open competition, with a fixed total budget of £400k. It also agreed that the Project's terms of reference should be reviewed to take into account the changed environment within the city over the last few years.

This new competition was advertised on 11 July '08 and 1 August 08 in the Belfast Telegraph, Newsletter, Irish News and Visual Arts Ireland. The invitation was also placed on Belfast City Council's and other various relevant websites. In addition, a press release was issued on the 18 July 2008 outlining the cancellation of Trillan and the reopening of the competition. The deadline for expressions of interest is 3pm on Friday 22 of August 2008.

It is anticipated that the project will be completed by March 09. (see **Appendix 1** for the full schedule)

### **Resource Implications**

With the construction now anticipated to follow closely after the relaunched procurement process, it is estimated that the project can still be delivered within the overall available budget of £450,000 (including in kind contributions).

This budget comprises the following amounts:

ACNI	£80,000
DSD	£300,000
BCC	£70,000 (including in kind Project Management costs)
Total Budget	£450,000

### **Recommendations**

It is recommended that Committee note the above changes to the Broadway Junction Public Art Project

### **Documents Attached**

**Appendix 1.** schedule for open competition

**BLANK PAGE**

# APPENDIX 1

**Broadway Public Art  
Listing and recommendations**

Advertisement for applications for select list (B Tel & Irish News)	Friday 11 <sup>th</sup> July
Meeting to develop brief (Commissioning team)	Wednesday 6 <sup>th</sup> August
Closing Date	3pm on Friday 22 <sup>nd</sup> August
Opening of submissions (Procurement)	Tuesday 26 <sup>th</sup> August
Listing and recommendations (Culture and Arts)	Wednesday 27 <sup>th</sup> and Thursday 28 <sup>th</sup> August
Commissioning Team Meeting (Selection)	Wednesday 3 <sup>rd</sup> September
Issue Brief to 6 selected artists	Wednesday 3 <sup>rd</sup> September
Returned submissions from 6 selected artists (Procurement)	Friday 10 <sup>th</sup> October
Submissions logged (Culture and Arts)	Monday 13 <sup>th</sup> October
Commissioning Team meeting (Final short-listing)	Tuesday 14 <sup>th</sup> October
Interviews with selected artists	Friday 24 <sup>th</sup> October
Decision made. Letters to artists	Tuesday 28 <sup>th</sup> October
Programme for delivery	Preferably March 2009

**Belfast City Council**

Report to:	Development Committee
Subject:	Progress Report on Ulster Hall Refurbishment
Date:	13 August 2008
Reporting Officer:	Marie-Thérèse McGivern Director of Development ext. 3470
Contact Officer:	Tim Husbands Managing Director Waterfront and Ulster Halls ext. 1400

**Relevant Background Information**

The £7.5m refurbishment of The Ulster Hall began in June 2007 and the building is due for completion in December 2008. The main contractor, Grahams of Dromore, are working under the direction of local conservation architects Consarc. The project includes major rebuilding of the rear section to provide a suite of offices across two new floors to be leased to the Ulster Orchestra and two floors of multi-purpose rooms to be utilized as dressing rooms, education suites or meeting rooms. Decorative restoration, an extension of the stage, the installation of new stage technical systems and a new seating system will enhance the main space. Public areas will have underfloor heating installed and improved hospitality facilities. The civic re-opening is scheduled for March 6<sup>th</sup> 2009.

**Key Issues****1. Construction progress**

The project has now reached week 59 of a 73 week programme. The target completion date is Dec 19 2008. At the most recent site meeting on June 16 progress was reported by the contractor, as being 7 weeks behind schedule due to the impact of investigation and repairs to a structural crack in the rear of the north wall. The target completion date has not been adjusted and the main contractor is currently re-drafting a schedule of works to recover the time lost.

A detailed report on progress to date has been provided by the project management unit at **Appendix 1**.

## 2. Interior and exterior décor

Consarc, working under the guidance of decorative specialist Nathaniel Clements, have selected both interior and exterior decorative treatments. The interior scheme has been influenced by the intentions of the original architect as evidenced by his own illustrations, and by on site investigative work undertaken by paint specialists' examination of the layers of paint within the main space.

A colour illustration of the selected decorative schemes for the main space interior and Bedford Street exterior has been included in the report from the architect, as **Appendix 2**.

Details of an exterior architectural lighting proposal to complement the decorative scheme are included in **Appendix 3**.

## 3. Interpretative displays

Recognition of the significant value of the Ulster Hall as a heritage asset has led to the development of a methodology for making the building's heritage more accessible to a wide range of visitors.

The first method of delivery is to provide interpretation of the most significant aspects of the building's heritage through a range of media, including:

- Wall panels with text and images recounting aspects of the building's history
- A display of the newly restored Carey paintings including explanatory narrative panels
- DVD footage to explain the process of restoration which the Carey paintings have undergone
- Printed materials available as themed resource packs for tour groups and pamphlets for the casual visitor to pick up.
- Website materials giving a flavour of what is available on a visit to the hall and providing links to sites where specialist topics can be explored in greater depth.
- Audio tours on headset including music, personal reminiscence and narrative about key themes in the building
- A memorabilia time line with artefacts and reminiscences provided by the public
- Artwork installations in the form of archive inspired poetry etched on glass surfaces throughout the building

**Appendix 3** details the individual themes which will feature in the displays and discusses the delivery mechanisms at length.

## 4. Education, Community and Heritage Outreach Programme

The second method for maximising access to the heritage of the hall is through the development and delivery of an education, community and heritage outreach programme (ECHO). The role of the ECHO programme, and associated staff, supported by existing staff elsewhere in the council with specialist expertise in tourism, heritage, youth work, ethnic minorities and cross community initiatives, will be to develop and deliver a range of products both generic and tailored to individual groups which maximises the value of the hall as a heritage resource.

**Appendix 4** explains the objectives of the ECHO programme, and its means of delivery.

**Resource Implications**

The capital development of the Ulster Hall is a £7.5m project, funded by BCC, supported by ACNI, DCAL, HLF, and EHS.

**Recommendations**

That members note the contents of the report.

**Key to Abbreviations**

ACNI – Arts Council of Northern Ireland  
DCAL – Dept. of Culture and Leisure  
HLF – Heritage Lottery Fund  
EHS – Environmental Heritage Service

**Documents Attached**

Appendix 1: Ulster Hall Capital Works Project Update. Project Management Unit  
Appendix 2: Ulster Hall Decorative Scheme Report. Consarc  
Appendix 3: Heritage Interpretation Methodology: Tandem Design  
Appendix 4: ECHO Strategy: Ulster Hall Project Delivery Manager

**BLANK PAGE**

## APPENDIX 1

### REFURBISHMENT OF THE ULSTER HALL, BELFAST

#### Project Update

July 2008

Project start date : Monday 18<sup>th</sup> June 2007  
Total contract period : 18 calendar months (73 weeks)  
Expected Completion Date : 19<sup>th</sup> December 2008

#### Works to date as follows :

- Site set up, enabling works and façade retention to rear block - complete.
- Demolitions and services strip-out to entire building - complete.
- Piling and substructure to all areas - complete.
- Erection of steelwork to Rear Block (Area A) and new intermediate floors installed - complete.
- Installation of tiers for Choir seating and reconfiguration of stage layout in association with Ulster Orchestra - complete.
- Works to strengthen Main Hall floor - complete.
- Construction of new-build block and stairwell to south side - expected completion in early August.
- Installation of precast concrete stairs to South side - complete.
- Installation of precast concrete stairs to North side – 50% complete.
- First fix mechanical and electrical services installation, inc. specialist structured cabling works – 85% complete.
- Formation of pits for piano lift and stage extension - complete.
- Plaster repairs to Main Hall – 80% complete.
- Timber repairs to Main Hall windows – 50% complete.
- Installation of underfloor heating and screed to Vestibule area - complete.
- Timber panelling to Vestibule – 95% complete.
- Installation of ductwork to attic plant spaces -30% complete.
- Stripping of Main Hall roof for re-slating – 100% complete. Roof to be completed in early Sept.
- Internal structural works to the Main Block at the rear of the building (Area A) are now complete and the facade retention system has been removed.
- Raking out pointing to external walls – 50% complete.
- Production of re-constructed stone for cills and copings – complete.
- Rear elevation windows restored and on site for refixing.

Detail design and production information underway for the following items:

- Lighting installation for display cabinets
- Acoustic treatment of services installation
- Structural support for new balustrade and detailed design of balustrade
- IT requirements for Ulster Hall and Ulster Orchestra linked to Waterfront Hall Booking Office.
- Finishes schedules
- External painting schedule
- Decorative Artist appointed and off-site production of artwork for Main Hall commenced.
- Detail design of exhibition areas, including additional services provision to :
  - Ground Floor Corridors, including interpretation of Carey Paintings
  - Ground Floor Lobby and Foyer Areas

**Programme :**

Graham Construction issued a master construction programme on Monday 18<sup>th</sup> June 2007. This was subsequently revised and re-issued on 17<sup>th</sup> September 2007 to take account of the re-design of the south side wings, and Revision B was issued on 17<sup>th</sup> December 2007 to allow for the revised sequence of works to the south side piling and substructure. This revised programme showed an extended construction period of six weeks with a revised Completion Date of 19<sup>th</sup> December 2008. A formal extension of time was made by Graham Construction and confirmed by Consarc on 8<sup>th</sup> November.

Progress at Site Meeting No. 12 (16<sup>th</sup> June '08) was reported by Graham Construction as 7 weeks behind programme.

The delay is a direct result of the hold up in works to Area C (Rear North Stairwell) due to a structural crack in this area and the subsequent structural investigations to establish wall strength and stability. A strategy for the repair / rebuilding of the wall was agreed and work is now complete, as is the remaining piling and installation of substructure. However, the delays in this area have had a severe effect on overall works in adjoining areas. In particular, works to the rear roof and top floor extension, and the installation of services have been affected.

Graham Construction are currently revising their programme to reflect these delays with a revised sequence of works to attempt to achieve completion by 19<sup>th</sup> December 2008.

## Ulster Hall Interpretative Displays

### Rationale

The development of a series of interpretative displays within the Ulster Hall arises from

- An acknowledgement of the value of the Ulster Hall as a heritage asset for the city
- A need, recognised both by BCC, and the Hall's other major partner funders to increase both physical and intellectual access to the hall across a wider range of visitors.

### Process

As a result of a recent tender process, Tandem Design has been appointed as contractors in the delivery of the interpretation for the Ulster Hall. The company has formed a project working group which includes internal and external participants across a broad range of special interests. The working group has defined the areas of primary interest as follows:

- The Group Theatre, redeveloped as a gallery, meeting, and circulation space in phase 1 of the refurbishment. Numerous actors and local companies graced its stage in its hey day and several went on to become household names. Numerous photographs and artefacts exist to help tell this story.
- The Classical Story. The Ulster Orchestra will take up administrative residency in the refurbished building. The story of orchestral and choral music forms a significant part of the history of the hall. Tracing the story of the classical use of the building will provide access to a vital aspect of the social history of the city. This theme will also cover visits of significant international performers such as Caruso and Ellen Terry
- The Mulholland Grand Organ is one of the most valuable of the interpretation tools. It allows access to exploration of the significance to Belfast of the Linen Industry through the Story of the Mulholland family. It acts as a valuable education tool in science and technology areas of the curriculum through its physical and mechanical make up. It opens a discussion on the importance of city status and civic pride and allows comparison of our own industrial development with cities such as Leeds and Hull. As a musical instrument it adds to both the classical story, representing in itself an entire orchestra and to the social history of the city in providing wide scale secular access to a traditionally religious instrument.
- Popular Local Music. The Ulster Hall is one of the few early music venues in Belfast still fulfilling its original function. Many of the great buildings built to entertain have been redeveloped or demolished. Within the story of local and popular music we can combine musical, economic and architectural traditions and track cultural and social shifts. This interpretative thread will highlight the buildings vital role as a social focus during both the war and the troubles. Here we will tell stories of significant rock gigs in the halls history, chart the role of the hall in the rise of punk and of nineties dance music as well as highlighting local stars across many eras and genres such as Ruby Murray, Rory Gallagher and Van Morrison.
- The Carey paintings were commissioned to mark the civic appointment of the Ulster Hall in 1903. They are being restored as part of the refurbishment. They will be interpreted as art works in their own right with considerable visual resources being made available to illustrate the restoration process they will have undergone. They will also be displayed as artefacts of the time, providing an insight into the turn of the century view of the origins and history of our city and illustrating the political and social preoccupations of the era.
- Sport played a key role in the history of the Hall particularly throughout the 1950s when local boxing bouts were the mainstay of the building. The importance of the sport socially to the city and the significant victories of recent years will be explored.

## Delivery Mechanisms

Interpretation will be delivered through a variety of means:

- A regular weekly guided tour as proposed by the tourism department and delivered by tourist board trained guides
- Open rehearsals. A major development for both the hall and the Ulster Orchestra. Scheduled tours and casual visitors will be granted access to the rear balcony area on Wednesdays and Thursdays in season whilst the orchestra rehearse for Friday night concerts.
- Audio Tour. All accessible areas. The audio tour will be a mix of music samples, personal reminiscence, potentially extracts from speeches, the sounds of sport delivered via a state of the art personal sound system. The highlight of the audio tour will be the opportunity to listen to an organ recital whilst sitting on the balcony and absorbing the atmosphere of the Hall.
- Interpretative Panels in the main entrance areas and North Corridor. The aim of any panel is to educate not only in the target audiences area of specific interest but to also present other stories in a way that draws the visitor in and encourages them to engage with areas that they would not normally explore thus potentially broadening their knowledge base.
- Audio visual presentations will be available on plasma screen to illustrate the process of restoration used on the Carey paintings.
- Memorabilia and personal reminiscence. Everyone has an Ulster Hall story to tell, current or historical and this will continue once the Hall is re-opened, so in essence the city will have a living heritage project. By capturing this through displaying their memorabilia visually or recording their stories and memories we can help to establish a permanent physical connection with people's experiences of the building.
- Website. The aim of the site will be to provide an overview of what the visitor might expect on a visit. Ultimately the potential for uploading personal images from the concert the night before and building a bank of images for future use and continue to add to the heritage timeline. It will also provide links to related websites which can elaborate further on the themes covered, eg. the community archive website.
- Artwork. Local poet Martin Mooney has been commissioned to give voice to the memories of the building itself and its many performers, visitors and staff through a series of poems inspired by archive material. The poems will be displayed on glass surfaces around the building in both public and private areas. The signature piece for the reopened building will be a poem etched onto the glass lift shaft in the main foyer<sup>1</sup>. The lighting design discussed below is intrinsic to effective delivery of this aspect of the art project.

### **Architectural Lighting Design.**

To enhance the experience further is proposed a fully integrated and controllable lighting system for the key interpretative areas and the façade. This system can be used to create an experience tailored to suit the time of day, the type of event and the area in use, creating, for example an intimate and restful atmosphere in the coffee shop. The system is low in energy usage and low maintenance. The design makes the best use of the latest LED lighting systems which emit no UV and are thus particularly suitable for the Carey paintings display. The use of LED lighting for architectural purposes has become more common in recent years with the advent of high-brightness devices and development of complex control systems giving an unlimited choice of colour and brilliance for highlighting focal points, façades and special features to maximise interpretative potential. Specific areas of use are as follows:

#### 1) Outer Piazza main entrance (visible from Bedford street)

Since the doors will be open during the working day and the fanlights above them also admit daylight, some type of effects light, strong enough to be visible from the street in all but the brightest days, is suggested. This would take the form of LED floodlights mounted in each corner (at cornice level) and pointed up towards the ceiling to diffuse down towards the floor. High-brightness wall washers would be fixed just under the cornice to give strips of bright colour. Daylight sensing and time-of-day control would ensure that energy use would be kept to a minimum.

#### 2) Vestibule main foyer and coffee shop

Less ambient daylight in this area means that more use can be made of colour and lower-power units employed. The ceiling and area above the cornice would be illuminated using linear strips of colour mixing LEDs. Wall washers could be used to create strips of colour (as in the Piazza), or installed in a continuous line all around the room so that the walls are completely covered. The pillars should have dedicated LED strips at high level to enable them to have contrasting colours to the other areas. The coffee bar area should have its own unique system to distinguish it from the Vestibule, again using LED strips and downlighters. It is also proposed that the lighting could punctuate the space by highlighting the lift shaft art/poetry piece. This in turn will attract the eye from Bedford Street and create the heart of the Ulster Hall.

#### 3) Corridors

The North corridor will house the Carey paintings which are to be recessed into a false wall. Single-colour (white, with the correct daylight colour temperature) LED strips built into the frame will provide a strong visual display. The LEDs do not emit any ultra-violet radiation and heat output is very low, ensuring that no harm is caused to the paintings.

#### 4) The Façade

Bedford Street is considered one of the most successful mixed use areas in the City of Belfast and the Ulster Hall Façade is one of the most important buildings within and yet it lacks any true visual prominence. A successful lighting scheme would instantly address this by highlighting the key architectural features of the building in a way that would achieve high visibility from any of the approaches. It is proposed that high-output colour up-lighters are installed to highlight sections of the building façade. A variable lighting system could be designed to enhance the façade with different settings available dependent on the Hall's use on any given occasion eg the façade would appear in different colours if hosting a pop concert as opposed to a classical concert. This would afford great flexibility and create a fantastic draw for anyone entering Bedford Street.

## **ULSTER HALL POETRY PROJECT**

### **Summary of the Project**

Funded by the Arts Council, a series of short poetic texts, derived from archive material, will be inscribed on the glass surfaces of the lobby elevator, the mirrored interior of the elevator, and possibly on other glazed surfaces in the public and back-of-house areas of the Ulster Hall.

The texts will aim to be accessible but complex enough to reward re-reading (visitors can expect to pass the pieces on a number of occasions during any one visit to the hall). The texts will also explore the crucial distinction between front- and back-of-house, audience and performer, private and public. They will explore moments in the history of this iconic Belfast building, and be linked by the voices of individuals who have performed, worked or visited the building at key moments in the past. In this way, the work will link the renovated building to its history, and remind visitors as well as those who work in the building of their place in the history and traditions of the building and the city of Belfast.

In consultation with the architectural team and graphic designers, the texts will be presented in a typographical style that complements but is clearly distinct from the Hall's signage and branding. The inscription of the texts will ensure that they are tactile, so not only visually interesting but also accessible to visually-impaired visitors.

By drawing on archive material – from the Ulster Hall's own collection, the City Council's archive, as well as other sources such as material from the Linen Hall Library's Irish Collection – the poetic texts will not only exist as artworks in their own right, but will also support educational and outreach work.

### **Artist Background**

Martin Mooney is the award-winning author of three collections of poetry and a number of stage works. He has collaborated in a number of public art projects as a writer, including a 1999 Poetry Places project with the taxi drivers of Antrim, and a collaboration with sculptor Louise Walsh in the Royal Victoria Hospital's Integrated Arts Project in 2001. This project was a partial inspiration for the methodology of the Ulster Hall art project as the original brief included the necessity to opaque glass surfaces and to include textured text throughout the building. He also worked in an arts administration role on the Laganside Corporation's renovation of Writers' Square in Belfast's Cathedral Quarter. As a past writer and editor for the Linen Hall Library's culturenorthernireland website, he has a wide knowledge of contemporary Northern Irish culture as well as available historical sources.

### **Linkages with other elements of the UH Refurbishment Project**

A key feature of the texts is their focus on the voices of historical characters, many of them well-known, who worked or appeared in the Hall over its history. These include figures such as Charles Dickens, Ellen Terry, Paul Robeson, HM Stanley (the explorer) and others. Equally, though, the texts will draw on memories or accounts of those who worked behind the scenes. This approach should lend itself to integration with education and heritage work in the refurbished hall, and should create a dialogue between visitors, audience members and performers, the wider historical context of the building.

Again, the historical scope of the texts (from the hall's inception to the present day) might well integrate with design ideas based on historic posters and handbills, historic typefaces in signage.

Finally, there is the potential for the texts to be used in educational work, possibly as the basis for writing by school parties, for example.

### **Work in progress**

There are formal issues that remain to be resolved as the technicalities of integrating text into the new space are fully worked-out.

Therefore, the approach taken in these examples of work in progress may change. However, they may give a flavour of the likely outcome of this project.

**Fred McCabe, Ventriloquist**

I had more voices than the great organ –  
pipsqueak, navvy, wee lad, fishwife,  
builder, bruiser, bottle-washer, boot-black.  
Admit it, you did not see my lips move.

When a rowdy mob from the Sandy Row  
barracked the singer and his band  
(Kentish fire, they call that caterwauling)  
it's me who read the Riot Act,

my best Constabulary rising from the stalls  
while I stood in the wings, ready  
to bring my dying art before the people –  
throwing my voice was not the half of it.

**Paul Robeson**

It was after our march on the Poor Law Guardians  
ended in riots, but before the fall of Madrid,  
that Paul Robeson and the Mulholland Organ  
went head to head in the Ulster Hall

and if one sang Old Man River, the other  
gave Danny Boy, to the one's Internationale  
the other replied with the Mountains of Mourne,  
but when we thought it would go on for ever

Robeson found the words of Go Down Moses  
somewhere in the Bible of his ribcage  
and what could the pipes of the great organ do  
but tell old Pharaoh, let my people go?

**The Caretaker**

I was never a man for the entertainments.  
After a working life of star turns –  
soubrettes, ventriliquists, magicians, boxers,  
ladies and gentlemen, boys and girls –

I emerge blinking from beneath the stage,  
with my one memento from lost property:  
Lord Carson's blackthorn, left behind  
when the great crowd chaired him home,

which will swing beside me on my walk  
out of a city crackling with applause  
and catcalls, heading for the hills  
where hedgerows darken and the birds quiet down

and stars rise into their allotted seats.

---

**BLANK PAGE**

## APPENDIX 4

### Education, Community and Heritage Outreach Strategy and service Delivery Plan, Ulster Hall

#### Introduction

Education, Community and Heritage Outreach (ECHO) provision at the Ulster Hall will be policy-led and strategically driven. In the conventional policy sequence from *mission statement* to *aims* to *objectives* to *action plans* to *implementation* to *evaluation*, there is a symbiotic relationship between the ECHO Policy and the wider policy and planning of Belfast City Council and The Waterfront and Ulster Halls.

The ECHO Policy has been developed in line with the BCC corporate objectives;

- To provide civic leadership
- To improve quality of life now and for the future
- To promote good relations
- To deliver best services

It is incorporated in the business plan of Belfast Waterfront and Ulster Halls under objectives 1 and 4;

- Objective 1 to provide a focus within the community
- Objective 4 to create a positive profile

The policy reflects a conception of ECHO as a valued and distinctive core discipline with its own criteria, which contributes to both internal and external measures of the council's success in discharging its responsibilities.

#### **The ECHO objective is;**

*To provide an environment in which people can develop their enjoyment, understanding and awareness of the culture and heritage of the Ulster Hall, increasing their awareness of the society in which they live as part of the process of lifelong learning. To use the facilities of the Ulster Hall to further the council's policy of promoting social inclusion for members of the diverse communities of Belfast by creating opportunities for people of all ages, abilities and cultural backgrounds to engage with the Ulster Hall and avail of its services.*

### **Methodology for delivery of the Ulster Hall Education, Community, and Heritage Outreach policy**

The methodology is based on a 6 point plan, as suggested by the DCMS model;

1. Identify the range of public for which the building and the strategy can have relevance.
2. Assess and review current practice
3. Develop strategic objectives and prioritise physical resources
4. Develop the services and train the staff to deliver them
5. Implement the services and publicise them
6. Evaluate success, review and improve

### **Strategic objectives and associated physical resources.**

Key resources for the Ulster Hall have been identified as;

- The Mulholland Grand Organ
- The Carey Paintings
- The Group theatre archive(currently housed at the Linen Hall library)
- The Architectural/socio-political heritage of the building
- The relationship with The Ulster Orchestra
- The central location within the Linen Quarter of Belfast
- The diverse nature of the activities facilitated by the building
- The building itself

A significant factor in the successful achievement of this objective is the completion of the scheduled refurbishment of the facilities at the Ulster Hall. The programme of works aims to improve physical access whilst retaining the historical and architectural characteristic of the buildings;

- Currently the Box office is open from 12-3pm Monday to Friday, these opening hours are to be extended from 10am to 5pm at a minimum Monday to Saturday;
- Physical access to the building is to be improved. In line with the Ulster Hall interpretative heritage plan (Appendix A) the front doors of the Ulster Hall will be physically open throughout the day. A significant element in realising this aspiration is the willingness of the Ulster Orchestra to open their rehearsals to visitors, except in exceptional circumstances, such as recording. It is planned that visitors will be able to appreciate the auditorium and listen from the front balcony area.

- Consultation with Adapt NI and the accessibility working group of Belfast Waterfront hall has been undertaken to improve physical accessibility throughout.
- Foyer areas will be improved to include a café facility

### **Developing Services and staff**

The ability to deliver a message of mass ownership so as to reach a position where participation by the whole community is the norm at the Ulster Hall will require an attitudinal shift in how young people and the wider community view the Hall, as well as a change in attitude by the Hall. The creation of a full time post of education and community outreach officer, and a part time project driven education worker for the Ulster Hall are key to this shift. The post holders will have responsibility for the development of a range of services from the following broad categories of ECHO work.

- General mediation (print / audio / 'live');
- Hands-on / Interactive Sessions / Performance-based explorations and (re)enactments;
- Guided Tours (on- and off-site), Field Trips, Site Visits and Open Days;
- Research / Talks / Lectures / Presentations / Seminars / Study Days / Debates / Q+As / Conferences;
- Complementary events in Hall's core discipline or allied disciplines (on- and off-site);
- Publications (print / audio / video) including commissioned research / commentary / documentation;
- Worksheets / Activity Books / Resource Packs;
- Special Learning or Support Resources e.g. archive facsimiles; handling collections;
- Specific support for non-English speakers / readers or for those with a sense impairment / disability;
- Classes/Workshops, [Summer] Schools; Clubs;
- Family Days and Family-oriented programming;
- Residencies by Artists, Curators, Scholars;
- Professional Exchanges, Internships and Work Experience Programmes;
- Professional Development Courses;
- Medium- to Long-term Action Research and/or Pilot Projects, designed for one or more of the Hall's many publics;
- ICT services providing virtual access and/or distance learning opportunities related to any of the previous 15 indicative actions.

Specifically the Hall's ECHO staff will be responsible for;

- Liaison with peers in relevant organisations already using the building and co-ordinating programmes complimentary to those in place within those organisations. (eg; Ulster Orchestra, Youth for Christ). The Ulster Orchestra already has two full-time education staff and already runs an

excellent programme with participation in excess of 22,000 people. Whilst the primary connection is with the music curriculum, across a range of ages, there is a willingness to grasp the opportunities offered by the new curriculum to work in other subject areas, such as science, mathematics and history. There is clear potential for synergies here. The Orchestra's on-site programming is currently limited by the restricted space and facilities available in the Elmwood Hall. It regards the move to the Ulster Hall, with two large, dedicated education areas as well as other potential spaces, as offering a major opportunity to expand this work. Youth for Christ wish to extend their programme of outreach youth work to those teenagers congregated in Belfast City centre on Saturday mornings. They are keen to utilise the new café facilities in the front foyer as a focus for this activity and to open the building to this "public" whilst they are setting up their evening performances.

- Developing a closer working relationship with The Waterfront Hall including building a policy of referrals and partnership outreach projects.
- Developing, in conjunction with consultant educational specialists and the BCC heritage officer, educational materials for delivery within the building and the supervision of a programme for delivery of such material. Particular emphasis is to be placed on the widest possible promotion of the materials and full use made of ICT to increase accessibility beyond the physical realm of the building itself.
- Developing, in conjunction with relevant consultants, a range of permanent and temporary exhibitions illuminating the architectural, socio-political and cultural heritage of the Ulster Hall and to facilitate structured visits for school with emphasis on student participation in workshop activities; the range to include; Art focus, History focus and Music focus with reference to the curriculum and to relevant partners. The Ulster Orchestra is currently celebrating its fortieth year and has accumulated a substantial archive as well an oral heritage yet to be recorded. Belfast City Council will be working with the Orchestra to preserve make this material available within the Hall.
- The identification and implementation of strategies for the inclusion of those "publics" classified above as *intenders*, *coat-tailors* and *thresholders* within the regular users of the services.
- Developing strategies to build relationships with those sectors of the community at risk of social exclusion. Particular emphasis is to be placed on youth outreach activities in conjunction with existing BCC projects and those of partner organisations and promoters.
- To further aid accessibility through the provision of audio equipment to facilitate both self guided tours and audio description for those with visual impairment. Content will be location-specific, with delivery sites specifically centred on the stairs, upper corridors and especially the balcony areas. This approach minimises disturbance to the heritage space and to any rehearsal or other usage of the main auditorium. Content will be segmented between the general – information which allows a visitor to understand the spaces they are occupying, expanding and enhancing the interpretative panels – the specific,

selectable by topic. Visitors will be able to select, for example, between various genres of music, perhaps even specific artists associated with the Hall, such as Rory Gallagher, literary, sporting or political heritage.

### Implementation and publicising of services

Services will be publicised through the extensive marketing resources of Belfast City council. Publicity materials at the disposal of the Ulster Hall include;

**City Matters**, the information magazine of Belfast City council delivered door-to-door to 124, 000 households in Belfast. Copies are also sent to all the public libraries and waiting rooms in doctors and dentists surgeries in Belfast.

**Waterfront/Ulster Hall Entertainment Guide** 80,000-100,000 printed. 35,000 mailed to patrons, the rest distributed to information points, bars, restaurants etc across Northern Ireland.

**Belfast City Council Website** with links to both The Ulster Hall and The Waterfront Hall referencing the ECO policies of both buildings and the facilities available for interested parties. (see attached as Appendix C for summary of provision)

**NITB, BVCB and Ulster Orchestra websites;** partnership organisations will be utilised to promote access to facilities for relevant groups.

In conjunction with the BCC Corporate Communications Dept, a redevelopment and re-launch of the Ulster Hall website is planned, working in tandem with the current Waterfront site, which at a minimum will include:

- Greater visual ownership of the website from the Ulster Hall rather than City Council;
- Better advertisement of facilities available for hire, conference facilities, exhibition areas and theatre;
- Scheduled programme of shows/events;
- Details of proposed outreach projects;
- Facility to book tickets on-line or at least links through to promoters online purchasing websites;
- Refurbishment information page detailing proposed works, marking stages of closure and promotion of new facilities;
- Location map
- Interactive history of the Ulster Hall;
- Up to date news/review section.

### Evaluation of success, monitoring and enhancing

We will continually ask questions of ourselves and others about what we are doing and how we can do it better. We will focus our efforts not just on quality outputs, but also on outcomes. To make this tangible, we will continue to develop our baseline data and our performance measurement systems to make the targets we set ourselves realistic, achievable and worthwhile.

Active evaluation of visitor response, where visitors are not engaged in attending ticketed events, will be carried out via methods outlined in the MLA *inspiring learning for all framework*. Quantitative and qualitative data will be analysed in line with the framework. It is envisaged that visitors in the following categories will be surveyed in this way;

- Participants in partner organisation's outreach initiatives eg Ulster Orchestra, Youth for Christ
- Organised formal and informal educational and community visits
- Spontaneous visitors including leisure tourists

Demographic information will be gathered for all non ticketed visitors to establish baseline data for social inclusion research.

In line with the current practice of the department, the ECO section will report on a monthly and annual basis to the board of the Waterfront and Ulster Halls, accounting for expenditure and measuring success against Key performance indicators.

Data will be collected and measured in the following areas to provide KPI information;

- Number of visitors to Ulster Hall
- Percentage increase in occupancy by art and community sector clients.(Returning and new customers/visitors)
- Number of new customers/visitors from art and community sector
- Number attending community events
- Occupancy rates of education suites and meeting rooms by community or arts/education sector
- Number of new partnerships created
- Number of workshops facilitated
- Number of temporary exhibitions presented
- Number of non ticketed visitors
- Percentage increase in income generated from art and community sector clients in main auditorium/Group space

**Belfast City Council**

Report to:	Development Committee
Subject:	Draft Final Community Support Plan 2008-2010
Date:	13 August 2008
Reporting Officer:	Marie-Thérèse McGivern Director of Development ext. 3470
Contact Officer:	Catherine Taggart Community Development Manager ext 3525

**Relevant Background Information**

Members will be aware that on 14<sup>th</sup> November the Development Department submitted a draft Community Support Plan to Members for consideration. At the November Committee Members agreed to accept the draft report and decided that public consultation exercise could commence in January 2008.

Based on the Committee decision, the Department has carried out a public consultation exercise from 15<sup>th</sup> January 2008 to 08<sup>th</sup> March 2008 with a wide range of internal and external stakeholders:

- Councillors;
- Community services staff;
- Other internal council departments;
- Community centre management committee members;
- Other statutory organisations; and
- Community and voluntary sector organisations

External consultation was undertaken by Williamson Consulting on behalf of Belfast City Council and the internal consultation was led by the Development Department.

The consultation proved to be successful and indeed constructive. In summary:

- 19 events were held;
- 2001 questionnaires were distributed to householders, 114 returned at 5.7% response rate;
- 52 online responses; and
- 8 written responses were received

During the last few months we have analysed the responses and revised the draft

Community Support Plan to reflect some critical comments from consultees. However, as the majority of responses were positive, there are only minor changes to the document. **Appendix 1** contains proposed Draft Final Community Support Plan.

### **Key Issues**

The majority of consultees felt that while the draft Community Support Plan (CSP) is very comprehensive it needs to be delivered in partnership. It was suggested that the final CSP should highlight more the role that Community Services Unit will take in delivering the actions and meeting the needs and concerns of the sector. A summary of consultation responses and department's feedback can be found in **Appendix 2**.

Based on the consultation we have adjusted actions in the Community Support Plan to ensure the work of the Community Services Unit done reflects the following key areas:

#### Take a lead role through:

- A partnership approach;
- Co-ordination of Council Departments and projects which are community focused
- Development of a partnership based community development strategy for Belfast
- Evidence based policy responses.

#### Support groups and citizens through:

- Providing assistance to local groups to access grants and practical help;
- Helping local groups to cooperate with each other;
- Signposting residents and local groups to sources of support where it is available;
- Support for neighbourhood planning;
- Ensuring effective communication within the sector; and
- Ensuring access to facilities such as community centres

A copy of the Draft Final Community Support Plan 2008 -10 has been inserted in **Appendix 1**. Subject to Members' approval of the final Community Support Plan 2008 -10, the new Plan can be published and distributed at the October committee meeting, followed by public dissemination.

**Resource Implications**

Financial Only the net expenditure for the first year of the plan 2008/09 has been agreed at £7,656,349 million.

Asset and Other Implications No new implications identified.

**Recommendations**

It is recommended that Committee approve the final Draft Community Support Plan 2008-2010 for public dissemination.

**Documents Attached**

- Appendix 1: Draft Final Community Support Plan 2008-2010
- Appendix 2: Key responses from consultees and Department's proposed actions

**BLANK PAGE**

# APPENDIX 1



## Community Support Plan 2008 - 2010

Draft final

**Table of Contents page numbers to change)**

1. Introduction	Page 3
2. What is the strategic environment within which community services operates?	Page 6
3. What are the key messages from the research?	Page 17
4. What should we be doing	Page 29
5. What we will do	Page 33
6. How will we know how well we are doing	Page 38
7. Appendices	Page 41

Draft final

## 1. Introduction

### Background

Community support plans have their origins in the review of the Community Services Programme 'Beyond the Centre' undertaken by the Department for Social Development (DSD) in January 2000<sup>1</sup>. Beyond the Centre reaffirms that councils are a pivotal part in the support of local communities. The review concluded that each local council should prepare a new Community Support Plan in full consultation with the local community.

DSD's role is to promote a partnership approach with the community and voluntary sector in order to add value to what government currently does. Through its community support programme it part funds all local authorities in Northern Ireland through the implementation of their community support plans. In 2007/08 DSD has a budget of £16.74 million to deliver to local authorities. Belfast City Council is eligible for £1.34 million of this.

The aim of the DSD Community Support Programme is:

*"To strengthen local communities, increase community participation and promote social inclusion through the stimulation and support of community groups, community activity and local advice services."*

Beyond the Centre proposes that the Programme should result in:

- An active and organised community;
- An influential community;
- An informed community; and
- A sustainable community.

### Environmental changes

The context of community development has changed considerably over the last number of years – from communities being reactively involved in the creation of government programmes to them becoming active partners in governance. Although the support for community development has increased over the last 10 years, Northern Ireland still lacks a proper strategic framework for community development. The absence of a wider strategic framework places significant pressures on the council to develop a framework for its own activities which will take into account the roles of all other partners in community development.

In addition Belfast City Council is currently going through a period of reorganisation and efficiency improvements in preparation for the changes which RPA will bring. As a result of this, the Community Services Unit joined with the Development department during April 2007. This occurred in order to allow council to address the needs of future community development in a wider city development context. This has placed a greater emphasis within council on using community development approaches to gain a wider, strategic focus for its service delivery.

Belfast City Council is also moving towards area based service delivery and recently initiated the Strategic Neighbourhood Action Programme (SNAP). This will develop

the tools, procedures and policies that the council will need to use to work at smaller, well defined, geographical levels across Belfast. Rather than delivering exactly the same services in the same way across the city, the council wants to be able to adapt its services to fit the particular needs of the citizen and the area in which they live. This also means that the council will respond more effectively to the local area initiatives of other organisations (such as the Government's Neighbourhood Renewal Partnerships or the Community Safety partnerships). As part of SNAP we have identified 21 'City Places' across the entire city, which are small, manageable units against which we can gather information; engage properly with the people who live there, and, where possible, reshape the services we deliver there. Once implemented SNAP will give the council a better understanding of local areas and allow each of our services to more easily adapt their plans to fit the needs of local areas.

It is therefore obvious that Belfast City Council's Community Support Plan is being developed in a period of substantive environmental change both internally within council and externally within the community and voluntary sector. In this regard it would be inappropriate to review the council's strategy to community support at this time as further in depth research and improvements are needed before the council would be in a position to make such strategic decisions and adopt the emerging policies that are around the notion of sustainable communities. This Community Support Plan has therefore been developed for the period 2008–2010 with the view to identify a clear current role for Belfast City Council during this change period, while also productively using this time to gather evidence and best practice to inform our future approach and support of the sector and those living in neighbourhoods across Belfast.

### **Methodology for developing the Community Support Plan**

The process for developing the Community Support Plan has included the following key elements:

- Workshop with Area Managers;
- Consultation and pre consultation with:
  - Community Services staff
  - Other council departments
  - Community and voluntary organisations
  - Other statutory organisations
  - Community centre committee members;
  - Councillors.
- Internal data collection and analysis;
- Review of external policies/strategies;
- Review of internal council policies/services;
- Assessment of area needs;
- Development of the priorities and associated actions;
- Development of performance indicators; and
- Party briefings

The plan has been structured in the following sections:

### **Section 2 – What is the strategic environment within which community services operates?**

---

<sup>1</sup> Department for Social Development, (2000), Beyond the Centre

**Section 3** – What are the key messages from the research?

**Section 4** – What should we be doing?

**Section 5** – What we will do.

**Section 6** – How will we know how well we are doing?

Draft final

## **2. What is the strategic environment within which community services operates?**

### **2.1 Theoretical basis of the plan**

#### **Community development**

The council identified community development as the most important concept which will direct activities of the Community services Unit in the following years. Although there are many existing definitions of community development, we have adopted the definition by the Community Development Foundation which states:

*“Community development is work with people in neighbourhoods and communities to increase levels of self-help, support and collective action. It aims to give people greater control over their individual situations and their communities.”*

Community development incorporates a set of values, which are:

- Social justice
- Self determination
- Working and learning together
- Sustainable communities
- Participation and
- Reflective practice.

Together these values are embodied in an occupation (i.e. community development workers) who use certain skills and techniques to achieve particular outcomes (i.e. reduce deprivation) or provide an approach (i.e. methods of intervention) used in other services.

Community development has some specific roles such as:

- Develop working relationships with communities and organisations;
- Encourage people to work with and learn from each other;
- Work with people in communities to plan for change and take collective action;
- Work with people in communities to develop and use frameworks for evaluation;
- Develop community organisations; and
- Reflect on and develop own practice and role<sup>2</sup>.

Considering the breadth of community development, the council will need to decide which model and methods of intervention it will apply in its community development process.

#### **Social capital**

One of the most essential aspects of community development is nurturing and building social capital. Social capital is the capacity of people in society to come together voluntarily to create a community and prosperity and to address concerns in their community. The Community Development Foundation describes social capital as ‘increasing the confidence and capacity of individuals and small groups to get

involved in activities and build mutually supportive networks that hold communities together’.

Social capital could be described as the connectivity in society. It describes the pattern and intensity of networks among people and the shared values which arise from those networks. While definitions of social capital vary, the main aspects are:

- Citizenship;
- Neighbourliness;
- Trust and shared values;
- Community involvement;
- Volunteering;
- Social networks; and
- Civic participation.

The term is used by the World Bank with regard to economic and societal development and also by management experts as a way of thinking about organisational development.

There are three main types of social capital:

- **Bonding** – relates to common identity which ties similar people together. It also relates to participation within communities;
- **Bridging** - relates to diversity - links between people of different backgrounds. This also describes participation across communities and dialogue between groups with different interests; and
- **Linking** - underlines the power capacity of groups and their ability to influence authority. It relates to participation between communities and organisations with structures outside communities. Linking describes the access to power institutions and decision making.

It is widely agreed that social capital facilitates mutually beneficial collective action. This interaction enables people to build communities, to commit themselves to each other and to knot the social fabric.

### **Sustainable communities**

The council wishes to build the mechanisms and capacity in order to strengthen the social capital of Belfast’s communities and residents. To do so, the council will need to focus its strengths towards the sustainability of communities in Belfast. The Egan Review, published by the Office of the Deputy Prime Minister in 2004<sup>3</sup>, coined the definition of sustainable communities – ‘communities that embody the principles of sustainable development at the local level’. The report set down a definition of what is meant by a 'sustainable community' and supported this with a set of components which, together, constitute the common goal that all central and local government officers, service providers, communities, and the private and voluntary sectors should be working towards.

---

<sup>2</sup> Community Empowerment Division, Communities and Local Government, ‘The Community Development Challenge’, 2006

<sup>3</sup> Office of the Deputy Prime Minister (2004), The Egan Review

Most people want to live in a place where they know their neighbours and feel safe. A place with good homes, local shops, lots of jobs and opportunities for young people to get a good education. Securing the Future, the UK Government Sustainable Development strategy builds on the recommendations of the Egan Review and defines Sustainable Communities as

*“Places where people want to live and work now and in the future”.*

This means:

- Balancing and integrating social, economic and environmental components of their community;
- Meeting the needs of existing and future generations;
- Recognising the cross cutting nature of issues affecting communities;
- Working in a coordinated way with a wide range of interests and organisations;
- Respecting the needs of other communities in the wider region or internationally; and
- Recognising that sustainable communities are diverse and reflect their local circumstances. There is no standard template to fit them all.

The integrated nature of the sustainable communities approach is set out below in Figure 1.1 and this shows the relevance of the concept to the development of statutory community plans under the Review of Public Administration (RPA). The eight components form the basis of sustainability guidance for service planning and policy development.

Figure 2.1: Sustainable communities model



Source: Academy for Sustainable Communities

In the long run, the council wishes to develop mechanisms and resources to build sustainable communities in Belfast with an emphasis on strong social capital. This Community Support plan provides the basis from which to do this.

## 2.2 Review of external policies and strategies which impact on Community Services

There are a number of ways in which external policies and programmes impact on the Community Support Plan. We have set out in this section how the plan will complement, reinforce and deliver actions in a more joined up ways. We work with partners in our mainstream community development and good relations duties and we have developed strong strategic and operational links with these organisations in our work. In this section we identify how and where policies and programmes relevant to the delivery of sustainable communities impact on our work. For the purposes of this analysis we take this to mean places that are:

- **Well run** – Supporting communities to develop capacities that allow them to take control over the development of their own area is a key aim of community development in general and our Community Support Plan in particular. There needs to be a strong connection between the Positive Steps Modernisation Fund and the management of the council's community estate, especially in maximising the use of community centres. Also, it is important for the council to be aligned with the Partners for Change Strategy which is designed to promote the role of the voluntary and community sector in delivering services and to give some clarity around the range of activities that Government undertakes in partnership with the sector. In addition, it is vital for community support to dovetail and reinforce Local Community Fund (2003, DSD) and CFNI and to nurture and build social capital. This plan offers the opportunity to help prepare communities by giving them training and mentoring to allow them to effectively face the opportunities and challenges that will result from the RPA and Community Planning.
- **Well connected** - Connectivity within and between cities is important for communities to be sustainable. There is an important role for community groups opening access to employment, training and entertainment across the city. Connectivity can also imply a softer meaning such as bridging, bonding and linking of communities - building social capital and forming city wide networks. The Belfast Metropolitan Transport Plan and the related strategies of Translink, such as the quality bus initiative have emphasised the importance of public rather than private transport in developing a sustainable transport infrastructure in Belfast. DRD's Accessibility Strategy for NI (2005) also highlighted the need to respond to particular groups such as disabled people and older people who face specific transport obstacles. Here it is important that community groups dealing with mobility issues, especially in disadvantaged areas, and hard to reach groups are supported at a strategic and local level.
- **Well served** – It is important that services to communities are delivered effectively. People and Place, the government's strategy for neighbourhood renewal was launched in 2003 and a total of £56m will be invested in its delivery between 2005 and 2008. We are committed to complementing area based regeneration initiatives in the city whilst also preparing communities to ensure that neighbourhood action plans are implemented effectively. The Renewing Communities strategy was formulated by government in response to the perceived weaknesses in working class communities. The development of areas where capacity and skills are weak will be underpinned by the support plan. All public services need to have a coordinated approach to maximise access to services in the communities. It is therefore important to have strong links with other public agencies who engage with communities, particular Northern Ireland

Housing Executive (NIHE), Police Service NI (PSNI) and Belfast Education and Library Board (BELB).

- **Environmentally sensitive** – The NI Sustainable Development Strategy highlighted the importance of environmentalism, climate change and carbon management for local communities. There is a strong tradition of community led regeneration and environmental sustainability initiatives, especially in recycling. It is important that these experiences are developed and shared, especially in helping groups to diversify their income streams and sustain their activities.
- **Economically thriving** – The DETI Economic Vision for Northern Ireland places a greater emphasis on innovation and skills which are relevant for neighbourhood level skills and programmes such as intermediate labour markets. The vision also emphasises the importance of the welfare to work agenda and the aim of reducing economic inactivity levels. The Bridge to Employment initiative has provided customised training to equip long-term unemployed people in particular with the skills to access secure work. It is critical that education programmes and the school curriculum addresses skills shortages and remove barriers to unemployment, especially in disadvantaged communities.
- **Well designed and built** – The Belfast Metropolitan Area Plan (BMAP) will have significant impact on the spatial economy, brownfield development and urban densification. It is important that communities have access to the skills and support to engage. The Housing Executives' Housing Market Review, area housing strategies and the Belfast District Housing Plan have all identified affordability as a critical issue confronting local communities. The Semple Review makes a number of recommendations where the community sector has an active role to play in promoting low cost and social housing in their areas.
- **Fair for everyone** – In November 2006 OFMDFM launched the Government's Anti-Poverty and Social Inclusion Strategy for NI. It makes important connections with delivery programmes relevant to the Community Support Plan, including for instance, tackling alienated young people in danger of self harm and suicide. It is important that the general concept of community support is aimed at tackling social exclusion.
- **Active, inclusive and safe** – The Shared Future Strategy (2005) promotes good relations and challenges segregation. It highlights the need to build cross community relations within and between segregated places. The Community Safety Strategy of OFMDFM also highlighted the need to create safe environments where communities and specific groups, such as older people, can feel safe.

### Emerging policy themes

The review of policies impacting on community support has highlighted important connections between community development and a range of policies and programmes concerned with local development, social renewal and planning. The analysis identifies a number of issues that need to be considered in developing the Community Support Plan as follows:

- Community support workers provide important resources to animate community development processes in a way that will help local people to engage with a range of programmes that impact on their area;

- The link between community development and good relations needs to be articulated clearly in the work of community workers and the projects that are supported via the support plan;
- The community and voluntary sector is faced with important challenges, especially at neighbourhood level. It is important that the support plan works over time to help sustain organisations that make a difference to people's lives;
- There is a demand for clearer and more specific technical skills within the sector, especially in dealing with land use planning, the development of the social economy and promoting affordable housing and mixed communities;
- Accessibility and connectivity between disadvantaged communities and new employment and entertainment sites emerging elsewhere in the city emphasises the need for community support to look at city wide as well as the internal vitality of local areas;
- There is a need to develop governance structures in local areas in complementary and supportive ways. The council will ensure that its approach underpins the work of neighbourhood partnerships and sectoral coordinating arrangements across Belfast; and
- The RPA will produce new arrangements and relationships between central and local government and it is important that the Support Plan helps to prepare groups and people ready for community planning in the future.
- Since there is no shared community development strategy for Belfast, Belfast City Council needs to take a leadership role and ensure that all the key stakeholders work together for the benefit of communities in Belfast.

### **2.3 Review of internal policies and strategies which impact on community services**

#### **Belfast City Council Corporate Strategy**

Belfast City Council is the largest of the 26 councils in Northern Ireland and serves approximately 277,000 people within an urban environment. The council is responsible for delivering key services such as refuse collection and disposal, street cleansing, building control, environmental health, community development, indoor and outdoor leisure, parks and recreational facilities and support for the arts, tourism and economic development. The council has taken a proactive approach in developing the city in partnership with other key stakeholders to improve the quality of life for people in Belfast.

To undertake the tasks allocated to it, council spends approximately £140m each year and employs more than 2,600 people at over 100 sites across the city. The vision of Belfast City Council is:

*'To take a lead role in improving quality of life now and for future generations for the people of Belfast by making it a better place to live in, work in and visit.'*

To make this vision a reality the council has identified six main strategic themes and objectives:

- **Better leadership** – strong, fair, together
- **Better opportunities for success across the city**
- **Better for care for Belfast’s environment** – a clean, green city now and for the future
- **Better support for people and communities**
- **Better services** – listening and delivering
- **Better value for money** – a can-do, accountable, efficient council

The Community Support Plan forms a key element in allowing the council to deliver on these strategic objectives, in particular, ‘Better support for people and communities’ element which will meet the needs of local people.

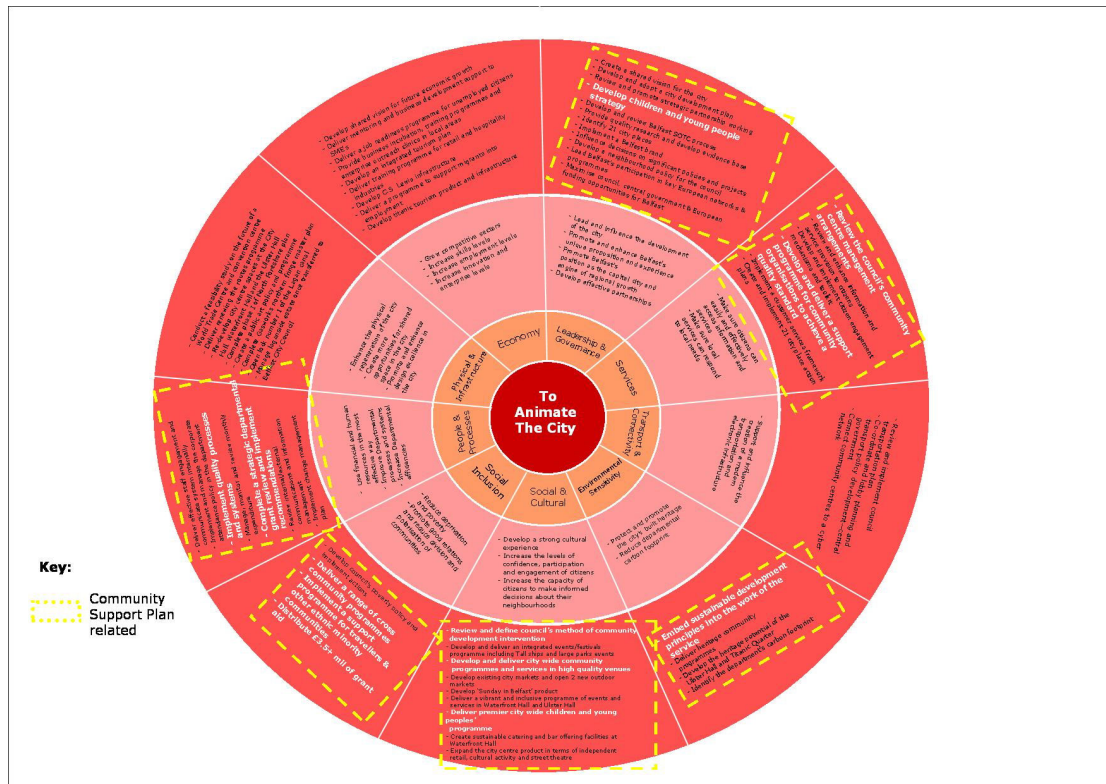
### **Capital City III Strategy**

The Community Services Unit sits within the Development Department of council. The department is in the process of reviewing its Capital City Strategy to reflect the recent organisational changes that have happened within the department and to be aligned with the new council’s Corporate plan. The mission of the department is :

*“We will deliver change, to make Belfast a successful and sustainable place in partnership with members, colleagues, stakeholders and citizens.”*

This mission will be delivered through implementation of the departmental strategy. This has been based on the sustainable communities model (described in section 2.1) and reflects the integrated nature of the work undertaken by the department. Each element of the wheel includes strategic objectives and actions.

Figure 2.2 Departmental Strategy Wheel



The key role for the Community Services Unit within this strategy is in: Leadership and governance, Services, Social and Cultural and Social Inclusion strategic themes. It can also significantly contribute to Environmental sensitivity themes and to a lesser extent the Economy theme.

**Council strategies and activities at neighbourhood level**

Belfast City Council delivers a wide range of activities at a neighbourhood level. In this section we have summarised the internal activities that the seven departments of the council deliver in order to find possible linkages that could be enhanced to maximise the impact of the Community Support Plan. Key activities within the council include:

- **Brighter Belfast** – This involves a wide range of initiatives aimed at making the city more attractive and cleaner. It includes actions such as improved street cleansing, fly poster and chewing gum removal and community clean-ups. This initiative could serve as a mechanism to address specific area needs in terms of physical improvement.
- **Culture and Arts** – One of the aims of the initiative is to enhance good relations through culture and to increase opportunities for cultural engagement. The Integrated Cultural Strategy for Belfast sets out a framework for joined-up working until 2010 to maximise cultural development and sustainability in the city. Culture and Arts could provide a platform for increased community participation.
- **Funding provision** – Besides community support grants there are various additional funding provision streams in the council including Culture and Arts, Good Relations and Neighbourhood Economic Development Programme.

Greater synergies could be created between our funding streams in order to maximise the impact council funding has on local communities.

- **Community Safety initiative and District Policing Partnership** – Community safety represents one of the key issues in Belfast. A multi sectoral community safety partnership in the city aims to address crime, fear of crime and anti social behaviour (ASB). It is important that the work of the Community Support Unit complements the objectives and activities of this strategy.
- **Community Tourism Programme** – This programme is delivered in conjunction with area partnership boards and aims to improve community based tourism products. These have the potential to result in greater participation of communities.
- **Citystats** – This system is a comprehensive data repository at an area level. It will help monitor the vitality of different areas in Belfast by storing and maintaining key socio-economic data. This will provide us with important evidence based information that will allow us to make future policy decisions.
- **Environmental Health Strategy 2005-2008** - Health is one of the most important aspects of community wellbeing. This strategy identifies the need for community based health projects in order to improve the wellbeing of the city.
- **Good Relations Plan** – This plan is the council's framework for tackling community relations issues across the city. One of its main aims is to promote good relations and celebrate cultural diversity. There is an opportunity for greater integration of objectives and activities – specifically linking with good relations events.
- **Leisure Centres** – The council manages 11 leisure centres across the city. There is a good opportunity for the Community Support Plan to further promote joint community and leisure centre projects as they are both front facing with communities. Some of the existing centres run joint summer schemes, training and employment initiatives.
- **Parks** – There are nine council owned open space areas across the city including the Zoo, Malone House and Belfast Castle. The council manages over 40 parks in the city. There is a strong link between addressing community safety and anti-social behaviour and parks. Parks also represent great places for holding community events and can be used to enhance participation of children and young people.
- **Sports Development and Physical Activity Strategy** – The main priorities of this strategy are creating partnerships through effective coordination of sports development, building capacity of volunteers and coaches; enhancing the role of schools in sport development; raising the profile of sport and recreation in the city and supporting leisure centres in becoming development and community focused. This can be a valuable mechanism for engagement of children and young people and generally in improving quality of life of residents.
- **Local Economic Development Plan** – The current plan aims to deliver a strong competitiveness agenda through encouraging entrepreneurs, adopting the skills of a well trained workforce and ensuring that local communities have the capacity and opportunities to be fully involved. Economic inclusion is an overall priority of

the council. Enhancing skills and employability will serve as an important vehicle for community support.

- **Strategy for Open Spaces** – This provides a framework for improving individual open spaces. It aims to create a best practice approach to open air spaces and encourage the use of parks for educational purposes.
- **Strategic Neighbourhood Action Programme (SNAP)** - SNAP will provide a framework for the council to deliver services at an area basis. It will significantly influence council's overall service delivery and how the community support function will be delivered on an area basis. As part of SNAP we have identified 21 'City Places' across the entire city, which are small, manageable units against which we can gather information; engage properly with the people who live there; and, where possible, reshape the services we deliver there. The Community Services Unit will play a key role in supporting neighbourhood delivery.
- **Waste Management Plan** - This Plan determines how the Council will deal with household and other wastes until 2020. It sets out both the range of treatment and disposal facilities we need and the collection and other facilities the Council will provide for recycling and composting. The Council supports implementation of the Plan with an intensive programme of education, promotion and community engagement.

#### **2.4 Key findings from the internal review of strategies and activities**

The review of policies within the council impacting on community support has highlighted the wide range of activities that council undertakes at a neighbourhood level. There are important connections between these and community development which must be exploited to maximise the impact council has on supporting and energising communities. The review has highlighted a number of key findings –

- The council needs to have a coherent approach to community support and development as it delivers a wide range of services on a local level; and
- It is important that services delivered at a local level are integrated in order to maximise their impact and increase opportunities for local communities. It is likely that SNAP will provide the framework for doing this.

### 3. What are the key messages from the research?

#### Socio-economic profiles

##### 3.1 Belfast context

Belfast is the capital of Northern Ireland. The city and its wider metropolitan area is the largest settlement in the region and the second largest city on the island of Ireland. It lies at the head of Belfast Lough in the lower reaches of the Lagan valley. The Belfast District Council area sits in the heart of the growing population of the wider Belfast metropolitan area, which also comprises the surrounding district council areas of Castlereagh, Lisburn, North Down, Newtownabbey and Carrickfergus. The city has experienced unprecedented regeneration, sustained economic growth and has reduced unemployment to historically low levels. However the city still has some way to go to close the gap on comparable places. A socio economic profile of the city is given below:



##### Demography<sup>4</sup>

- Belfast has 267,374 residents, **15.4% of NI's population**;
- Belfast has quite a **young population** with more than 19% of residents being under the age of 16 - a **young city** compared to the rest of the UK - only Birmingham has a younger age profile<sup>5</sup>; and
- 20% of all migrants in Northern Ireland live in Belfast.

##### Crime<sup>6</sup>

- The highest recorded crimes in 2007/08 were theft (27%) followed by criminal damage (26%); and
- Reported **racist incidents** have **increased by more than 36%** from 255 in 2005/06 to 348 in 2007/08.

##### Deprivation<sup>7</sup>

- **48%** of the Belfast population **live in the most deprived** Super Output Areas (SOAs) in NI;
- Belfast is ranked 4 out of 26 in the average SOA rank measure; and
- **Income support levels are quite high** – 15.4%, higher than in any other comparator core city<sup>4</sup>.

##### Economic activity<sup>8</sup>

- The percentage of economically active (56.9%) and inactive (43.1%) residents is in line with the NI average; and
- Employment rates in Belfast are low, with less than two thirds of working age residents in employment (the UK average figure is 74.3%)<sup>4</sup>;

17

17

17

17

<sup>4</sup> NISRA 2006 population estimates

- **Unemployment** levels have gone down (from 9.3% ten years ago to 3.8% in 2005). A large proportion of those registered as unemployed have been out of work for more than one year (22.9%). Compared to the rest of the UK only Liverpool and Birmingham have higher levels of long term unemployed<sup>4</sup>;
- Belfast has one of the most dependant populations of the core cities with smaller numbers in the workforce<sup>4</sup>; and
- Low incomes and poor social mobility has led to a state of dependency and a reliance on state intervention and support. Median gross **weekly earnings** in Belfast is **£324.70**.

### Health<sup>9</sup>

- Belfast has relatively high levels of ill health with almost a quarter of residents experiencing long-term illness with a percentage of 24.2% - second highest of the comparator cities; and
- 11.8% of population provided unpaid care to family, friends, neighbours or others compared to 11% in NI.

### Housing<sup>10</sup>

- 53.7% of houses are owner occupied; and
- A large number of households are lone pensioners (15.8%) occupied.

### Community and voluntary sector in Belfast

The community sector in Northern Ireland is complex and diverse with around 4,500 organisations employing approximately 29,000 people or 4.4% of the total workforce in the region. NICVA's SectorNet database indicates that approximately 1,200 of the organisations are based in Belfast. This research goes on to indicate that the primary funder of the sector continues to be central government and that one in five of the organisations depend on over 75% of their income from government sources.

The increasingly competitive funding climate and a drive to modernisation have created an environment where organisations in the sector must consider their sustainability. Resourcing the Voluntary and Community Sector: Infrastructure Working Group Paper to the taskforce Colin Knox (2003) has described the sector as suffering from 'organisational messiness' suggesting there is evidence to support overlap, duplication and overcrowding, juxtaposed with gaps in infrastructure provision and variable service quality.

Despite more than a decade of investment via the PEACE programmes, skills and core competencies in some areas are still weak. The sustainable arm of the sector, its trading capacity and social economy is also comparatively weak. The community sector can be highly territorial and therefore can tend to reinforce segregation rather than challenge it.

However the community sector has demonstrated it can be a major force for change. Unquestionably Belfast and Northern Ireland has benefited from a strong, diverse

---

<sup>5</sup> Parkinson, Prof Michael (2007), Where is Belfast Going?

<sup>6</sup> PSNI

<sup>7</sup> Northern Ireland Multiple Deprivation Measure 2005

<sup>8</sup> Census 2001, Census of Employment 2005, School Leavers Survey 2004/05

<sup>9</sup> Census 2001

<sup>10</sup> Census 2001

and committed sector and the case for support is clear but the method of intervention is less certain. In developing the Community Support Plan as an instrument to grow the sector some of the limits of community development need to be acknowledged.

One of the important changing contexts for community development is the restructuring of the spatial economy within the city. A twin-speed economy has emerged with those able to connect with growth sectors in the new economy populating the south and east of the city, while those left out of the regeneration of the city are increasingly isolated in north and west Belfast. This dual city holds important dangers for a *one city* management and clearly needs to become a focus of local and community development initiatives.

### 3.2 Area based analysis

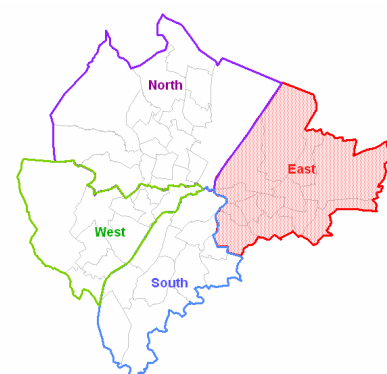
In order to reflect the geographical differences across the city we have undertaken an area based approach to analysing the socio economic characteristics of the city based on the four parliamentary constituencies:

#### East Belfast

##### General context

The East Belfast area has experienced rapid social and economic change over recent decades; witnessing the gradual disintegration of large industries, but also an upturn of regeneration and investment. However, the distinct characteristic of the area is the division between the more deprived Inner East and wealthier Outer East.

The culture of community development in East Belfast differs to other areas in the city, in particular North or West Belfast. There is a culture of individuals belonging to an organisation, as opposed to a community. There is more of a tradition of voluntary organisations existing as opposed to community groups and community capacity is weaker than in other areas. The bonding aspect of social capital is also weak. An important aspect in east Belfast is the role of churches. It provides opportunities for social networks and increasingly is becoming involved in social issues by way of forming community groups or businesses. Those with higher social need are hidden within established family households e.g. young and old dependents.



##### Socio economic profile

##### Demography<sup>11</sup>

- East Belfast counts around 77,749<sup>12</sup> residents. There is an aging population in East Belfast with a **significant** number of residents **over the age of 60**, 24% of the population (Belfast average 19.9%); and
- East Belfast is home to 16.5% of Belfast migrants (787 people), of which Chinese represent 41%.

### Crime<sup>13</sup>

- The highest recorded crimes in 2007/08 were criminal damage (29.4%) followed by offences against the person (27.4%);
- **The number of reported of racist incidents have increased by 9% from 74 in 2005/06 to 81 in 2007/08;** and
- Community Safety Partnership Audit in 2005 revealed that drug, substance and alcohol abuse are the most problematic issues in the area.

### Deprivation<sup>14</sup>

- East Belfast is the third most deprived parliamentary constituency in Belfast with 23% of population living in the most deprived SOAs in NI;
- **Ballymacarrett** is the most deprived ward which ranks 8 and falls in the top 20% most deprived wards in Belfast;
- Inner East continues to feature as an area of high social need and is very slow to improve, despite the large number of resources targeted; and
- Outer East is made up of less defined communities but with increased education achievement and higher income levels. There are also some isolated neighbourhoods in Outer East (Ardcarn, Clarawood and Knocknagoney).

### Economic Activity<sup>15</sup>

- The percentage of economically active (62.2%) and inactive (37.8%) residents is in line with Belfast average;
- The **unemployment** level is 3.8%, **lower than** the Belfast average of 5.4%;
- There is slightly **lower educational attainment** in the area with 58.2% of school leavers who gained 5 or more GCSEs in 2004/05 (NI average is 63.1%); and
- Low incomes and poor social mobility has led to a state of dependency and a reliance on state intervention and support. Median gross **weekly earnings** in East Belfast are the **lowest** of all areas in Belfast at £330.50

### Health<sup>16</sup>

- Health is an issue in the area with 23% of people with **long-term illness** – the Belfast average is 24.2%; and
- East Belfast has the highest percentage of people providing **unpaid care** to family or friends - around 12.9% of people (the Belfast average is 11.8%).

### Housing<sup>17</sup>

- In East Belfast 67.3% of houses are owner occupied, much higher than the Belfast total of 56.1%; and
- A large number of households are **lone pensioners** (17.7%) occupied – the Belfast average is 15.8%.

---

<sup>11</sup> Census 2001

<sup>12</sup> NISRA 2006 population estimates

<sup>13</sup> PSNI and Community Safety Partnership Audit

<sup>14</sup> Northern Ireland Multiple Deprivation Measure 2005

<sup>15</sup> Census 2001, Census of Employment 2005, School Leavers Survey 2004/05

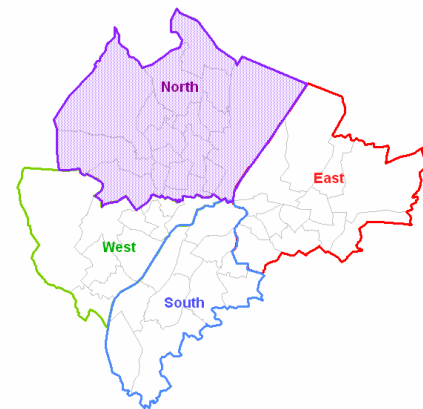
<sup>16</sup> Census 2001

<sup>17</sup> Census 2001

## North Belfast

### General context

North Belfast is an area significantly divided by culture, religion and political opinion. Tension between the communities has unfortunately often been the public image of North Belfast. The area also experiences high levels of unemployment, deprivation, housing, ill health, and crime.



A distinct characteristic of the area is the high number of **interfaces** and subsequent interface communities. The experience of those residents living in proximity to interfaces can be generally characterised as:

- **Territoriality** - a restriction in terms of where you can go and where you feel safe. This experience is in direct opposition to that of connectivity and impacts severely on the level of deprivation by restricting access to jobs, facilities and services;
- **Contested Space** - this creates instability and results in lack of investment contributing to higher levels of deprivation; and
- **Violence** - manifested as intimidation, anti-social behaviour, and destruction of property.

Due to these characteristics there are a high number of neighbourhoods and subsequent community organisations within the area. The new immigrant population moving into the area brings new community development needs and youth exclusion is a key issue for many community organisations.

### Socio-economic profile

#### Demography<sup>18</sup>

- There are 81,944<sup>19</sup> people residing in North Belfast. There is a **young population** with 21.5% under the age of 16 and also a high proportion of **older people** (over 60) at 22.1%;
- North Belfast is home to 12% of the migrants living in Belfast. The Chinese and mixed migrant communities are the most prevalent; and
- Overall there is a growing young nationalist and elderly unionist population.

#### Crime<sup>20</sup>

- **Offences against person** (26.7%) and **criminal damage** (28.8%) were the highest recorded crimes in 2007/08. Four of the wards in North Belfast (Duncairn, New Lodge, Chichester Park and Waterworks) have a higher rate for all crime than the Belfast average (167 crimes per 1000 people);
- **Racist incidents** have increased by 30% over the last three years from 62 in 2005/06 to 81 in 2007/08; however, the number is still lower than in other parts of Belfast; and
- Community Safety Partnership Audit in 2005 has revealed that car crime and **anti-social behaviour** are considered the most problematic issues.

### Deprivation<sup>21</sup>

- North Belfast is the second most deprived parliamentary constituency in Belfast. Around **60% of the population** in North Belfast live in the most deprived SOAs in NI;
- In terms of the Noble Multiple Deprivation Measure, four wards from North Belfast are found in the top 20% most deprived wards in Belfast, Crumlin (ranked 4), New Lodge (ranked 5), Ardoyne (ranked 6) and Duncairn (ranked 9); and
- Crumlin is the most deprived ward.

### Economic activity<sup>22</sup>

- The percentage of residents who are economically active (53.3%) is lower than the average for Belfast, 62.3%;
- The **unemployment rate is much higher** at 6% in North Belfast compared to the Belfast average at 3.8%. Crumlin has the highest rate of unemployment at 9%;
- The percentage of residents in North Belfast who claimed income support (21.4%) and incapacity benefit (16.2%) in 2004 is much higher than Belfast average (10.8% and 10.7%); and
- North Belfast has **lower educational attainment** (52.3% gained 5 or more GCSEs) than Belfast average – 63.1%.

### Health<sup>23</sup>

- Health is an issue in North Belfast with the highest percentage of people with **long-term illness** (27.5%) in Belfast (with average of 24.2%); and
- The levels of people who stated their health was good was 61.8% (lower than Belfast average of 65.8%).

### Housing<sup>24</sup>

- Only slightly more than half of the houses in the area (51.7%) are owner-occupied, which is lower than the percentage owner-occupied in Belfast (56.1%);
- 48.3% of housing is **rented accommodation** - much higher than the percentage for Belfast at 43.9%; and
- A large percentage of households are occupied by **lone pensioners** (17.8%) –the Belfast average is 15.8%.

---

<sup>18</sup> Census 2001

<sup>19</sup> NISRA 2006 population estimates

<sup>20</sup> PSNI and Community Safety Partnership Audit

<sup>21</sup> Northern Ireland Multiple Deprivation Measure 2005

<sup>22</sup> Census 2001, Census of Employment 2005, School Leavers Survey 2004/05

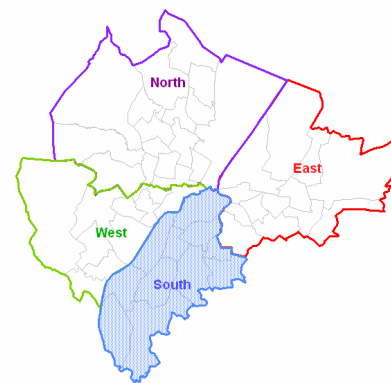
<sup>23</sup> Census 2001

<sup>24</sup> Census 2001

## South Belfast

### General context

The South Belfast area is exceptionally diverse containing affluent areas, the academic quarter and a growing young professional population. This area is also characterised by growing number of rental properties; a high proportion of which are Houses in Multiple Occupation (HMO) properties; particularly due to the increasing student population. The area contains pockets of deprivation within relatively affluent neighbourhoods and has inter-community tension at a small number of interfaces. Importantly South Belfast also contains the largest commercial and entertainment areas within the city.



There is an increasing multi cultural population around the university area due to the number of international students and the availability of rental accommodation.

There may be an issue of social isolation amongst the aging given the concentration of commercial and entertainment activity. This may have an impact on the high level of crime in the area including racially motivated attacks. There is also a tension between established and incoming communities which leads to increases in racial crime.

### Socio-economic profile

#### Demography<sup>25</sup>

- The population of South Belfast is around 92,236<sup>26</sup>, the largest parliamentary constituency in Belfast. Of the population, 16.4% are under **16 years old** – this is the **lowest percentage** of all constituencies in Belfast. However there is a significant proportion of transient students whose numbers are usually not captured by Census;
- South Belfast also has a lower than average percentage of residents over 60 (18.3%, compared to Belfast average of 19.9%); and
- A distinct feature of South Belfast is the number of immigrants, 2,513 which represents 57% of all migrants in Belfast. The majority of migrants in South Belfast are the Chinese population (44.1%).

#### Crime<sup>27</sup>

- Quite a significant percent of all crime in South Belfast is theft (34.8%), the highest of all areas in Belfast (Belfast average is 27%) ;
- **Racial incidents** are at their highest in South Belfast and account for over 40% of Belfast's overall total. There has been an increase of 40% in the last three years from 106 in 2005/06 to 149 in 2007/08 ; and
- The Community Safety Partnership Audit in 2005 has revealed that **anti-social behaviour** is the most problematic issue for the residents of South Belfast. This is linked to South Belfast being the largest entertainment area in the city with the highest student population;

#### Deprivation<sup>28</sup>

23

23

23

23

- South Belfast is the least deprived ward ranking 7 out of 18 parliamentary constituencies in NI. The area has the lowest number of people living in most deprived SOAs -19%. However, there are **pockets of deprivation** that are often masked by aggregate figures as parts of South Belfast are extremely wealthy; and
- Shaftesbury is the most deprived ward with a rank of 23 in Northern Ireland. It is in the top 20 most deprived wards in Belfast.

### **Economic Activity<sup>29</sup>**

- 63.3% of residents are economically active (the Belfast average is 56.9%);
- The unemployment rate is lowest out of all four areas in Belfast at 3.4% and it has the lowest number of people on various benefits. There are only 8% of residents on income support (the Belfast average is 10.8%); and
- A high percentage of school leavers gained five or more GCSEs (69%) which is the highest out of all areas in Belfast.

### **Health<sup>30</sup>**

- The percentage of people with long-term illness (18.4%) is lower than the Belfast average of 24.2%; and
- South Belfast has the highest percentage of people who stated their health was good at 72.1% - the Belfast average is 65.8%.

### **Housing<sup>31</sup>**

- There is a high percentage of owner occupied houses – 60.4% of all houses in the area, which is higher than the Belfast average of 56.1%; and
- A high proportion of houses in the area are rented (39.6%), however, it is lower than in North or West Belfast.

---

<sup>25</sup> Census 2001

<sup>26</sup> NISRA 2006 population estimates

<sup>27</sup> PSNI and Community Safety Partnership Audit

<sup>28</sup> Northern Ireland Multiple Deprivation Measure 2005

<sup>29</sup> Census of Employment 2005, School Leavers Survey 2004/05

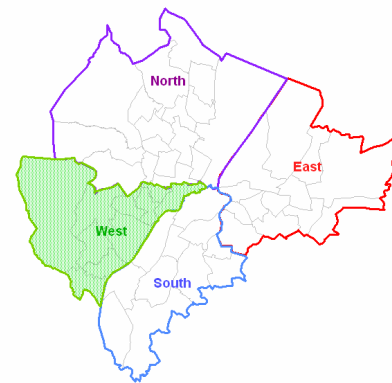
<sup>30</sup> Census 2001

<sup>31</sup> Census 2001

## West Belfast

### General context

West Belfast is an area characterised by a vibrant community infrastructure, a strong sense of identity and economic growth. It is also an area which has very high levels of deprivation in some of its wards that have among the highest levels of deprivation in Northern Ireland. West Belfast has experienced significant unrest due to the Northern Ireland conflict and this tends to impact on issues such as policing, crime, health, politics and community relations.



Poverty is an issue as evidenced by levels of household income, unemployment, poor health, poor educational attainment, child poverty, social housing demand and poor social environment.

Generally, the community culture in West Belfast is different to other parts of the city. Community organisations tend to be more connected and would work together for a shared interest.

### Socio-economic profile

#### Demography<sup>32</sup>

- The population of West Belfast is around 84,679<sup>33</sup>;
- West Belfast has the **youngest population** in Belfast with 24.8% of residents below 16 years of age (the Belfast average is 19.9%), whereas the percentage of older residents (60 plus) is the lowest in Belfast at 16.6% (the Belfast average is 19.8%); and
- West Belfast is home to 15% of Belfast migrants (639 people) of which the highest percentage represent travellers (28.8%).

#### Crime<sup>34</sup>

- The significant percentage of all crime in 2007/08 was offences against the person (24.3) and criminal damage (33.1%);
- Racist incidents have increased from 13 in 2005/06 to 20 in 2007/08, but remain the lowest in Belfast – this may be related to the lower percentage of migrant population; and
- The Community Safety Partnership Audit has revealed that **anti-social behaviour** is the most problematic issue for residents in West Belfast.

#### Deprivation<sup>35</sup>

- West Belfast is the most deprived area in Belfast – 79% of residents live in the most deprived SOAs. Almost half of residents in West Belfast experience income deprivation (47%); and
- Four wards within West Belfast are within the top 20% most deprived wards in Belfast - Shankill (1), Falls (2), Whiterock (3) and Upper Springfield (7)

25 \_\_\_\_\_

25

25

25

### **Economic Activity<sup>36</sup>**

- A high percentage of West Belfast's population are economically inactive (49.3% compared to 43.1% of the Belfast average);
- West Belfast residents experience the highest unemployment levels of 7.8% (the Belfast average is 3.8%). Long-term unemployment represents a significant problem with 46.6% of unemployed being long-term unemployed (the highest in Belfast);
- The level of people on income support is also the highest in Belfast at 28% (Belfast average is 10.8%); and
- Educational attainment is an issue with the lowest percentage of school leavers who gained 5 or more GCSEs at grade C and above in Belfast at 40.7%

### **Health<sup>37</sup>**

- Health is an issue in West Belfast with the highest percentage of people with long-term illness at 26.8% (the Belfast average is 24.2%); and
- Also there is 12.3% of people who provide unpaid care to family and friends (the Belfast average is 11.8%).

### **Housing<sup>38</sup>**

- Housing represents a problem in West Belfast because of low numbers of owner-occupied homes and high numbers of rented houses. Only half of all the houses in the area (50.3%) are owner-occupied, which is the lowest in Belfast - much lower than the NI average;
- West Belfast has the highest percentage of houses that are rented (49.7%) – the Belfast average is 43.9%; and
- A significant percentage of households contain a person with long-term illness (55.4%).

---

<sup>32</sup> Census 2001

<sup>33</sup> NISRA 2006 population estimates

<sup>34</sup> PSNI and Community Safety Partnership Audit

<sup>35</sup> Northern Ireland Multiple Deprivation Measure 2005

<sup>36</sup> Census 2001, Census of Employment 2005, School Leavers Survey 2004/05

<sup>37</sup> Census 2001

<sup>38</sup> Census 2001

### 3.3 Key findings from the socio-economic analysis

The socio-economic analysis has highlighted a range of needs and differences across the city. These can be summarised as follows:

#### Demographics

- Belfast has a young population;
- North and West Belfast have the highest percentage of young people (under 16) ;
- East and North Belfast have significant percentages of older residents; and
- South Belfast is home to the highest number of migrants.

#### Crime

- Racial incidents are increasing in all areas (except South), however the highest number of incidents are in South Belfast; and
- Anti-social behaviour is the main problematic issue for residents in all areas.

#### Deprivation

- Deprivation is an issue in all of Belfast; while North and West are the most deprived, both East and South Belfast have pockets of deprivation.

#### Economic activity

- Both North and West Belfast have high unemployment and low economic activity levels; and
- North and West Belfast have lower levels of educational attainment.

#### Health

- North Belfast has the highest percentage of people with limiting long-term illness; and
- East and West Belfast have the highest percentage of people providing unpaid care to family and friends.

#### Housing

- East and North Belfast have the largest percentage of households with lone pensioners; and
- North and West Belfast have the highest percentage of rented houses.

### 3.4 Consultation

As part of the process of developing this Community Support Plan we undertook a number of pre consultation and consultation activities with the following stakeholders:

- Councillors;
- Community services staff;
- Other internal council departments;
- Community centre management committee members;
- Other statutory organisations; and
- Community and voluntary sector organisations.

The consultation highlighted a range of factors and changes that have been incorporated in this final version of Community Support Plan. More detailed feedback is included in Appendix 1 and can be summarised as follows:

- There is general lack of awareness both internally in the council and externally of what the Community Services Unit does;
- Community centres need to be used more effectively and the role of committees clarified;
- There is a general feeling that the Community Services Unit should be the change agents and conduit and link to communities;
- Community Services Unit needs to take lead role through coordination of council departments and projects which fall under community development concept;
- There is a need for the council to take a lead role in community development in Belfast with the council adopting a longer term vision and engaging with the key external partners to deliver the vision;
- The programme of activities delivered by the Community Support Unit should be less focused on community centres and include more outreach activities; and
- Community Services Unit needs to support the groups on the ground through capacity building, providing access to information, helping them plan for change and helping groups to cooperate with each other.

### **3.5. Analysis of what community services currently do**

The following is a summary of current activities and performance of the Community Services Unit. A detailed overview can be found in Appendix 2:

- There is currently a wide variety of activities provided within the 22 community centres;
- The average yearly usage of the community centres across the city is 50%. Opportunities therefore exist to further develop the use of these assets;
- Within the Belfast context low usage numbers are recorded within the 0-4 age profile, 11-25 age profile and senior citizens;
- 70% of all the community centres run by Belfast City Council are located within 50% of the most deprived wards in Belfast;
- The after school provision in the play centres was attended by 356 children and 1,550 children attended the summer schemes in directly managed community and play centres\*;
- Around 1,800 children attended central events in summer 2007;
- Whilst grants are generally being awarded to reflect the Multiple Deprivation Measure (MDM) 2005, some of the wards ranked within the top 10% most deprived wards have received a small percentage of the grants;
- Volunteers are an important resource in the effective delivery of community services work by the council. However the council does not have a volunteering policy;
- Delivered over £2 million of Grant Aid;
- Developed a partnership with An Munia Tober (Traveller Support Organisation) in the preparation and delivery of Traveller Awareness / Anti racism training; and
- Continued to engage young people in decision-making through council's run youth forum.

\* Our summer scheme grant support to the sector resources a further 6000 children to attend schemes run by voluntary and community organisations.

Draft final

## 4. What should we be doing?

Belfast City Council is preparing this Community Support Plan in a time of hope and uncertainty. The region is facing a period of unprecedented change within local government and within the community and voluntary sector. Any impending transfer of functions to local government as part of the Review of Public Administration (RPA) will lead to a changed relationship between council and the local community and voluntary sector.

This plan must therefore identify a clear current role for the council during this change period, while also productively using this time to gather evidence and best practice to inform our future approach and support of the sector. In preparing the plan we undertook a wide range of research activities which identified a variety of issues that we as a council needed to address. These various strands of need have been transformed into our two main priorities:

- Community Development; and
- Service Delivery;

### Community development

There is no overall, clear, coordinated, strategic framework for community development to match the growing requirements for community engagement in governance and public services in Northern Ireland – rather it is supported via a variety of initiatives. Belfast has benefited from a strong, diverse and committed sector and the case for support is clear but the method of intervention is less certain.

Community development poses a number of challenges for the council and other organisations, such as:

- A city wide community development framework needs to be developed which can be implemented to meet the needs of each local area;
- The funding should be adequate to achieve and maintain a major step change in the level of community strengths and empowerment;
- Community development should be managed and delivered to the highest standards;
- Community development work should be promoted as a nationally recognised occupation with a clear basis in values, methods and outcomes;
- High-quality training should be available at all levels and in different ways to suit the needs of both new and experienced practitioners; and
- Supporting the highly complex and diverse community and voluntary sector in this era of diminishing funding streams.

The council must therefore develop a framework for its own activities which will take into account the roles of all other partners engaged in community development in the city.

## **Service delivery**

We need to work in partnership with key stakeholders to provide accessible and well co-ordinated services to people in their local neighbourhoods. In order to achieve this we must:

- Gather and share objective information about citizens and community needs;
- Share responsibility across different organisations on the actions needed to meet the needs of the local population; and
- Be transparent and accountable to the local population for service delivery and continuously improve services to work better for citizens.

The problems people in Belfast face will rarely fall solely into the structure of the council alone or those of other agencies. We must work harder and more effectively to 'join-up' our service delivery both internally within council and externally with other key providers

As part of the community development and service delivery priority there are a number of cross-cutting themes which will shape the delivery of the Community Support Plan, such as:

### **▪ Community inclusion**

In order to build a shared future towards a stable, safe, tolerant and pluralist city, we must work at community level to encourage outward-looking and outward reaching development rather than inward looking competitive communities. We must integrate into our communities the new immigrant population which is moving into areas of our city.

We need to continue to improve community safety and promote a multicultural environment. We also need to challenge the legacy of interfaces by working with communities to address the issues which cause division and exclusion in their neighbourhoods and by supporting projects which celebrate our cultural diversity.

### **▪ Children and young people**

Improving services to children and young people has been one of the council's key priorities over the last few years. The need for this has been further evidenced through the research we completed in preparing this plan. Our work in this area is underpinned by a firm belief in the rights of children and young people to better outcomes. Traditionally the work we have done in Community Services included play services<sup>39</sup>, youth forum, pilot youth projects and community centre programmes.

In this coming period, we need to evaluate the work of all these elements. This would allow us to refocus, link and align our work, both within the service and across the whole council, in order to achieve a more coordinated impact on the lives of

children and young people and their families. At a policy level Belfast City Council has a key role to play in facilitating and contributing to the development of a multi-agency action plan linked to the Northern Ireland 10 year Strategy for Children and Young People.

▪ **Volunteering**

Volunteers are the backbone of our work across neighbourhoods in the city with almost 62,500 hours of time and energy undertaken freely and without financial gain during 2006. The promotion of good practice to support both the ethos and the effort of volunteers in the city is a key priority for us. We must record good practice and adopt quality standards in order to achieve excellence in our volunteer management.

As part of our ongoing work with children and young people we need to explore ways to sustain and develop volunteering by young people in the city. We also need to consider how to overcome barriers to volunteering such as the payment of legitimate expenses and the protection of children and vulnerable adults.

▪ **Older people**

Belfast has a significant percentage of people over 60 years of age, in particular lone pensioners. In line with the Northern Ireland Ageing in an Inclusive Society strategy, the council, as the civic leader, needs to provide the right opportunities and support for this age group. Social inclusion will be used as the main mechanism for improving the quality of life of older residents in Belfast.

▪ **Poverty and deprivation**

In 2006 OFMDFM produced 'Lifetime Opportunities' – Government's Anti-poverty and Social Inclusion Strategy for Northern Ireland which set out central government's agenda to ensure that everyone has the opportunity to benefit from the increase in prosperity that the region has enjoyed in recent years.

The council wish to contribute to this policy objective and will actively consider what actions and policies they must put in place in order to eliminate poverty and tackle inequality across the city.

Community Services Unit will incorporate these themes in its plan of activities for 2008-2010.

---

<sup>39</sup> Play service includes Play centres, Seasonal play schemes, central events, support for the V&C sector and play development.

#### **4.4 Conclusions**

Through our evidence gathering and pre-consultations, Belfast City Council has identified a number of issues affecting local people living and working in neighbourhoods across the city. This Community Support Plan sets out how council will use its resources to set priorities and related actions to address the issues.

This Community Support Plan forms the basis from which business plans will be developed and these will help to determine local service provision.

Draft final

## 5. What we will do

The **purpose** of the Community Services Unit is:

***To support and energise communities to become stronger and more confident in order to develop an active, inclusive, safe, and welcoming city now and for future generations.***

What this means is that we wish Belfast to be:

- a vibrant and dynamic community with lots to do;
- a rich tapestry of local community life, where people can be involved;
- a sustainable community looking to long term needs; and
- the community you want to belong to.

To be vibrant, dynamic and active, a city requires not just economic capital, but social capital. Social capital is the capacity of people in society to come together voluntarily to take leading and effective roles in the development and regeneration of their communities. Belfast City Council will work with community groups, organisations and citizens to build community capacity and to develop and sustain this vision of our community.

### **Our role**

In order to deliver this vision we will take a number of roles which shape our approach to community support and development. We will:

<b>Know the strengths and concerns of our community</b>
<b>Provide venues for people to gather, meet, participate, share information and celebrate</b>
<b>Support community networking</b>
<b>Provide human and other resources</b>
<b>Create opportunities for participation</b>
<b>Enable opportunities for action</b>

Communities in Belfast continue to face many challenges. Council wants to continue to support these communities and help to develop and regenerate our neighbourhoods. To do this the Community Services Unit will act on 2 levels:

#### **1) Take a lead role through:**

- A partnership approach;
- Coordination of council departments and projects which are community focused
- Development of a partnership based community development strategy for Belfast
- Evidence based policy responses.

**2) Support groups and citizens through:**

- Providing assistance to local groups to access grants and practical help;
- Helping local groups to cooperate with each other;
- Signposting residents and local groups to sources of support where it is available;
- Support for neighbourhood planning;
- Ensuring effective communication within the sector; and
- Ensuring access to facilities such as community centres

We will do this so that the value of neighbourhoods is clear and prioritised, so that people can live quality lives in a modern and vibrant city and so that our lessons and the lessons of others can lead to future success.

The council has also adopted a set of values that underpin our community development work.

Core values	What this means for Community Services
<b>Open and accountable</b>	<ul style="list-style-type: none"> <li>• We are open and honest in our communications, working co-operatively, ensuring both team and individual accountability for our actions and delivering sustainable results.</li> </ul>
<b>Inclusive</b>	<ul style="list-style-type: none"> <li>• We ensure accessibility to council owned community activities and facilities for all. We will make sure that others’ opinions and needs are reflected in all that we do.</li> <li>• We demonstrate trust, respect and sensitivity in all that we do.</li> <li>• We encourage and enable staff to work to their full potential.</li> </ul>
<b>Innovative</b>	<ul style="list-style-type: none"> <li>• We will be forward looking and creative in how we develop and deliver our policies and programmes and will continually find new ways to improve. We will be inspirational and progressive.</li> </ul>
<b>Action oriented</b>	<ul style="list-style-type: none"> <li>• We are civic leaders of our community, we value positive attitudes and actions that drive and deliver</li> </ul>

Core values	What this means for Community Services
	<p>results.</p> <ul style="list-style-type: none"> <li>• We will deliver on our commitments.</li> </ul>
<b>Collaborative working</b>	<ul style="list-style-type: none"> <li>• We are committed to sharing responsibility with each other demonstrating trust, respect and sensitivity in our relationships.</li> <li>• We will work closely with partners to make sure that our objectives are achieved.</li> </ul>

We will deliver the vision under the Departmental strategic wheel (as described in section 2.3). There are a number of departmental themes to which Community Services will directly contribute:

- Leadership and Governance;
- Services;
- Social and Cultural;
- Social Inclusion;
- Environmental Sensitivity;
- Economy; and
- People and Processes.

Under each of these themes are a number of objectives which the Community Services Unit will deliver on from 2008 -10. We have therefore reflected the actions we will undertake against each of these in the attached 'community support plan wheel' .

**See attached 'wheel'**

The actions will be delivered over a two-year period from 2008 to 2010. The table in Appendix 2 outlines the action plan for achieving this Community Support Plan with a timeframe stipulated for each of the activities. To ensure we focus our efforts where we are best placed to add value, the action plan also clearly articulates the role of the unit, that is, to lead; lobby; facilitate or deliver.

## **6. How we will know how well we are doing?**

### **6.1 Monitoring arrangements**

The Community Services Unit has the responsibility of coordinating, monitoring, reviewing, appraising and evaluating the future Community Support Plan against the vision, strategic themes and sub objectives to be achieved in 2008 - 2010.

The Community Services Unit reports regularly on the progress of all objectives and key performance indicators, using the information gathered to feedback into service delivery and policy decisions.

Monitoring and evaluation of the Community Support Plan will be carried out using the following channels:

- **Annual business plans** –The Community Support Plan will be implemented through a series of annual service operational plans. The service and its units will develop plans by the March of each year which detail their programme of activities. These will feed into the department's overall annual plan. The performance of the support plan will be measured against the targets and performance indicators specified within the support plan. The results of this will be reported to Development Committee in line with the council's performance management policy;
- **Progress reports and Annual returns to Department for Social Development** – Community Services Unit will be monitoring progress made against the output measures on a quarterly basis and will produce returns and yearly reports to DSD. Yearly reports will chart progress made on plan including the identification of any proposed changes.
- **Annual Review** - Each year the department will provide the Development Committee with an annual report which will highlight the key achievements and progress made to date with the support plan; and
- **Ongoing Review** - The Development Department Management Team will review performance on implementation of the plan on a quarterly basis with necessary improvements implemented using the traffic light flagging system. The Community Services Management Team will meet fortnightly to discuss strategic and operational elements of the Community Support Plan. Progress will be monitored and reviewed against sub objectives during these meetings.

## 6.2 Key monitoring measures and targets

The council is currently devising a new performance management framework which will also influence the performance management system for the Development Department and the Community Services Unit. In the absence of the new performance management framework, we have identified a number of monitoring measures and targets within the Community Support Plan to track performance towards the achievement of objectives and the overall vision of the Community Services Unit. These are outlined in the following table and performance against these targets will be monitored by the community services and departmental management teams using the monitoring arrangements detailed above.

Table 6.1: Targets for achievement of our aims

	Measurement	2006/07 Performance	2010 Target
<b>Theme – Leadership and Governance</b>			
Lead and influence the development of the city	Build social capital - Map the current levels of social capital in neighbourhoods across Belfast	TBC	TBC
A city strategy for Community Development	Agreed multi-stakeholder strategy	0	1
A Council strategy for Children & Young People	Agreed Council strategy	0	1
<b>Theme – Social Inclusion</b>			
Reduce deprivation and poverty	Number of advice enquiries addressed	134,936	150,000
	Amount of additional benefit entitlement successfully claimed	n/a	TBC
Promote good relations and reduce division and polarisation of communities	% people who believe people from different backgrounds get on well together in their local area	TBC	TBC
	Grant aid customer overall satisfaction level	n/a	85%
	Amount (& total proportion of total grants) of community support grants to organisations in the top 20% deprived wards or other local identified areas of need	n/a	80%
<b>Theme - Services</b>			
Make sure citizens can easily access information and services	% of services that Community Services provide that residents in all areas of Belfast are aware of	n/a	60%
Make sure local services can respond to local needs	% of service users satisfied with the services provided by Community Services	n/a	80%
<b>Theme - Social and Cultural</b>			
Increase the levels of confidence, participation, involvement and capacity of citizens	% increase in community throughput at centres, events and programmes organised by Community Services	Baseline number in 06/07 of 456,487	20%
	% average usage of centres	50%	75%
	Number of volunteer hours	Baseline no. in 06/07 of 62,205	70,000
Increase the capacity of citizens to make informed decisions about their neighbourhoods	Build social capital	TBC	Pilot 4 new initiatives to test support

	Measurement	2006/07 Performance	2010 Target
<b>Theme - Social and Cultural</b>			
Increase the capacity of citizens to make informed decisions about their neighbourhoods	% people who feel they can influence decisions in their locality	TBC	TBC
Increase the capacity of citizens to make informed decisions about their neighbourhoods	Build social capital	TBC	Pilot 4 new initiatives to test support
	% people who feel they can influence decisions in their locality	TBC	TBC
Develop a strong cultural experience	Customer Satisfaction Levels	n/a	80%
<b>Theme – People and Processes</b>			
Use financial & human resources in the most effective way	Sickness absence levels for service	13.05	12.3
Improve unit processes and systems	% overall staff satisfaction with their current job in Community Services	83%	90%

In addition to these we will measure and provide the following information to DSD on an annual basis.

- Amount (and proportion of total grants) of community support grants to organisations in the most deprived wards or other locally identified areas of need;
- Number of volunteers and volunteer hours in organisations funded through community support grant aid;
- Yearly profile and usage of community centres per 1,000 population;
- List of community organisations represented on council led forums and support networks with which council engage;
- Number of advice enquiries addressed through funded advice and information agencies (by type of enquiry) and the amount of additional benefit entitlement successfully claimed;
- Private, community and other public sector resources levered by community support funding; and
- Per capita spending on actual provision of community support (including and excluding community centres).

### 6.3 Future Community Services budgets

A budget will be approved each year for the Community Services Unit so that it can implement its responsibilities. It is estimated that for the year 2007/08 the net expenditure for Community Services Unit will be £6,776,921 and £6,268,451 in 2008/09. However the council has yet to approve the net expenditure for 2009/10, within the duration of Community Support Plan.

Tables 6.2a and 6.2b outline the breakdown of the net expenditure for 2007/08 and 2008/09.

**Table 6.2a: Net expenditure for 2007/08**

	<b>Gross Expenditure</b>	<b>Income</b>	<b>Net expenditure</b>
Community Services management	£1,019,841	£106,888	£912,953
Community centres	£3,906,732	£59,415	£3,847,317
Travellers	£54,887	0	£54,887
Community grants	£2,311,589	£1,186,864	£1,124,725
Play centres	£535,827	£10,000	£525,827
Community Policy Unit	£166,882	0	£166,882
Children and young people	£144,330	0	£144,330
<b>Total</b>	<b>£8,140,088</b>	<b>£1,363,167</b>	<b>£6,776,921</b>

**Table 6.2b: Net expenditure for 2008/09**

	<b>Gross Expenditure</b>	<b>Income</b>	<b>Net expenditure</b>
Community Services management	£748,019	£110,034	£637,985
Community centres	£3,736,748	£61,500	£3,675,248
Travellers	£63,684	0	£63,684
Community grants	£2,366,865	£1,206,364	£1,160,501
Play centres	£599,611	£10,000	£589,611
Children and young people	£141,422	0	£141,422
<b>Total</b>	<b>£7,656,349</b>	<b>£1,387,898</b>	<b>£6,268,451</b>

Source: Development department budget estimates

## 7. APPENDICES

### Appendix 1. Consultation with key stakeholders to date

#### A1.1 Key findings from consultation

As part of the process of developing the Community Support Plan we undertook a number of pre consultation and consultation activities with the following stakeholders:

- Councillors;
- Community services staff;
- Other internal council departments;
- Community centre management committee members;
- Other statutory organisations; and
- Community and voluntary sector organisations

External consultation was undertaken by Williamson Consulting on behalf of Belfast City Council, and the internal consultation was led by the Development Department in the council.

The public consultation period lasted from 14<sup>th</sup> January 2008 to 7<sup>th</sup> March 2008. In summary:

- 19 events were held;
- 2001 questionnaires were distributed to householders, 114 returned at 5.7% response rate;
- 52 online responses were received; and
- 8 written responses from:
  - Belfast community sports development network
  - VSB
  - Belfast area partnerships
  - East Belfast community development agency
  - Health Action Zone
  - NI Volunteer Development Agency
  - West Belfast Partnership Board
  - Rainbow Project.

#### A1.2 General Comments

The majority of commentators felt that while the draft Community Support Plan (CSP) was very comprehensive, it is too ambitious for the Council to deliver alone. It was suggested that the final CSP should therefore highlight the specific role that the council's community services unit will take in delivering the actions and meeting the needs and concerns of the sector.

*Council's response and actions*

*Council are committed to working in partnership to delivery the targeted outcomes. We also recognise the need for further clarity on the role of the community services unit and have included a new section 'Our role' in Chapter 5 (page XX).*

*Based on the consultation feedback, we have decided to focus the work of Community Services Unit at two levels:*

**1) Take a lead role through:**

- *A partnership approach;*
- *Coordination of council departments and projects which are community focused*
- *Development of a partnership based community development strategy for Belfast*
- *Evidence based policy responses.*

**2) Support groups and citizens through:**

- *Providing assistance to local groups to access grants and practical help;*
- *Helping local groups to cooperate with each other;*
- *Signposting residents and local groups to sources of support where it is available;*
- *Support for neighbourhood planning;*
- *Ensuring effective communication within the sector; and*
- *Ensuring access to facilities such as community centres*

**A1.3 Priorities and strategic themes**

A common view expressed by consultees was that it might be too ambitious to tackle all of the identified priorities in this plan period. Also, given the nature of the needs identified, respondents noted that a cohesive and holistic approach will be required to address the themes involving more than just the council.

It was indicated that the council needs to ensure it has the capacity to deliver on the themes and priorities identified; and at the same time the council needs to work on building capacity in the community.

*Council's response*

*The council agrees that the extent of identified priorities is perhaps too ambitious and has therefore refined the priorities for this period. Given the needs analysis and the results of the consultation, we have decided to focus on:*

• **Development of a Community Development Strategy for Belfast**

*Council is committed to working in partnership to agree a strategic framework for community development in the city. We intend to identify and invite key players to jointly agree a process and associated action plan with a view to launching an*

*agreed strategy by 2010. Council do not underestimate the challenge involved given the complex nature of the sector and the current context of change; however we are committed to leading an inclusive process and facilitating a partnership approach with related resources.*

- **Improve grass roots participation**

*The engagement of local people is an essential ingredient of good community development practice. We intend to exploit the asset of our locally based staff network to improve the opportunities, avenues, methods and capacity for community engagement. The CSU and the SNAP team will work closely with the sector to support local area working within both the current arrangements and to identify sustainable mechanisms in light of the Review of Public administration.*

- **Improve citizen access to Council services**

*A new business planning framework and restructuring of the service will contribute to our key objective of improving access to our council owned facilities. We will also endeavour to work with other stakeholders, including DSD and the sector, to assess local needs against current neighbourhood provision in order to support holistic planning of service provision for local communities.*

- **Business Improvement**

*We are committed to a continuous improvement agenda with particular focus on improvements to our customer focus, evidence based decision making, performance framework, grant support, internal and external communications and asset management.*

*The council is committed to working in partnership with all stakeholders and endorses the views expressed in the consultation that success can only be achieved through holistic and joined up endeavours by all stakeholders. Council agrees that a partnership approach with clearly defined roles and responsibilities is critical to the success of the CSP which is why we have indicated more explicitly in the action plan which actions we will:*

- *Lead;*
- *Lobby;*
- *Facilitate; or*
- *Deliver*

The revised action plan is in Appendix 2.

### **A1.5 Objectives and actions**

The consultees felt that the list of objectives was quite comprehensive, however the view was that some of the objectives are the remit of some other organisations, and thus the council should only support these.

For example:

- Governance and quality standards issues is provided through organisations such as NICVA, DSD., VDA., Atlantic Philanthropy.
- VSB and VDA are leaders in promotion, development and capacity of volunteers;

*Council's response and actions*

*Based on these views the council will not develop quality standards for community organisations as a strategic action, but rather we will work to support NICVA, DSD, VDA and other organisations in this field..*

*Volunteering is a critical issue for the council. A key priority action is the development of a Council volunteering policy; in this process we will seek advice from organisations who specialise in the development of volunteers.*

#### **A 1.6 Some other specific comments**

Consultees had some suggestions on either what needs to be more highlighted, improved, or added to the final version of CSP, such as:

- It is crucial that the grant programme is outcome focused;
- Community development strategy is a priority but on a city wide level;
- To work on inclusion of immigrants;
- Include business improvement and investing as separate objectives; and
- Set up more children and young people projects;

#### *Council's response and actions*

*Some of these suggestions reinforce the current objectives in the CSP. We will focus our efforts on community development strategy and have already embarked on a review exercise to ensure that our grants programme is outcome focused. Also we are planning to develop a Children and Young People Strategy for the council which will result in increased efforts to target children and young people and address their needs. We have also included a more specific objective in relation to immigrants and a section on 'people and processes' which explains how we will invest in our staff and improve our service delivery.*

**Appendix 2 Table A2.1: Community support plan actions**

Strategic Objectives	Associated actions	08/09	09/10	Stage
<b>Strategic Theme: Leadership &amp; Governance</b>				
<b>Objectives:</b> <ul style="list-style-type: none"> <li>Lead and influence the development of the city</li> </ul>	Develop children and young people strategy for the council			Deliver
	Develop community development strategy for the city			Lead
	Provision of capacity building & practical skills support to community sector organisations			Facilitate
	Work with relevant stakeholders to ensure efficient transfer of responsibilities related to RPA			Lobby
	Lead the review of Council Child Protection Policy and Procedures and make recommended changes			Deliver
<ul style="list-style-type: none"> <li>Develop effective partnerships</li> </ul>	Develop network support within and between communities			Facilitate
	Support Neighbourhood Renewal Partnerships			Facilitate
	Support internal and external partnerships and initiatives			Facilitate
<b>Strategic Theme: Services</b>				
<b>Objectives:</b> <ul style="list-style-type: none"> <li>Make sure citizens can easily access information and services</li> </ul>	Develop standards of service delivery			Deliver
<ul style="list-style-type: none"> <li>Make sure local services can respond to local needs</li> </ul>	Review the council's community centre management arrangements			Deliver
	Develop community centre practice framework to respond to local needs			Deliver
<b>Strategic Theme: Environmental Sensitivity</b>				
<b>Objectives :</b> <ul style="list-style-type: none"> <li>Help to reduce the city's</li> </ul>	Support environmental projects at neighbourhood level such as recycling, park murals, community clean ups and waste week activities			Deliver

Strategic Objectives	Associated actions	08/09	09/10	Stage
carbon footprint				
<b>Strategic Theme: Economy</b>				
<b>Objectives:</b>				
<ul style="list-style-type: none"> <li>Increase skills levels</li> </ul>	Develop programmes to enhance the skills and knowledge of communities in order to improve employment opportunities			Facilitate
<ul style="list-style-type: none"> <li>Increase employment levels</li> </ul>	Support an enterprise outreach programme for business start up support via community centres			Deliver
<b>Strategic Theme: Social &amp; Cultural</b>				
<b>Objectives:</b>				
<ul style="list-style-type: none"> <li>Develop a strong cultural experience</li> </ul>	Provide a high quality, accessible play service and development role			Deliver
	Deliver a premier city wide children and young people's programme			Facilitate
	Develop and deliver city wide programmes and services in high quality venues			Deliver
<ul style="list-style-type: none"> <li>Increase the levels of confidence, participation and involvement of citizens</li> </ul>	Continue to improve consultation and involvement with youth via our Youth Forum			Deliver
	Develop and implement a BCC volunteering policy			Deliver
<b>Strategic Theme: Social Inclusion</b>				
<b>Objectives:</b>				
<ul style="list-style-type: none"> <li>Reduce deprivation and poverty</li> </ul>	Distribute £2.3 million of grant aid per annum			Deliver
<ul style="list-style-type: none"> <li>Promote good relations and reduce division and polarisation of communities</li> </ul>	Deliver a range of cross community programmes			Facilitate
	Deliver a support programme for travellers and other ethnic minority communities			Facilitate
<b>Strategic Theme: People &amp; Processes</b>				
<b>Objective</b>				
<ul style="list-style-type: none"> <li>Use financial and human resources in the most effective</li> </ul>	Agree and implement a new structure for the Unit			Deliver
	Deliver effective staff engagement and communications system internally			Deliver
	Review information and data collection systems			Deliver

Strategic Objectives	Associated actions	08/09	09/10	Stage
way	Develop a skills strategy for community services staff			Deliver
<ul style="list-style-type: none"> <li>Improve unit's processes and systems</li> </ul>	Realign grant support in accordance with departmental strategic themes			Deliver
	Develop an assets management plan for all CS buildings			Deliver
	Develop a Service marketing strategy associated communications plan			Deliver
<ul style="list-style-type: none"> <li>Increase unit's efficiencies</li> </ul>	Develop a resource allocation policy			Deliver

## Appendix 3. What are we currently doing?

### A3.1 General Introduction

The Community Services Unit within Belfast City Council works with community groups, organisations and citizens to build community capacity and to offer front line services and advice to the community sector. It sits within the development department of council and reports to the development committee.

The Community Services Unit is led by a Community Services Manager who is supported by four Community Services area managers for East, North, South and West Belfast and a Play Development Officer. The current establishment figure for the unit is approximately 163.5 employees.

The net expenditure for the Community Services Unit during the 2006/07 period was £8,449,796, which was 6% of the council's total expenditure. This expenditure also includes the contribution from the Department of Social Development (DSD) of £1,296,533. The breakdown of the actual expenditure is detailed in Table A2.1:

**Table A3.1: Net expenditure breakdown of the Community Services Unit 2006/07**

<b>Breakdown of net expenditure 2006/07</b>	<b>£</b>	<b>%</b>
<b>Community centres</b> (includes capital charges - £1,078,368, staff, maintenance, operating costs and contributions to community run centres)	£4,926,280	58%
<b>Community development</b> (includes staff and operating costs)	£932,615	11%
<b>Community grants</b> (allocation of 6 grants, includes £1,296,583 DSD contribution)	£1,953,474	23%
<b>Play centres and play development</b> (includes capital charges - £166,270, staff, maintenance and operating costs)	£637,427	8%
<b>TOTAL</b>	<b>£8,449,796</b>	<b>100%</b>

Source: Development department budget estimates

The highest amount of expenditure was allocated to managing community centres.

The unit has three main resources which it uses to achieve its objectives namely:

#### 1) Estate

- Provision of 22 community centres and one neighbourhood office across the city;
- Provision of support to 6 independent community run centres across the city;
- Provision of 6 play centres and play development across the city; and
- Provision of an outreach support office for the Traveller community and support for an independent centre managed by the Traveller support organisation.

**2) Grants**

- Provision of grants and funding.

**3) People**

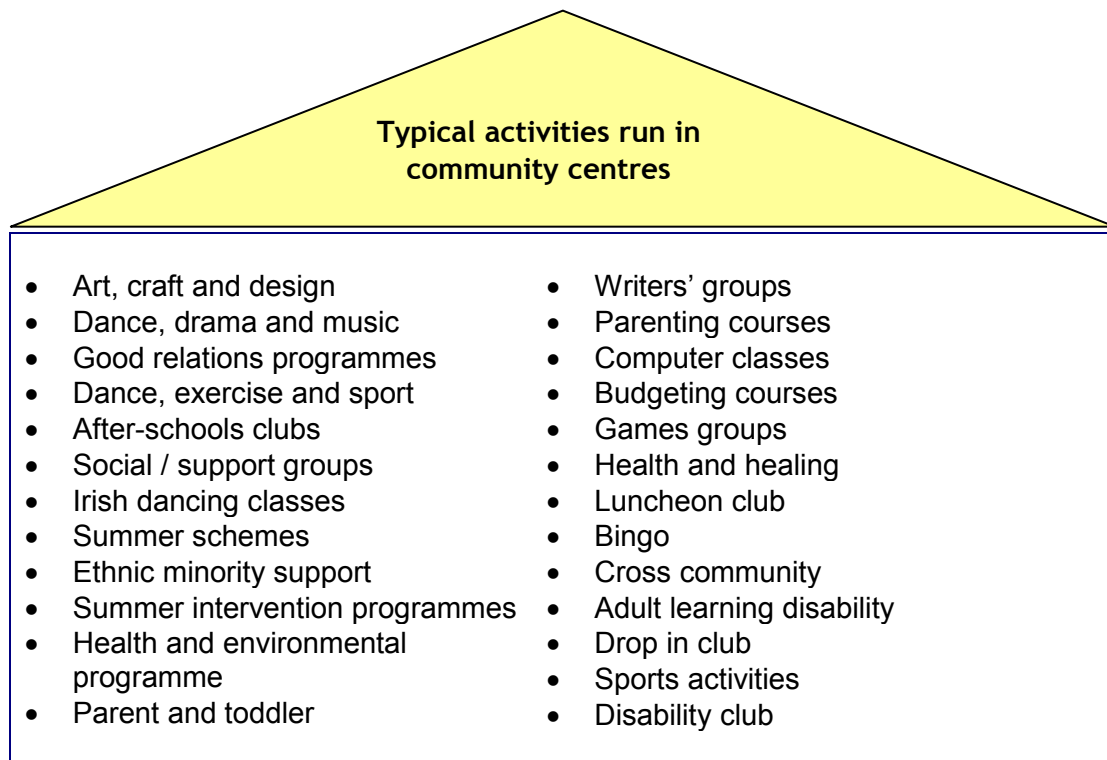
- Provision of community development staff and community networks;
- Support of Neighbourhood Renewal Partnerships;
- Delivery of community projects;
- Youth Forum; and
- Volunteers.

In the following sections a summary is provided on how the unit use these resources. The figures are based on the 2006/07 year as this provides a full year of activity from which to analyse. The figures for 2007/08 are not yet available.

**A2.2 Estate**

Belfast City Council directly manages 22 community centres and the East Belfast Neighbourhood Office. The 22 community centres run by the council are located across the four parliamentary constituencies in the city (East, North, South and West). Community centres provide a broad range of community development programmes and activities based on local need. Programme activities range from regular user groups of senior citizens, parent and toddlers and residents, to specific theme based projects of community safety, good relations and the environment. Each centre offers opportunities for involvement for all age groups. Centres also act as a base for partnership working with statutory and voluntary organisations. For example, The Northern Ireland Housing Executive (NIHE), Belfast Education & Library Board (BELB), Sure Start and Barnardo's. Centre opening hours are Monday – Friday morning, afternoon and evening, and community development usage is normally free.

The broad range of programmes and activities provided by centres is detailed on Figure A3.2 below.

**Figure A3.2: Community centre activities**

An annual summer scheme is also run at each community centre offering children and young people 5-16 years the chance to take part in a wide range of activities e.g. arts and crafts, day trips, and workshops.

The Neighbourhood Office is located in the east of the city and was established to help address the lack of community development presence in the Pottinger electoral area. It is staffed by a Community Development Worker who gives advice and direction to local groups. The office also acts as an information point for other Belfast City Council services.

### **Community centre net expenditure**

The highest amount of expenditure in 2006/07 went to the provision of 22 community centres across the city. The breakdown of community centre net expenditure for each of the areas is outlined below:

- East Belfast £730,834;
- North Belfast £1,212,392;
- South Belfast £1,436,617; and
- West Belfast £1,546,443.

The variation in funding reflects the number of centres in each area.

### **Community centre usage**

Community centres had a total throughput of 456,489 people in 2006/07. The average yearly usage of the centres across the city was 50% (based on 2006/07 figures). Usage of community centres is calculated as the proportion of time the

centre is in use during opening hours. The average usage varies between centres as illustrated in Table A3.3

**Table A3.3 Percentage usage of community centres 2006/07**

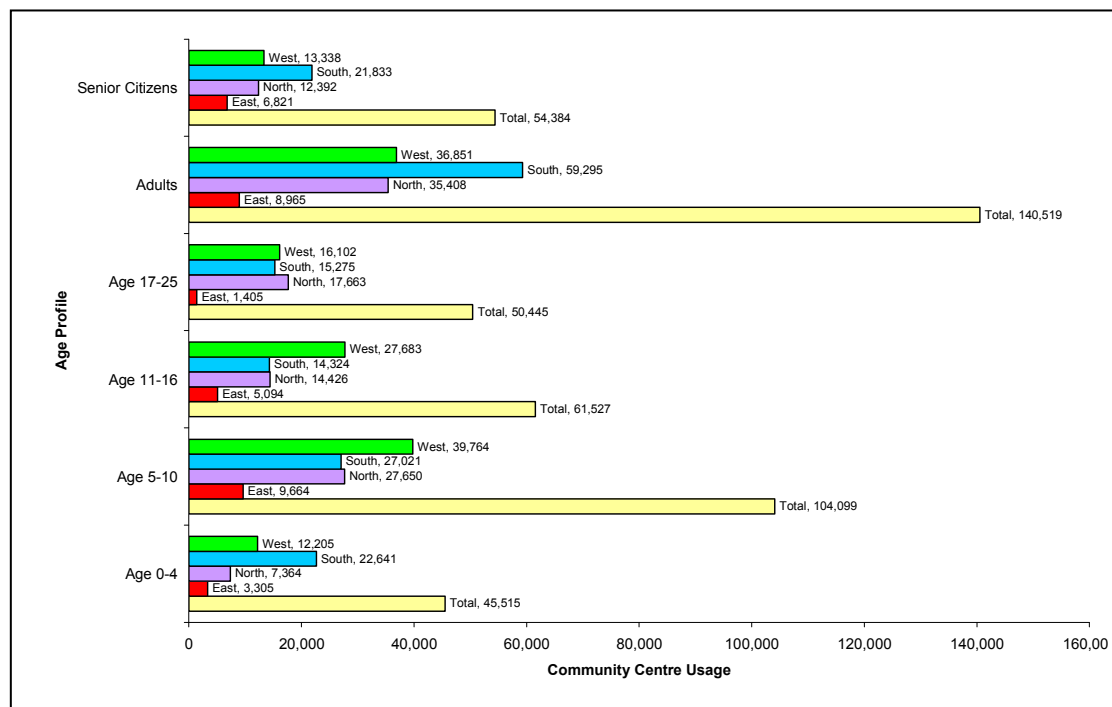
No. of community centres	% Usage
11	30 - 49%
10	50 – 69%
1	70 - 89%

It is clear from Table A3.3 that 50% of all community centres have percentage usage figures between 50 – 89%.

**Belfast City Council’s community centre users’ age profile**

Our community centres are used by all ages of citizens as illustrated in Figure A3.4.

**Figure A3.4: Comparison of age profile and community centre usage 2006/07**



Based on the Belfast usage totals, adults use the community centres the most with a total of 140,519 users\*. The 0-4 age profile uses community centres least with 45,515 users. This is closely followed by the 17-25 age profile with 50,445 users and senior citizens with 54,384.

\*NOTE: Users is based on footfall.

### Mapping of the 22 community centres and the East Belfast Neighbourhood Office against the Northern Ireland Multiple Deprivation Measure 2005 (NIMDM 2005)

One of the main elements of the Community Support Plan is to map the location of the council's direct run community centres and the East Belfast Neighbourhood Office against the NIMDM 2005. This exercise identifies how well the Community Support Unit is targeting its facilities and services at areas of greatest social need (See table A3.18 for a summary of the NIMDM 2005 ranking of all wards in Belfast).

As outlined in Table A3.5, four community centres are located in the top 10% most deprived wards in Belfast, seven community centres are located in the top 20% most deprived wards in Belfast and 70% of all community centres are located within 50% of the most deprived wards in Belfast.

**Table A3.5: Location of 22 community centres and East Belfast Neighbourhood Office and rank of ward NIMDM 2005**

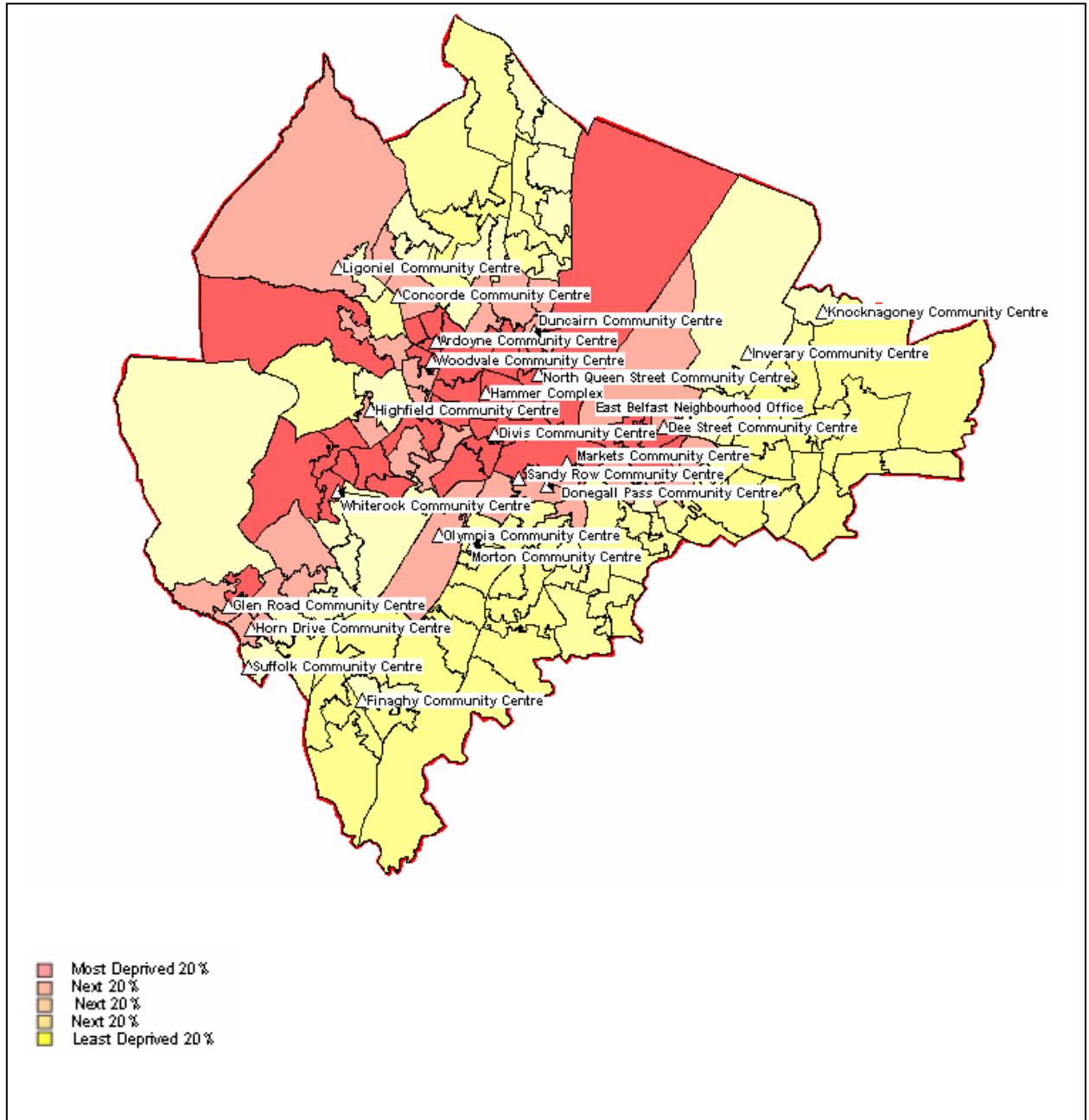
Community centre areas	Community centres/ Neighbourhood office	Ward	Rank of Ward Multiple Deprivation
<b>East Belfast</b> community centres	Dee Street	Island	<b>18</b>
	Inverary	Sydenham	<b>31</b>
	Knocknagoney	Belmont	<b>39</b>
	East Belfast Neighbourhood Office	Bloomfield	<b>30</b>
<b>North Belfast</b> community centres	Ardoyne	Ardoyne	<b>6</b>
	Concorde	Cliftonville	<b>24</b>
	Duncairn	Duncairn	<b>9</b>
	ligoniel	Ligoniel	<b>22</b>
	North Queen Street	New Lodge	<b>5</b>
	Woodvale	Woodvale	<b>10</b>
<b>South Belfast</b> community centres	Donegal Pass	Shaftesbury	<b>14</b>
	Finaghy	Finaghy	<b>48</b>
	Markets	Shaftesbury	<b>14</b>
	Morton	Windsor	<b>38</b>
	Olympia	Blackstaff	<b>16</b>
	Sandy Row	Shaftesbury	<b>14</b>
	Suffolk	Ladybrook	<b>27</b>
<b>West Belfast</b> community centres	Divis	Falls	<b>2</b>
	Glen Rd	Glen Colin	<b>20</b>
	Hammer	Crumlin	<b>4</b>
	Highfield	Highfield	<b>23</b>
	Horn Drive	Ladybrook	<b>27</b>
	Whiterock	Whiterock	<b>3</b>

Source: Northern Ireland Multiple Deprivation Measure 2005, NISRA

Note: Ranks in **red** fall within the top 10% most deprived wards in Belfast  
Ranks in **amber** fall within the top 20% most deprived wards in Belfast  
Ranks in **green** fall within the top 50% most deprived wards in Belfast  
Ranks in **black** are outside of the top 50% most deprived wards in Belfast

Figure A3.6 on the following page visualises ward deprivation within Belfast and the location of community centres. It is evident that a majority of the community centres are located within the 'darker coloured' areas – which represent the most deprived wards in Belfast.

**Figure A3.6: Belfast City Council community centres and NIMDM 2005**



**Provision of indirect support to six independent community centres across the city**

Belfast City Council indirectly supports six other independent community run centres: Ballymacarrett, Grosvenor, Shaftesbury, Carrick Hill, Denmark Street and Percy Street by providing grants, payment of capital charges and maintenance costs.

### Net expenditure of independent community centres

Table A3.7 illustrates that a total of £288,170 was allocated to support the six independent community centres (Shaftesbury, Grosvenor, Percy Street, Denmark Street, Ballymacarrett and Carrick Hill\*).

**Table A2.7 Net expenditure on independent community centres in 2006/07**

Independent community centre areas	Net expenditure 2006/07
South	£50,000
West	£65,000
East	£50,000
North	£30,000

### Mapping of the six independent community centres against NIMDM 2005

Belfast City Council offers indirect support to four independent community run centres that fall within the top 10% most deprived wards in Belfast, one which falls within the top 20% most deprived wards in Belfast and one within the top 40% most deprived wards in Belfast. This is summarised in the table below.

**Table A3.8: Location of the 6 independent community centres and rank of ward NIMDM 2005**

Independent community centre areas	Independent community centre	Ward	Rank of Ward Multiple Deprivation
South	Shaftesbury	Shaftesbury	14
West	Grosvenor	Falls	2
	Percy Street	Shankill	1
	Denmark Street	Shankill	1
East	Ballymacarrett	Ballymacarrett	8
North	Carrick Hill	New Lodge	5

Source: Northern Ireland Multiple Deprivation Measure 2005, NISRA

Note: Ranks in **red** fall within the top 10% most deprived wards in Belfast  
Ranks in **amber** fall within the top 20% most deprived wards in Belfast  
Ranks in **green** fall within the top 40% most deprived wards in Belfast

Belfast city council also offer 3 portable buildings for the Traveller community, which help to provide an outreach office, after-schools & youth work. These portable buildings are located on the Glen Road which falls within the top 20% most deprived wards in Belfast with a rank of 17 in terms of Multiple Deprivation.

### Provision of 6 Play Centres and play development across the city

The council runs six playcentres which are managed by on-site play development staff. The centres provide a wide range of play activities for children aged between three and 11 through pre-school playgroups, after-schools clubs and seasonal

playschemes. These include arts and crafts, themed projects, games, outdoor play and trips.

Play development support is provided centrally by the Play Development Officer through the provision of training, advice, events and resources to ensure quality support of the play sector. Locally play development support is available through the community and play centres.

The play services and developmental support represents a significant part of the work of the Community Services Unit and is important to meet the developmental needs of children.

### Play centres net expenditure

Table A3.9 below outlines the net expenditure of the six play centres across the different areas of Belfast (Avoniel, Loop River, Ballysillan, North Queen Street, Olympia, Whiterock). In 2007/08 play centres spent £682,131 of the Community Services Unit budget.

**Table A2.9: Play centre net expenditure 2006/07**

Play centre areas	Net expenditure (£)	% Total
East Belfast	£278,772	44%
North Belfast	£148,267	23%
South Belfast	£136,032	21%
West Belfast	£74,369	12%

### Play centre usage

After school provision was attended by 356 children and 354 were provided with summer scheme opportunities. This is evident from Table A3.10.

**Table A3.10: No. of registered children within the play centres**

Play centre areas	Play centres	No. of registered children			
		Playgroups (3-4 yrs)	After school clubs (4-11 yrs)	Summer schemes (4-11 yrs)	Total places
East Belfast	Avoniel	16	60	93	169
	Loop River	0	67	72	139
North Belfast	Ballysillan	16	53	42	111
	North Queen Street	0	104	69	173
South Belfast	Olympia	16	48	48	112

<b>West Belfast</b>	Whiterock	0	24	30	54
<b>Belfast Total</b>		48	356	354	758

The play centres are registered for sixteen places for the playgroup and after school clubs. For the playgroup, the same children attend all five mornings. With the exception of Whiterock, the after school clubs in the centres offer split sessions for the different age groups enabling more children to attend. In Whiterock, the children attend the whole afternoon session.

Pre-school playgroups only run in three of the six play centres as due to demographic changes and the availability of funding for nursery places, the remaining three playgroups were closed due to lack of numbers. In those services that are open, two-thirds of the children attending are in their pre-school year.

Some of the play centres are registered for less children than accepted but they offer split sessions. For example, Ballysillan and Loop River are both registered for 16 at a time, they accept more children by having them in split sessions. East Belfast has the highest usage with two centres.

#### Mapping of the six play centres against the NIMDM 2005

It is evident from Table A3.11 below that two of the play centres are located within the top 10% most deprived wards and two fall within the top 50% most deprived wards in Belfast.

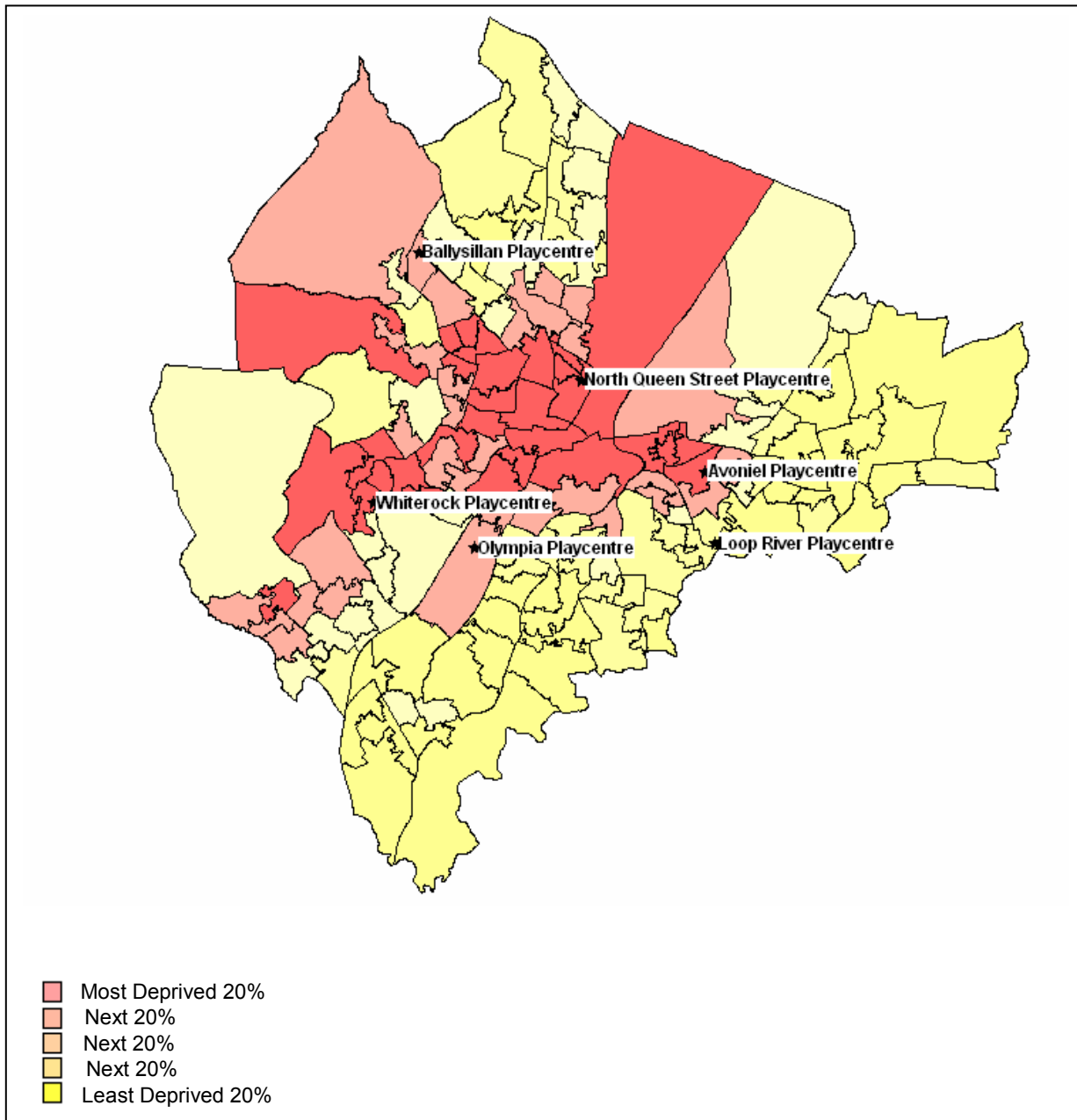
**Table A2.11: Location of six play centres and rank of ward multiple deprivation**

Play centre areas	Play centres	Ward	Rank of Ward Multiple Deprivation
<b>East Belfast</b>	Avoniel	The Mount	<b>11</b>
	Loop River	Orangefield	<b>43</b>
<b>North Belfast</b>	Ballysillan	Ballysillan	<b>28</b>
	North Queen Street	New Lodge	<b>5</b>
<b>South Belfast</b>	Olympia	Blackstaff	<b>16</b>
<b>West Belfast</b>	Whiterock	Whiterock	<b>3</b>

Source: Northern Ireland Multiple Deprivation Measure 2005, NISRA

Note: Ranks in **red** fall within the top 10% most deprived wards in Belfast  
Ranks in **amber** fall within the top 20% most deprived wards in Belfast  
Ranks in **green** fall within the top 40% most deprived wards in Belfast  
Ranks in **black** are outside of the top 50% most deprived wards in Belfast

**Figure A3.12: Belfast City Council play centres and Multiple Deprivation Measure**



### 5.3 Grants

There are six main grant types administered through the Community Services Unit. These include the following grants: advice services, capacity building, revenue, community development projects, play schemes and the community chest.

- **Advice services**

The purpose of advice services grants is to provide overall advice to residents in Belfast through a consortium based approach to the North, South, East, West, and city centre. There are two grant types:

- i) Core funding to cover revenue and other operating costs; and
- ii) Supplementary funding with DSD for advice outreach costs.

Advice and resource centres are located across wards in Belfast based on the consortium approach and then allocated to a wide range of beneficiaries across various wards in Belfast, this is illustrated in Table A3.16.

- **Capacity building**

The capacity building grant aims to provide financial support to community organisations to undertake capacity building work on a city wide basis in Belfast. Capacity building is defined as development work that is delivered to membership community groups within the designated area to strengthen those groups ability to build their structures, systems, people and skills. Table A3 in appendix 3 shows the location of the organisations and groups in receipt of the grants and the multiple range of wards in Belfast who benefit from these grants.

- **Revenue**

The Community Services Unit provides financial support towards running costs of community buildings. Community groups that can demonstrate a broad based programme are given a priority. Eligible running costs include: heat and light, insurance, stationary and office consumables, cleaning materials, health and safety equipment, telephone and postage.

- **Community development projects**

The Community Development Projects grants provide financial support to small scale community projects that strengthen local efforts to enhance and improve the quality of life in local neighbourhoods.

- **Grants for Play schemes**

This grant offers financial support to community based summer play schemes. These programmes offer a wide range of social, recreational & educational activities appropriate for children & young people aged 5-14 years.

- **Community chest grant**

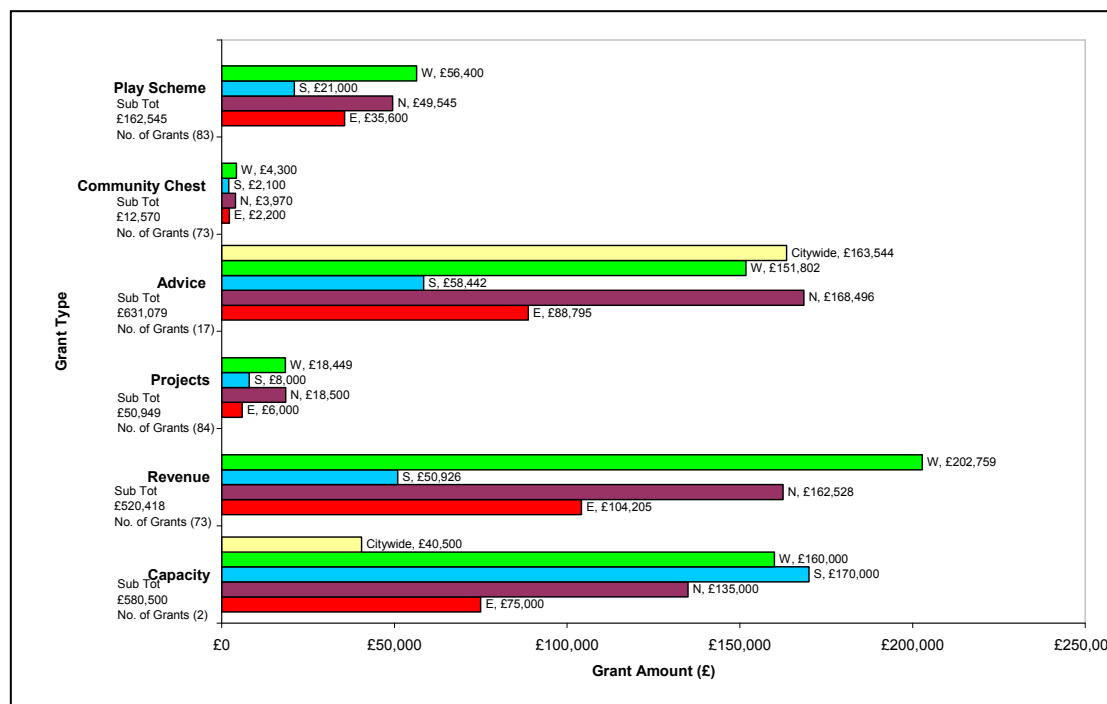
The Community chest grant provides financial support to community activities which promote a sense of community spirit and community involvement, such as the organisation of Halloween or Christmas parties.

### **Grants and funding breakdown**

A total of 348 grants at a value of £2,366,865 was allocated in 2007/08, which includes a contribution from DSD of £1,206,364. Figure A3.13 provides a summary of the grants and funding allocated by Belfast City Council.

Overall advice grants were the highest percentage of the total amount funded in 2006/07 (32%) allocating £631,079 to 17 groups across the city. This is closely followed by capacity grants receiving 30% of the total grants and funding allocation.

Figure A3.13 Summary of grant and funding breakdown



## Mapping of grants and funding against the NIMDM 2005

### Advice grants and capacity grants

Tables A32.16 and A3.17 (at the end of the chapter) clearly map the location of advice centres and organisations in receipt of capacity grants against the NIMDM 2005, but it is difficult to directly map the beneficiaries in receipt of advice and capacity grants against the NIMDM 2005 as a multitude of wards across the city benefit from these grants (this is evident from tables A3.16 and A3.17).

However table A3.16 shows that nearly all the advice centres, apart from three within the south of the city, are located within the top 50% most deprived wards in Belfast. Table A3.17 outlines that nearly all the organisations in receipt of capacity grants, apart from those located within the south of the city are located within the top 20% most deprived wards in Belfast.

It is evident that a multitude of wards benefit from these grants right across Belfast.

### Revenue grants, community development projects grants, grants for play schemes and the community chest grants

The four remaining grants were analysed on an area basis i.e. North, South, East and West against the NIMDM 2005. Table A3.18 (at the end of the chapter) shows that there is a fair distribution of grants and funding across all areas and wards in Belfast, with West Belfast receiving the highest percentage of grants and funding (40%), closely followed by North Belfast receiving (30%) of total grants and funding. South Belfast was allocated the least funding overall, receiving only 8% of total

grants and funding. It is evident that most funding is allocated to the most deprived areas of Belfast (West and North).

Whilst this is generally the case, table A3.18 also highlights that the pockets of deprivation that exist within the Blackstaff and Shaftesbury wards in South Belfast received higher percentages of grants and funding, even though South Belfast is considered to be a more affluent area. However a more detailed ward analysis in table A3.18 of grants allocated illustrates that some wards which fall within the top 10% most deprived wards in Belfast, received limited grant funding from the council.

**Table A3.14 Area based total of revenue grants, community development projects grants, grants for play schemes and the community chest grants and as a % of total grants/ funding**

Area	Grants/funding	Area % of Grants/funding
East	£162,229	22%
North	£226,615	30%
South	£61,121	8%
West	£296,517	40%
<b>Total</b>	<b>£746,518</b>	<b>100.00%</b>

## 2.4 People

### Community development staff and community networks

The community development staff at Belfast City Council provide different services to local communities in order to help build capacity at a local level. Staff regularly take the role of facilitator, pathfinder, advocate and catalyst within local community groups. Community development staff are available at no charge to assist community groups with:

- Information and Advice;
- Effective meetings;
- Strategic planning;
- Group facilitation;
- Community cohesion;
- Establishing a new group;
- Facilities management;
- Training;
- Linking resources;
- Business planning;
- Networking and liaison;
- Project development;
- Sourcing and applying for funding.

Community development staff are involved in facilitating community networks. Community networks provide a forum for community groups and community focused people to meet, exchange information and discuss community issues. Community advisors coordinate, facilitate and offer support for these networks. Each network is shaped to address the needs of members and assist in sharing information, finding solutions to certain common problems or promoting some community events.

## Support of Neighbourhood Renewal Partnerships

The council has representation on 11 of the 12 Neighbourhood renewal areas and partnerships in Belfast. The council has been actively involved in neighbourhood renewal area work by participating in the development of community plans and/or having representatives on different Neighbourhood Renewal Partnerships.

The Council has representatives on:

- Inner North;
- Ligoniel;
- Ballysillan/Upper Ardoyne;
- Crumlin/Ardoyne;
- Lenadoon;
- Andersonstown;
- Upper Springfield;
- Greater Falls; and
- Inner East Neighbourhood Renewal Partnership.
- South West Belfast
- Inner South

There is only one Neighbourhood Renewal Partnerships (Greater Shankill) without Council's representation; however this is likely to change in the future.

## Delivery of community projects

The council has been involved in the delivery of a number of community based projects in partnership with central government, local service providers and community workers. Some of the community based projects are detailed below as five exemplar case studies.

### ***Case Study 1: Shared History Project – South Belfast***

#### ***Aim and objectives of the project***

A Community Development Worker developed a Shared History Project for the Donegall Pass Community Centre and South Belfast Round table on Racism. The purpose of this project was "To raise awareness of anti racist principles, foster community relations through participation and provide anti-racist/cultural awareness training".

#### ***Target beneficiaries***

The project involved members from the local community of Donegall Pass, including the indigenous population as well as the Chinese and Polish communities. The concept centred on the stories of how residents from the three cultures settled in Donegall Pass. The main ethos of the project was to focus on what united people as opposed to what divided them.

#### ***Outputs and results***

The project succeeded in delivering its objectives of engaging with members of the ethnic minority community as well as the indigenous community of Donegall Pass. It explored the cultural and historical backgrounds of the various groups thereby promoting positive dialogue leading to a recognition and greater understanding of other traditions. The project also developed a touring exhibition which was launched at Belfast City Hall.

**Case Study 2: Digital Communities Project – East and West Belfast**

**Aims and objectives of the project**

The Digital Communities project is part of Hewlett-Packard's Global Philanthropy Programme. It is an exciting and dynamic project involving four community centres across East and West Belfast. Belfast City Council became host to two of the community centres, namely Dee Street and Hammer. The voluntary sector is represented by Short Strand and Tullymore Community Centres.

The aim of the project is to provide an opportunity for the relevant communities to have access to IT equipment, acquire computer skills and thereby aid education, skill development and boost employment opportunities. It also aims to help build confidence and trust within and between communities and to foster greater cross-community co-operation.

**Target beneficiaries**

The project provides equipment that marginalised communities can use to provide programmes and activities focusing on tackling and bridging the digital divide.

**Outputs and results**

The project is not just about community training, but also community development. As well as providing certificated courses such as CLAIT 2006 and ECDL, the project has provided other courses including;

- Protecting Kids On-line: awareness training for parents, grandparents and adults concerned about the dangers of internet and e mail;
- Driving Theory course practice: run in conjunction with the PSNI and Lower Shankill Community Association;
- Silver Surfers courses: beginner and internet/email courses for the over 50s. These courses have been run in conjunction with Help the Aged and the Workers Educational Association (WEA).

The Project has encouraged the four community centres to work together, which resulted in the production of a Digital Communities calendar for 2007, featuring images taken by the communities themselves. The four centres also worked together on a Claymation project for 14 -18 year olds. Each community centre had the opportunity to work with a facilitator to produce a two minute clay animation film on the theme "My Community". The young people from each centre gave their views on what it's like to be young and living in these communities.

**Case Study 3: The 'Keep It Safe!' event – North Belfast****Aims and objectives of the project**

The aim of the 'Keep It Safe' event was to provide opportunities for young people from the North Belfast area, between the ages of 14-18 years, to explore community safety issues that affect them such as drugs, alcohol, smoking, internet and mobile phone misuse, health, anti-social behaviour, racism, sectarianism, graffiti and policing through a multi agency approach. The event encouraged the promotion of good relations as the diversity of the youth groups invited crossed over many of the social, economic, religious and cultural divides that exist within North Belfast.

**Key partners involved**

A total of 140 participants attended. The event was planned and implemented by the Upper Ardoyne Youth Forum in partnership with Concorde Community Centre and Upper Ardoyne Community Partnership staff based at Concorde Community Centre and took place at Belfast Castle on 21 March 2007.

**Outputs & results**

The actual needs of young people rather than perceived needs were addressed. Workshops and information stands were chosen via an in-depth audit carried out by Upper Ardoyne Youth Forum members who were involved fully throughout the planning and development process. They also won a £1,000 prize awarded by Belfast Community Safety Partnership, Belfast City Council Youth Forum and the Thomas Devlin Trust.

Feedback received from participants who attended the event was very positive with all participants (100%) indicating that they had improved their learning in relation to

**Case Study 4: Ardcarne Community Association Development – East Belfast****Aims and objectives of the project**

Ardcarne estate comprises of a mix of Northern Ireland Housing Executive (NIHE) accommodation. It lies at the very edge of Belfast and borders the Castlereagh areas of Dundonald and Tullycarnett. It has many social needs which are often hidden by its proximity to Stormont and Cherryvalley. Historically there has been little community development activity and until recently no community services input into the area. This changed in the last five years, in the summer of 2002 a small summer programme based around a mobile play van was organized. This proved a great success and acted as a catalyst for local people to become more active within the community.

**Key partners involved**

With support from both local councillors and Community Services staff a Residents Association was formed. Meetings initially took place within residents' own homes, however it became clear that a more permanent base was required. NIHE was approached and a small flat was made available for use. A full and inclusive programme of activities has been undertaken with many external organisations being able to feed into the estate through the group. These include Social Services, PSNI, NIHE, Probation and BELB youth service.

**Outputs and results**

Cross community and cross border links have been established and maintained. As well as social and educational projects, links with proposed housing developments in the area have taken place. This has led to the potential expansion of the group and the possibility of a new purpose built community centre being secured.

The Community Services Unit provided all necessary support to enable this local community development project to develop, grow and be effective.

**Case Study 5: Play for All project**

**Aims and objectives of the project**

To enable the participation of children with disabilities within their local play projects and summer schemes based in community, play and leisure centres.

**Key partners involved**

The project works in partnership with Barnardo's, Down District Council and the Eastern Childcare Partnership. Through the partnership, a Play Development Worker is employed through Barnardo's to work in the Belfast and Down District Council areas to support inclusion through liaising with and providing support to families, centres and relevant agencies.

**Target beneficiaries**

The main beneficiaries are children with disabilities who are now able to access provision in their local communities. The project primarily supports inclusion in the summer schemes as children with disabilities attend schools outside their areas and are not often home in time to access after school provision. To develop inclusion throughout the year a Saturday club has been piloted in one play and one community centre and provides play opportunities for local children of all abilities.

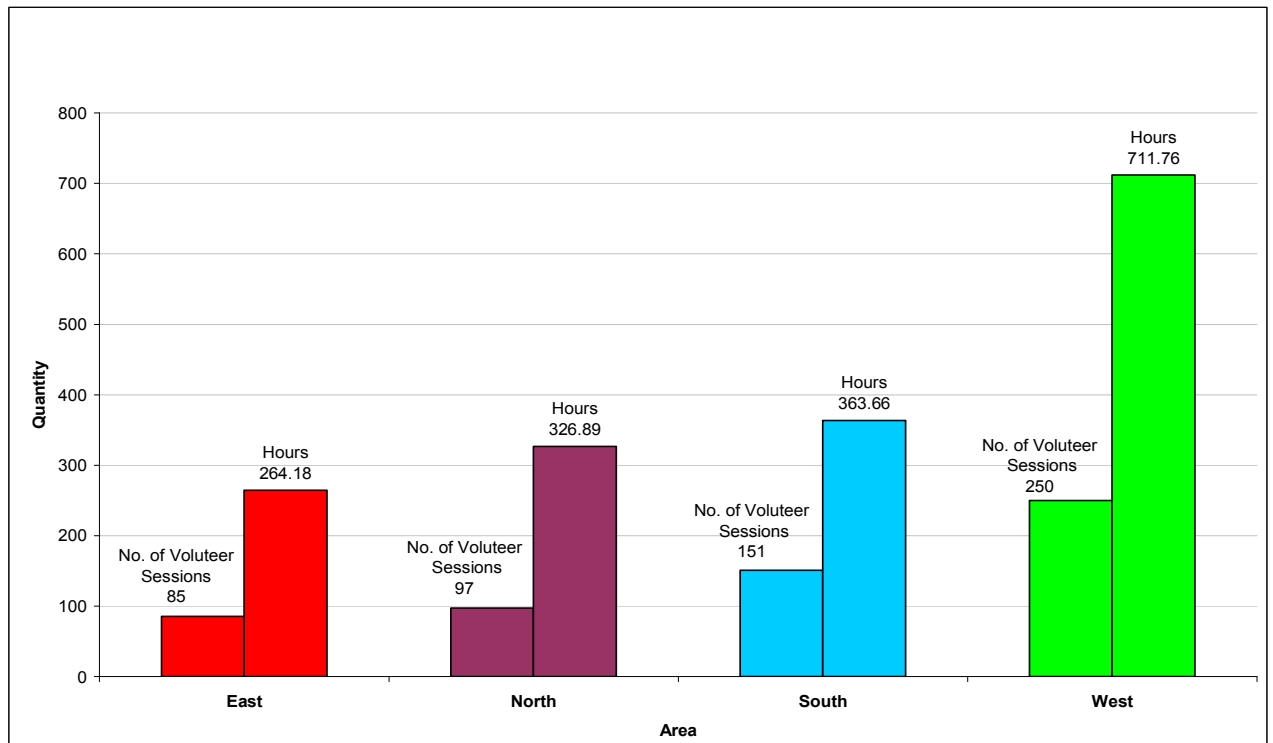
**Outputs and results**

The project has been running for nine years. In 2006, seventy six children with disabilities attended summer schemes in community and play centres. Support staff has been provided where necessary. As centres have been involved in the project, their knowledge and experience has increased depending less on the need for an additional worker. In 2007, two play staff will be taking over the role from Barnardo's to enable Belfast City Council to provide support from within. This will be undertaken with the support of Barnardo's.

**Engaging volunteers**

Volunteering is very important for delivering community services. In 2006/07 more than 22,000 volunteer sessions supported community centre activities. Their overall time amounted to 62,205 hours, which equates to 7,776 days (9-5 working hours). Volunteer numbers and hours are presented in Figure A3.15.

**Figure A3.15: No. of volunteers and hours worked in 2006/07**



It is evident from Figure A3.15 that West Belfast has the highest number of volunteers and volunteer hours. East Belfast has the lowest number of volunteers and volunteer hours.

Volunteering is a core resource to community development and an invaluable resource to the council's community centres. However the council does not have a policy for recruitment and development. Volunteers are needed however to run many of the programmes and activities held in community centres.

More detailed tables

Table A3.16 Ward location of advice centres

East Belfast Advice Consortium			
Name of Advice Centre	Advice Centre Ward	Rank of Advice Centre Ward Multiple Deprivation	Ward location / Rank of multiple deprivation of beneficiary of Advice grants
East Belfast Independent Advice Centre	The Mount	11	Ballymacarret (8), The Mount (11), Woodstock (21), Bloomfield (30), Orangefield (43), Ravenhill (40), Bloomfield (30)
CAB (East Belfast)	Island	18	Ballyhackamore (42), Island (18), Knock (45), Sydenham (31), Ballymacarret (8), Bloomfield (30), The Mount (11)
North Belfast Advice Consortium			
Name of Advice Centre	Advice Centre Ward	Rank of Advice Centre Ward Multiple Deprivation	Ward location / Rank of multiple deprivation of beneficiary of Advice grants
Vine Centre	Crumlin	4	Ligoniel (22), Ballysillan (28), Cliftonville (24), Ardoyne (6), Waterworks (12), New Lodge (5), Ligoniel (22), Cavehill (47), Bellevue (32), Castlevue (33), Duncairn (9)
Tar Isteach	New Lodge	5	Bellevue (32), Cavehill (47), Castlevue (33), Duncairn (9), Fortwilliam (35), Ligoniel (22), Ballysillan (28), Chichester Park (29), Cliftonville (24), Glencairn (15), Ardoyne (6), Waterworks (12), Highfield (23), Woodvale (10), Crumlin (4), New Lodge (5)

<b>North Belfast Advice Consortium</b>			
CAB (Antrim Road)	New Lodge	<b>5</b>	New Lodge (5), Duncairn (9), Ardoyne (6), Fortwilliam (35), Waterworks (12), Cavehill (47), Woodvale (10), Ballysillan (28), Castlevue (33), Chichester (29), Crumlin (4), Cliftonville (24), Ligoniel (22)
Ardoyne Association	Ardoyne	<b>6</b>	Ardoyne (6), Ballysillan (28), Ligoniel (22), Cavehill (47), Bellevue (32), Castlevue (33), Duncairn (9)
Lower North Belfast Community Council	Duncairn	<b>9</b>	Bellevue (32), Cavehill (47), Castlevue (33), Duncairn (9), Fortwilliam (35), Ligoniel (22), Ballysillan (28), Chichester Park (29), Cliftonville (24), Ardoyne (6), Waterworks (12), New Lodge (5)
Ligoniel Improvement Association	Ligoniel	<b>22</b>	Ligoniel (22), Ballysillan (28), Cavehill (47), Bellevue(32), Castlevue (33), Duncairn (9)
Ballysillan Community Forum	Ligoniel	<b>22</b>	Ballysillan (28), Ligoniel (22), Cavehill (47), Bellevue (32), Castlevue (33), Duncairn (9)
<b>South Belfast Advice Consortium</b>			
<b>Name of Advice Centre</b>	<b>Advice Centre Ward</b>	<b>Rank of Advice Centre Ward Multiple Deprivation</b>	<b>Ward location / Rank of multiple deprivation of beneficiary of Advice grants</b>
South City Resource and Development Centre	Blackstaff	<b>16</b>	Blackstaff (16), Shaftesbury (14), Malone (51), Windsor (38), Musgrave (41), Finaghy (48)
Suffolk and Andersonstown CAB	Andersonstown	<b>26</b>	Finaghy (48), Musgrave (41), Upper Malone (37)
Ballynafeigh Community Development Association	Ballynafeigh,	<b>34</b>	Ballynafeigh (34), Rosetta (44), Shaftesbury (14), Botanic (36), Ravenhill (40), Stranmillis (50)
Windsor Women's Centre	Windsor	<b>38</b>	Shaftesbury (14), Botanic (36)

<b>West Belfast Advice</b>			
<b>Name of Advice Centre</b>	<b>Advice Centre Ward</b>	<b>Rank of Advice Centre Ward Multiple Deprivation</b>	<b>Ward location / Rank of multiple deprivation of beneficiary of Advice grants</b>
Shankill CAB	Shankill	<b>1</b>	Woodvale (10), Upper Springfield (7), Shankill (1), Highfield (23), Glencairn (15), Falls (2), Falls Park (25), Clonard (13), Whiterock (3), Woodstock (21)
Corpus Christi Services	Whiterock	<b>3</b>	Blackstaff (16), Falls Park (25), Upper Springfield (7), Whiterock (3)
Falls Community Council	Whiterock	<b>3</b>	Falls Park (25), Falls (2), Beechmount (19)
Greater Turf Lodge Residents' Association	Upper Springfield	<b>7</b>	Falls Park (25), Upper Springfield (7), Whiterock (3), Glen Road (17)
EPIC	Woodvale	<b>10</b>	Woodvale (10), Shankill (1)
Neighbourhood Development Association	Clonard	<b>13</b>	Clonard (13), Falls (2), Blackstaff (16)
Falls CAB	Clonard	<b>13</b>	Woodvale (10), Whiterock (3), Upper Springfield (7), Shankill (1), Highfield (23), Glencairn (15), Falls (2), Falls Park (25), Clonard (13), Woodstock (21)
SCA Ltd	Beechmount	<b>19</b>	Clonard (13), Falls (2), Beechmount (19), Whiterock (3), Upper Springfield (7), Falls Park (25), Glen Road (17), Andersonstown (26), Ladybrook (27), Glencolin (20)
Falls Women's Centre	Beechmount	<b>19</b>	Clonard (13), Falls (2), Beechmount (19), Whiterock (3), Upper Springfield (7), Falls Park (25), Glen Road (17), Andersonstown (26), Ladybrook (27), Glencolin (20)

Central Advice Consortium			
Name of Advice Centre	Advice Centre Ward	Rank of Advice Centre Ward Multiple Deprivation	Ward location / Rank of multiple deprivation of beneficiary of Advice grants
Belfast Unemployed Resource Centre	Duncairn	9	
CAB	Shaftesbury	14	Blackstaff (16), Shaftesbury (14)

Table A3.17 Ward location and multiple deprivation rank of capacity grant recipients

<b>East Belfast Capacity Grants</b>			
<b>Name of organisation in receipt of grant</b>	<b>Capacity Centre Ward</b>	<b>Rank of Capacity Centre Ward Multiple Deprivation</b>	<b>Ward location / Rank of multiple deprivation</b>
Gae Lairn	Ballymacarrett	8	Ballymacarrett (8), Woodstock (21), Sydenham (31), Knock (45)
Short Strand Comm Forum	Ballymacarrett	8	Ballymacarrett (8)
East Belfast Community Develop	The Mount	11	Ballyhackamore (42), Belmont (39), Cherryvalley (46), Island (18) Knock (45), Stormont (49), Sydendam (31), Ballymacarrett (8), Bloomfield (30), Orangefield (43), Ravenhill (40), The Mount (11), Woodstock (21)
<b>North Belfast Capacity Grants</b>			
<b>Name of organisation in receipt of grant</b>	<b>Capacity Centre Ward</b>	<b>Rank of Capacity Centre Ward Multiple Deprivation</b>	<b>Ward location / Rank of multiple deprivation of beneficiaries</b>
Ashton Community Trust	New Lodge	5	New Lodge (5), Waterworks (12), Cliftonville (24)
Ligoniel Improvement Assoc	Ligoniel	22	Bellevue (32), Duncairn (9), Ardoyne (6), Ieliel (22) New Lodge (5), Waterworks (12), Cliftonville (24),
Lower North Belfast Comm Counc	Duncairn	9	Ballysillan (28), Duncairn (9)
Play Resource Warehouse	Duncairn	9	All wards of Belfast

<b>South Belfast Capacity Grants</b>			
<b>Name of organisation in receipt of grant</b>	<b>Capacity Centre Ward</b>	<b>Rank of Capacity Centre Ward Multiple Deprivation</b>	<b>Ward location / Rank of multiple deprivation of beneficiaries</b>
Belfast South Comm Resource	Shaftesbury	14	Windsor (38)
Greater Village Regeneration	Blackstaff	16	Windsor (38)
South City Resource & Development	Blackstaff	16	Blackstaff (16)
Ballynafeigh C D A	Ballynafeigh	34	Ballynafeigh (34)
Taughmonagh Community Forum	Upper Malone	37	Finaghy (48)
Engage With Age	Ravenhill	40	Blackstaff (16) ,Finaghy (48), Malone (51), Musgrave (41), Upper Malone (37), Windsor (38), Ballynafeigh (34), Botanic (36), Rosetta (44), Shafterbury (14), Stranmillis (50), Ballymacarrett (8), Bloomfield (30), Orangefield (43), Ravenhill (40), The Mount (11), Woodstock (21), Ballyhackamore (42), Belmont (39), Cherryvalley (46), Island (18), Knock (45), Stormont (49), Sydendam (31)
<b>West Belfast Capacity Grants</b>			
<b>Name of organisation in receipt of grant</b>	<b>Capacity Centre Ward</b>	<b>Rank of Capacity Centre Ward Multiple Deprivation</b>	<b>Ward location / Rank of multiple deprivation of beneficiaries</b>
Greater Shankill Community Cou	Shankill	1	Ardoyne (6), Ballysillian (28), Shankill (1) Woodvale (10), Glencairn (15), Highfield (23)
Divis Joint Development Commit	Falls	2	Falls (2),Beechmount (19), Clonard (13)
Roden St Community Development	Falls	2	Falls (2), Beechmount (19), Clonard (13)
Falls Community Council	Whiterock	3	Andersonstown (26), Falls Park (25) Glencolin (20), Glen Road (17), Ladybrook (27), Beechmount (19), Clonard (13), Upper Springfield (7), Whiterock (3)
Upper Springfield Development	Whiterock	3	Upper Springfield (7), Whiterock (3)

Table A3.18 Funding allocation based on multiple deprivation of wards

Area	Ward	Rank of Ward Multiple Deprivation in Belfast	Total Ward Funding	% of Total Funding
East	Ballyhackamore	42	£0.00	0.00%
	Ballymacarett	8	£15,671.08	2.10%
	Belmont	39	£0.00	0.00%
	Bloomfield	30	£34,107.42	4.57%
	Cherryvalley	46	£6,217.48	0.83%
	Island	18	£23,816.72	3.19%
	Knock	45	£10,817.21	1.45%
	Orangefield	43	£4,187.75	0.56%
	Stormont	49	£8,434.96	1.13%
	Sydenham	31	£3,594.88	0.48%
	The Mount	11	£51,331.30	6.88%
	Woodstock	21	£4,050.00	0.54%
<b>Total</b>			<b>£162,228.80</b>	<b>21.73%</b>
North	Ardoyne	6	£2,250.00	0.30%
	Ballysillan	28	£26,525.06	3.55%
	Bellevue	32	£16,097.45	2.16%
	Castleview	33	£21,416.57	2.87%
	Chicester Park	29	£12,158.03	1.63%
	Cliftonville	24	£31,908.03	4.27%
	Crumlin	4	£26,459.68	3.54%
	Duncairn	9	£11,794.88	1.58%
	Fortwilliam	35	£5,694.88	0.76%
	Ileiel	22	£10,076.30	1.35%
	New Lodge	5	£51,346.30	6.88%
	Waterworks	12	£8,302.54	1.11%
	Woodvale	10	£2,585.00	0.35%
	<b>Total</b>			<b>£226,614.72</b>
South	Ballynafeigh	34	£3,350.00	0.45%
	Blackstaff	16	£25,951.83	3.48%
	Botanic	36	£14,084.56	1.89%
	Finaghy	48	£1,000.00	0.13%
	Malone	51	£0.00	0.00%
	Musgrave	41	£0.00	0.00%
	Ravenhill	40	£0.00	0.00%
	Rosetta	44	£0.00	0.00%
	Shaftesbury	14	£14,634.64	1.96%
	Stranmillis	50	£1,000.00	0.13%
	Upper Malone	37	£1,100.00	0.15%
	Windsor	38	£0.00	0.00%
	<b>Total</b>			<b>£61,121.03</b>
West	Andersontown	26	£11,111.00	1.49%
	Beechmount	19	£60,640.00	8.12%
	Clonard	13	£30,611.00	4.10%
	Falls	2	£15,226.00	2.04%
	Falls Park	25	£8,194.00	1.10%
	Glen Road	17	£23,164.00	3.10%
	Gencairn	15	£5,827.00	0.78%
	Glencolin	20	£2,450.00	0.33%
	Highfield	23	£12,188.00	1.63%
	Ladybrook	27	£20,324.00	2.72%
	Shankill	1	£49,629.80	6.65%
	Upper Springfield	7	£37,144.40	4.98%
	Whiterock	3	£17,423.00	2.33%
	Woodvale	10	£2,585.00	0.35%
<b>Total</b>			<b>£296,517.20</b>	<b>39.72%</b>
<b>Overall Total Funding</b>			<b>£746,481.75</b>	

Source: Northern Ireland Multiple Deprivation Measure 2005, NISRA

Note: Ranks in red fall within the top 10% most deprived wards in Belfast  
Ranks in amber fall within the top 20% most deprived wards in Belfast  
Ranks in green fall within the top 50% most deprived wards in Belfast  
Ranks in black are outside of the top 50% most deprived wards in Belfast

## APPENDIX 2

Draft Final CSP

### **Consultation with key stakeholders**

#### **A1.1 Key findings from consultation**

As part of the process of developing the Community Support Plan we undertook a number of pre consultation and consultation activities with the following stakeholders:

- Councillors;
- Community services staff;
- Other internal council departments;
- Community centre management committee members;
- Other statutory organisations; and
- Community and voluntary sector organisations

External consultation was undertaken by Williamson Consulting on behalf of Belfast City Council, and the internal consultation was led by the Development Department in the council.

The public consultation period lasted from 14<sup>th</sup> January 2008 to 7<sup>th</sup> March 2008. In summary:

- 19 events were held;
- 2001 questionnaires were distributed to householders, 114 returned at 5.7% response rate;
- 52 online responses were received; and
- 8 written responses from:
  - Belfast community sports development network
  - VSB
  - Belfast area partnerships
  - East Belfast community development agency
  - Health Action Zone
  - NI Volunteer Development Agency
  - West Belfast Partnership Board
  - Rainbow Project.

It has not been possible to include all the views expressed but the views herein represent an overview of the dominant themes.

## **A1.2 General Comments**

The majority of commentators felt that while the draft Community Support Plan (CSP) was very comprehensive, it is too ambitious for the Council to deliver alone. It was suggested that the final CSP should therefore highlight the specific role that the council's community services unit will take in delivering the actions and meeting the needs and concerns of the sector.

*Council's response and actions*

*Council are committed to working in partnership to delivery the targeted outcomes. We also recognise the need for further clarity on the role of the community services unit and have included a new section 'Our role' in Chapter 5.*

*Based on the consultation feedback, we have decided to focus the work of Community Services Unit at two levels:*

### **1) Take a lead role through:**

- *A partnership approach;*
- *Coordination of council departments and projects which are community focused*
- *Development of a partnership based community development strategy for Belfast*
- *Evidence based policy responses.*

### **2) Support groups and citizens through:**

- *Providing assistance to local groups to access grants and practical help;*
- *Helping local groups to cooperate with each other;*
- *Signposting residents and local groups to sources of support where it is available;*
- *Support for neighbourhood planning;*
- *Ensuring effective communication within the sector; and*
- *Ensuring access to facilities such as community centres*

## **A1.3 Priorities and strategic themes**

A common view expressed by consultees was that it might be too ambitious to tackle all of the identified priorities in this plan period. Also, given the nature of the needs identified, respondents noted that a cohesive and holistic approach will be required to address the themes involving more than just the council.

It was indicated that the council needs to ensure it has the capacity to deliver on the themes and priorities identified; and at the same time the council needs to work on building capacity in the community.

*Council's response*

*The council agrees that the extent of identified priorities is perhaps too ambitious and has therefore refined the priorities for this period. Given the needs analysis and the results of the consultation, we have decided to focus on:*

- **Development of a Community Development Strategy for Belfast**

*Council is committed to working in partnership to agree a strategic framework for community development in the city. We intend to identify and invite key players to jointly agree a process and associated action plan with a view to launching an agreed strategy by 2010. Council do not underestimate the challenge involved given the complex nature of the sector and the current context of change; however we are committed to leading an inclusive process and facilitating a partnership approach with related resources.*

- **Improve grass roots participation**

*The engagement of local people is an essential ingredient of good community development practice. We intend to exploit the asset of our locally based staff network to improve the opportunities, avenues, methods and capacity for community engagement. The CSU and the SNAP team will work closely with the sector to support local area working within both the current arrangements and to identify sustainable mechanisms in light of the Review of Public Administration.*

- **Improve citizen access to Council services**

*A new business planning framework and restructuring of the service will contribute to our key objective of improving access to our council owned facilities. We will also endeavour to work with other stakeholders, including DSD and the sector, to assess local needs against current neighbourhood provision in order to support holistic planning of service provision for local communities.*

- **Business Improvement**

*We are committed to a continuous improvement agenda with particular focus on improvements to our customer focus, evidence based decision making, performance framework, grant support, internal and external communications and asset management.*

*The council is committed to working in partnership and endorses the views expressed in the consultation that success can only be achieved through holistic and joined up endeavours by all stakeholders. Council agrees that a partnership approach with clearly defined roles and responsibilities is critical to the success of the CSP which is why we have indicated more explicitly in the action plan which actions we will:*

- *Lead;*
- *Lobby;*
- *Facilitate; or*
- *Deliver*

### **A1.5 Objectives and actions**

The consultees felt that the list of objectives was quite comprehensive, however the view was that some of the objectives are the remit of some other organisations, and thus the council should only support these.

For example:

- Governance and quality standards issues is provided through organisations such as NICVA, DSD., VDA., Atlantic Philanthropy.
- VSB and VDA are leaders in promotion, development and capacity of volunteers;

*Council's response and actions*

*Based on these views the council will not develop quality standards for community organisations as a strategic action, but rather we will work to support NICVA, DSD, VDA and other organisations in this field.*

*Volunteering is a critical issue for the council. A key priority action is the development of a Council volunteering policy; in this process we will seek advice from organisations who specialise in the development of volunteers.*

### **A 1.6 Some other specific comments**

Consultees had some suggestions on either what needs to be more highlighted, improved, or added to the final version of CSP, such as:

- It is crucial that the grant programme is outcome focused;
- Community development strategy is a priority but on a city wide level;
- To work on inclusion of immigrants;
- Include business improvement and investing as separate objectives; and
- Set up more children and young people projects;

*Council's response and actions*

*Some of these suggestions reinforce the current objectives in the CSP. We will focus our efforts on community development strategy and have already embarked on a review exercise to ensure that our grants programme is outcome focused. Also we are planning to develop a Children and Young People Strategy for the council which will result in increased efforts to target children and young people and address their needs. We have also included a more specific objective in relation to immigrants and a section on 'people and processes' which explains how we will invest in our staff and improve our service delivery.*

**Belfast City Council**

<b>Report to:</b>	Development Committee
<b>Subject:</b>	SNAP Update
<b>Date:</b>	13 August 2008
<b>Reporting Officer:</b>	Marie-Thérèse McGivern, Director of Development ext 3470
<b>Contact Officer:</b>	Siobhan Watson, SNAP Manager ext. 3579

**Relevant Background Information**

The Strategic Neighbourhood Action Programme was established in April 2007 to develop the necessary policies and procedures to enable BCC to more accurately target its service delivery within well-defined geographical areas across the city, in other words, 'City Places'.

Over the past 16 months the SNAP team has undertaken work to design and develop a Local Area Working Framework for the Council. Key achievements include the following:

- Neighbourhood Geography designed and approved by Council. 21 City Places have been created as a basis for Local Area Working activity.
- Public Consultation held to gain views on Council's plans for Local Area Working, The over-arching conclusion from this consultation was that the local area working approach generally makes sense as issues/needs vary across the city and that it fits in with community planning. Copy of Consultation Feedback contained in **Appendix 2**.
- Information and Research undertaken to build up local knowledge at smaller geographical areas e.g. development of Citystats, area profiles, neighbourhood services knowledge base, internal service delivery audit.
- Undertook significant awareness raising amongst staff and external organisations
- Neighbourhood Renewal Co-ordination for Council which includes approval for 11 out of 12 Action Plans for the areas through the Council process, examination of implications for BCC, co-ordinating Officer participation and providing a support framework to address issues.
- Developed a corporate local area working framework model which is underpinned by the Academy for Sustainable Communities Wheel.
- Embedded the need to implement Local Area Working within the Council's Corporate Plan which highlights the Council priorities for 2008-2011.

A full analysis of work carried out by the SNAP team over the course of the last 16 months is contained within **Appendix 1**.

**Key Issues**

The SNAP team has been in operation for 16 months and there are a number of key activities that will need to be undertaken in the coming months in order to progress further. These include:-

- Examination of the organisational implications for the implementation of local area working including the wider strategic context and recognition of the future neighbourhood convening role of the council after the RPA.
- Incorporate key recommendations from the public consultation on Local Area Working.
- Completion of 21 Area profiles
- Development of Citizen Engagement Toolkit and consideration of future engagement mechanisms.
- Development of Citystats as the Council's Neighbourhood Information Service.
- Identification and development of internal structures and mechanisms to support Local Area Working within the Council
- Identification of a number Cityplaces across the city that could be used to pilot Local Area Working.
- Development and implementation of Neighbourhood Renewal Actions pertaining to Belfast City Council.

Reports on progress against these areas will be provided to Members in due course.

**Resource Implications**

Human Resources

Co-ordinated by the SNAP team

**Recommendations**

- To note the report and the key conclusions arising from the consultation process

**Documents Attached**

**Appendix 1** - SNAP Update paper

**Appendix 2** – SNAP Consultation feedback

## **APPENDIX 1**

### **Neighbourhood Working**

In October 2005 Belfast City Council's Development Committee agreed to initiate the Strategic Neighbourhood Action Programme as a means of guiding Council's service delivery at a local level. The key function of SNAP is to provide the policy framework and mechanisms within which Council can undertake integrated area based planning and link this to area based delivery. SNAP is also an integral part of Community Planning and will play a key role in linking community needs to the overall vision for the city.

There are a number of key stages involved in the implementation of SNAP can be detailed as follows:

- Appoint a SNAP team to develop and implement SNAP;
- Develop the information systems necessary to deliver SNAP;
- Determine and propose defined neighbourhood areas for the delivery of SNAP;
- Develop mechanisms for engaging elected representatives in the process;
- Ensure that SNAP is an integral part of the Council's next corporate strategy and the community planning process;
- Mobilise internal services in the SNAP process and thus ensure that they are fully engaged in the corporate approach to neighbourhood working;
- Examine how we currently deliver our services and our capacity to adapt them to best serve our neighbourhoods and put in place mechanisms for joining up service delivery;
- Examine the capacity of local communities to articulate their requirements and work with them to develop this;
- Map the role, function and future plans of partner organisations at a local level;
- Research and produce proposals for community engagement;
- Develop a detailed implementation plan for delivering SNAP;
- Scope future resource needs to ensure effective implementation; and
- To put the infrastructure in place to enable SNAP to be rolled out.

### **Progress to date**

#### **1.0 SNAP Team**

The SNAP team comprising of a Manager, Communication and Information Officer and Research Officer have been appointed and in position since April 2007. The team is responsible for developing the SNAP framework and necessary mechanisms for rolling out the full programme.

## **2.0 Neighbourhood Geography**

A key priority activity for the SNAP team has been to determine and propose defined neighbourhood areas for the delivery of SNAP.

Over the past year work has been undertaken to define the neighbourhood geography. A range of guiding principles were established for assessing potential neighbourhood geography which are detailed as follows:

### **i. Universal coverage**

The SNAP model must ensure service delivery to everyone in Belfast. Other area models select only a proportion of the city's geography.

### **ii. Alignment to existing administrative tracts for information and data collection**

An essential part of the process is to gather a range of socio-economic and demographic data from as many sources as possible and therefore it is essential that boundaries are co-terminous with existing statistical geographies, e.g. Census Output Area's, Super Output Area's and Wards.

### **iii. Recognition**

The area should be recognisable to local people and local representatives. The SNAP geographies should where possible align themselves to local neighbourhoods as perceived by local people. In addition to this SNAP areas should also reflect the areas of political responsibility.

### **iv. Equal Population Proportionality**

Areas should have an agreed population size range. All areas should have similar population sizes to ensure that it has an equal relationship with the Council and to ensure that any SNAP mechanisms that are in place can be supplied in a similar fashion. Areas must be small enough to allow SNAP to identify and isolate local differences to service requirements but large enough to be cost effective to administer.

### **v. Optimal number of SNAP districts**

The number of Districts must be cost and time efficient whilst conducive to effective delivery of services.

### **vi. Co-terminous with existing structures**

The SNAP model should work effectively with existing neighbourhood structures. A number of structures are already in operation throughout the city such as the Neighbourhood Renewal Partnerships, Area Partnerships, etc. The SNAP structure should avoid duplication by identifying where possible and practical, neighbourhood geographies that are co-terminous with existing structures.

### **vii. City Centre**

Given that BCC has identified the City Centre as a corporate priority one of the SNAP areas should incorporate city centre as a discreet neighbourhood.

A preferred option was agreed by Members which included the creation of 21 discreet areas across the city. The Cityplaces model will allow us to collect and share information and engage with citizens at smaller geographical levels. We can combine any combination of City Places to help plan services and to work alongside other initiatives and partners. This geographical model was ratified by Council in February 2008. A map of the areas is contained within Appendix 1.

### **3.0 Consultation**

In 2007, the model for Local Area Working was designed and went out to a public consultation. A range of methods were used such as public meetings, household surveys, questionnaires etc.

The following questions were discussed with regard to Local Area Working:-

- Do you think Local Area Working should be a priority for the Council?
- What do you think are the main local priorities for the city?
- How can the Council best support local engagement across the city?
- What is the best way to get individual citizens involved in influencing the Council's work?

A full analysis of the Consultation response is contained within Appendix 2 but the key findings can be summarised as follows:

- There was a general view that the plans to adopt a local area working approach generally makes sense as the needs/issues of concern vary across the city and it was acknowledged that this fits with Community Planning.
- There is a need to integrate local issues within a citywide framework.
- There is a need to ensure that interface areas are dealt with in a sensitive way.
- Engagement methods should be adopted to address different issues or target groupings.
- Council should use its civic leadership to link city places to other agencies in order to get things done.
- Bin collection, community safety and street cleaning were considered to be the highest priority services at a neighbourhood level.

## **4.0 Information and Research**

One of the key priorities of the SNAP process is to develop the necessary information data and information systems to support the implementation process. A number of key activities are on-going and planned, which can be identified as follows:

- Citystats;
- Area Profiles
- Neighbourhood Services Database;
- Statutory Agency research
- Neighbourhood participation methodologies; and
- Internal Service Delivery Audit.

### **3.1 Citystats**

Citystats is an information portal for the Council. The information collated through Citystats would enable the Council to build up a complex profile of the city's neighbourhoods and put in place a robust evidence-based decision making system based on accurate and current data from a wide range of services.

A software package has been purchased to begin the process of collating area based data with both internal and external datasets which would enable the creation of area based profiles. An internal working group has also been established to drive the project forward and strong linkages have been developed with NISRA who are also represented on the group. NISRA has also confirmed that they would like to place a secondee within the Council to further develop this relationship.

A key priority for the Citystats project will be to identify the availability of internal datasets for the system. A standard template has been developed which provides guidelines for collating data that would be compatible for Citystats this includes the provision of a postcode grid reference. Once this information is collated it will need to be quality tested before inclusion in the system.

### 3.2 Area Profiles

The process for developing in-depth analysis of each geographical area has now commenced. The Area profiles have been designed to compliment the Sustainable Communities wheel. The main indicators for sustainability are:

**Well Run** – with effective and inclusive participation, representation and leadership.

**Well Served** – with private, public, community and voluntary services that are appropriate to people's needs.

**Environmentally sensitive** – providing places for people to live that are considerate of the environment.

**Well designed and built** – featuring quality built and natural environment

**Thriving** – a flourishing and diverse local economy.

**Well Connected** – with good transport services and communication linking people to jobs, schools, health etc.

**Fair for everyone**- including those in other communities, now and in the future.

**Active, Inclusive and Safe** – Fair, tolerant and cohesive with a strong local culture and other shared communities.

The Area Profiles are a very rich source of local intelligence which will create a real time understanding of our communities and citizens. They will allow both Officers and Members the opportunity gain access to localised information on needs, local priorities and existing service delivery. It will also be an excellent business planning tool that can assist with accurate resource allocation and local service design based on the key issues and needs of specific areas.

Sample copies of the Area profiles are contained within Appendix 3.

### 3.3 Neighbourhood Services Database

One of the fundamental requirements in making SNAP work is that the Council has a firm understanding of the social capacity within each neighbourhood in which services will be delivered. Therefore a critical element in the success of SNAP will be to develop a key understanding of the on-going work of other organisations, representative bodies, partnerships and agencies that are currently operating services at a neighbourhood level in the city.

The Neighbourhood Services audit has built upon existing work undertaken in this area by NICVA (Sectornet) and DSD's government funding database (itself an extension of sectornet). The outputs of the dataset are linked to the area profiling work within Citystats.

The research undertook the following:

- A survey of current statutory, community, voluntary and neighbourhood groups who play a role at a neighbourhood level. This also included partnerships, initiatives, task forces and neighbourhood policy frameworks; and
- Creation of a database providing indicative details such as organisation name, contact information, main base of operation, area of service delivery, existing plans and strategies, funding sources, service delivery programme delivery details, client base, relationship to Belfast City Council and opportunities for shared working with Council.

This research identified that there are approximately 4000 organisations providing some kind of neighbourhood service at a local level. Further analysis was carried out with 674 organisations which identified the following:

- 32% received core funding from central government.
- 52% own, rent or manage their own building
- 21% classify children and young people provision as their primary service
- 9% classify community development as their main activity
- 52% deliver their services within a specific geographic location in the city
- 49% deliver services to less than 1,000 people
- 67% regularly consult with the people the service is provided to

In terms of important community services that the Council provides, the following were identified as key priorities:

- Waste Collection
- Street Cleansing
- Health Education and promotion
- Environmental Health
- Community Services activities
- Community Centre provision
- Grant schemes
- Civic events
- Recycling services
- Economic Development & Job Creation
- Parks and playgrounds
- Good Relations
- Community Safety

### **3.4 Statutory Services Mapping**

The Unit has recently embarked on a further piece of research to augment the Neighbourhood Services Knowledge Base. This research will map statutory service provision and future planned provision at an area level, identify which data collection methods carried out by these organisations that could inform the Council's own neighbourhood intelligence system as well as identifying joint initiatives with Council.

### **3.5 Neighbourhood Participation Methodologies**

This piece of work has identified best practice in neighbourhood working and community engagement by public service providers in Europe. Five cities were profiled as best practice models and recommendations regarding how this could be implemented in Belfast have also been provided. The final report is due at the end of November.

### **3.6 Internal Service Delivery Audit**

The implementation of SNAP will mean a transition in the way services are delivered by Council – moving away from the current departmental delivery to supporting a more integrated approach to service delivery for the citizen. A key aspect of ensuring that this can be delivered is to compile a full analysis of current council functions and service delivery and ultimately mobilise internal services in the SNAP process and ensure that they are fully engaged in the corporate approach to neighbourhood working.

There are a number of key tasks were undertaken with regard to this process which included:-

- Mapping the current Council structure
- Auditing existing service provision within the Council and current capacity to respond at a neighbourhood level
- Undertaking an analysis of each service, determining the scale of modification required, if any, for SNAP.
- Evaluation of the Internal Service Delivery audit and identification of the key issues.
- Develop an action plan for adaptation and roll out of services (tied to the Improvement Agenda).
- Identification of a quick win priority list of those services requiring minimal adaptation for SNAP.

The Internal Services mapping has identified more than 150 discreet council services that operate at a neighbourhood level and further analysis has identified a further 100 services which provide an impact at a local level. Key services include:

- Council Grant Schemes
- After-Schools Clubs
- Playgroups
- Summer Schemes
- Capacity Building
- Community Centres
- Events
- Traveller Services
- Recycling
- Bin collection
- Graffiti removal
- Advice and information provision
- Renewing the Routes
- ASB pilots and Community Safety
- Parks, open space and playground provision
- Leisure facilities
- Consumer Safety
- Health and Safety
- Dog Warden
- Pest Control, Noise Control, Air Quality
- Community Education & Awareness
- Street Cleansing

There are approximately sixty different information management systems have been identified within BCC and work is underway to assess their compatibility with the Citystats system.

The SNAP team is also working with ISB to develop a framework within which to organise all of these sources of local intelligence.

#### **4.0 Community Engagement**

The development of the Citystats project plus the examination of external partnerships will provide information on the role, function and future plans of partner organisations at a local level. However, if SNAP is to develop key methods of community engagement it must examine the capacity of local communities to articulate their requirements.

One of the key issues that has been raised over the course of the last year is that citizens are often unaware of the full extent and nature of services that the Council can provide for them. In order to address this, one of the key actions of the SNAP team will be to present the necessary information that can inform citizens of service delivery.

Initial work has been carried out by CENI, which looked at the concept of Exploring a Social Assets Approach to delivering local services. This report argues that if communities are to become more involved in the design and delivery of services then service providers should be aware of the social assets of the communities as well as their social needs, since the former are crucial attributes in developing community sustainability. Further analysis will be undertaken later in the year to explore the social assets within the city places.

The Neighbourhood Services Knowledge base has identified a range of organisations in place across the city which could provide a platform for engagement with citizens. One key resource is the Neighbourhood Renewal Partnerships who already have action plans in place and had been consulted on publicly and have implications for BCC. These actions will be incorporated within the SNAP planning process.

The SNAP team has been working with Professor Peter Roberts from the Academy for Sustainable Communities regarding Area Based community engagement mechanisms. A tool box for engagement will be developed in 2008 which will focus on the specific needs of each area.

Background information has been prepared which can provide a full understanding of how SNAP will work and is provided in Appendix 4.

SNAP is also a member of the corporate Consultation working group which has been established to create a strategic approach to consultation across Council. This working group is currently mapping all existing forms of consultation and good practice across the Council.

## **5.0 Neighbourhood Renewal**

In April 2007 the SNAP team took on the co-ordination of Neighbourhood Renewal on behalf of the Council. A Neighbourhood Representatives group was established to drive this process forward and SNAP also took on the responsibility for co-ordinating the responses to the Neighbourhood Partnership Plans.

The following has been achieved with regard to Neighbourhood Renewal:

- Neighbourhood Renewal representatives group established which meets every six weeks in order to discuss key issues for Council arising out of the Neighbourhood Renewal Process. The SNAP team provides the support framework for the Neighbourhood Renewal representatives group and provides the necessary research, information and assistance to enable the Officers to represent Council in each Partnership.
- A Neighbourhood Renewal Departmental Liaison group was established to co-ordinate departmental issues pertaining to Neighbourhood Renewal.
- Procedure on Council's approach to Neighbourhood Renewal approved at the Development Committee meeting in September 2007 which includes agreement for Council to proactively seek representation on each of the 12 Neighbourhood Renewal Partnerships and for this support to be provided by Community Services staff.
- Representation secured on 11 out of 12 Neighbourhood Renewal Partnerships which is provided by Community Services Officers and the SNAP team.
- Ten completed Neighbourhood Action Plans received from the Neighbourhood Renewal Partnerships with consolidated responses completed for nine (Inner South, South West, Inner North, Inner East, Ligoniel Lenadoon, Ballysillan/Upper Ardoyne, Crumlin/Ardoyne and Upper Springfiled) and approved through Council. These plans and responses are all available on Belnet and the Council's external website.
- Responses are currently being prepared for the Greater Falls and Greater Shankill Action Plans in later Summer
- The Action Plan for Andersonstown is currently being developed and will be presented to Committee as soon as possible.

- Formal presentations have been made and a series of meetings held with the Neighbourhood Renewal Partnership Boards in Inner South, South West Belfast, Inner North, Greater Falls, Lenadoon, Andersonstown, Inner East, Crumlin/Ardoyne and the remaining NRP's will be scheduled for later in the year.
- Two Neighbourhood Development Officers have been appointed to work with the SNAP team to undertake the analysis, co-ordination, responses and implementation of each of the 12 Neighbourhood Action Plans as well as feeding into the overall SNAP process.
- To date 600+ actions have been identified for Council within the eleven Neighbourhood Action Plans that have been received. Initial analysis on the recurrent themes has been undertaken and the key areas of relevance to BCC are – Community Capacity and Development; Parks and Open Space provision; Good Relations; Anti-Social Behaviour and Community Safety; Environmental Improvements; Arterial Routes development; Graffiti removal; Youth Related issues; Leisure provision; Litter; Economic Development and Public Art.
- Each of these actions pertaining to Belfast City Council is being integrated within the City Places and SNAP planning process to ensure a co-ordinate approach to area based planning.
- Discussions have also been held with BRO regarding the potential to roll out one of the SNAP pilot areas that would be co-terminous with a NR area and to identify joint areas of co-operation.
- A workshop will also be held with BRO in September time to look at sharing best practice with regard to NR implementation on the theme of Community Safety which will be the next topic for the Belfast Strategy Group to deliver on.

## **6.0 Next Steps: SNAP implementation**

## **6.1 SNAP Progress**

Over the past year the SNAP team has achieved the following:

- Developed and formalised a geographical model for Council (called City Places) as a basis for Local Area Working.
- Completed a large public consultation which revealed strong support for greater public engagement.
- Undertook significant awareness raising amongst staff and outside organisations.
- Co-ordinated Council's response to Neighbourhood Renewal (600+ actions with 12 partnerships)
- Mapped Council services to identify practice in local data management, area based working and engagement.
- Built a neighbourhood services knowledge base which mapped services from 4000+ organisations.
- Commenced construction of local intelligence profiles to assist local decision making across council.
- Developed a corporate local area working policy framework underpinned by the ASC's Sustainable Wheel model.

## **6.2 What key challenges have been identified?**

Council is already working on a range of area based initiatives which involve almost all of our services e.g. Neighbourhood Renewal, Community Safety Partnerships, Renewing the Routes, Strategic Regeneration Frameworks and ad hoc area projects such as the Upper Springfield Safer Neighbourhoods Forum. However, this is very much carried out on an individual basis due to the absence of a coherent Neighbourhood Support Policy Framework within the Council.

Participation at an area based level does require corporate co-ordination on planning, resourcing, consultation, engagement, information management and monitoring. At present this does not fully exist within the current Council structure. These issues will be tackled through the new corporate planning process but it will take time before these are fully operational.

### 6.3 Implications for the roll out of SNAP?

Given the issues and challenges that have been raised above and the fact the SNAP team has limited staff resources it is recommended that the implementation of SNAP is rolled out on a Phased basis starting with the Inner City areas and City Centre and the rolling outwards. This would entail developing Action Plans that would cover a two year period.

Each of the inner city areas have Neighbourhood Renewal Action plans in place which could provide a key baseline for the development of Council Action Plans as they already contain actions that have been fully consulted on with communities.

The SNAP team will continue to implement the Neighbourhood Renewal Action plans pertaining to each of the 12 areas within the city on an on-going basis.

The potential roll out would be as follows:

#### 6.4 Phase 1 Roll out April 09

Area	District Electoral Area
North 1	Court
South 1	Laganbank
West 1	Lower Falls
East 2	Pottinger
City Centre prepared	Laganbank City Centre Action Plan already
North 2	Oldpark

#### Phase 2 Roll out April 10

Area	District Electoral Area
North 6	Castle
South 2	Balmoral
East 3	Pottinger
West 2	Upper Falls
East 1	Victoria

**Phase 3 Roll out                      April 11**

North 3	Oldpark
South 4	Balmoral
East 4	Victoria
West 3	Lower Falls
West 4	Court

**Phase 4 Roll out                      April 12**

North 5	Castle
South 3	Laganbank
North 4	Oldpark
West 5	Upper Falls
East 5	Victoria

A copy of the map and proposed roll out of Phases is contained within Appendix 5.

**6.5 Structures in place to drive forward**

A number of structures would need to be put in place internally to help drive forward Local Area Working. These structures will involve both Members and Officers.

**6.7 Member Working Group**

It is suggested that the Members working group could be established on a District Electoral Area basis. Each of the designated City Places fits within the District Electoral Area.

Each Member working group will be fully supported and serviced by the SNAP team who will organise meetings, provide local area intelligence, test feasibility of plans, prepare action plans, committee reports and facilitate the 'my Neighbourhood debates'.

It is recommended that these working groups would meet on a monthly basis in the lead up to consultation and action plan preparation and then quarterly afterwards to monitor progress.

**6.6 Officer working group**

It is proposed that two tiers are put in place to manage Local Area Working Internally i.e. strategic and operational tier.

### **Strategic Tier**

It is proposed that this tier would be Chaired by the Director of Development and would comprise representation from key heads of service and managers within the organisation who would have a responsibility for delivering neighbourhood services.

The SNAP team would provide on-going logistical support in terms of local area intelligence, area profiles, consultation and engagement mechanisms.

It is anticipated that this group would meet on a quarterly basis and set the strategic direction for the operation group.

### **Operational Tier**

It is proposed that the Operational Group would operate on a North, South, East, West basis and would comprise representation from a range of Officers who provide services within that geographical area.

Each operational tier will oversee the Neighbourhood Action Plans that will be in place for those specific geographical areas as well as integrate the actions pertaining to the Neighbourhood Renewal Actions Plans.

The Operation tier will also be fully serviced by the SNAP team who will provide the necessary support and local intelligence mechanisms.

It is anticipated that each group will meet on a monthly basis.

A diagram of this proposed structure is contained within Appendix 6

## **7.0 Budget**

Whilst the key focus of Local Area Working will be to work with Services to incorporate local needs and issues within their business planning and delivery processes it is also recommended that a small budget is allocated to each areas to address specific local issues and priorities, based on local knowledge and engagement with citizens within each city place.

The suggested amount would be £50,000 per area for delivery within a two-year action plan. Spending proposals should be locally derived; meet an identified need; improve local social, economic or environmental well-being and be lawful.

Such proposals would need to be identified and in place with the roll out of the Action Plans is April 2009.

Full guidance with regard to budget usage will be developed by the SNAP team and presented to Members for approval.

## **8.0 Planning process**

In order to progress the development and implementation of the Local Area Action Plans the following activities would need to be undertaken:

**Step 1:** Agree the phased implementation areas for SNAP. This will include presentation of maps, analysis of area and approval and ratification by Council.

**Step 2:** Creation of Area Profiles for the pilot areas. The Area Profiles will provide a rich source of local intelligence which will provide information on key issues and challenges in the area, examination of current Council support and provision in the area, neighbourhood service provision and key issues that have already been raised locally e.g. incorporation of the Neighbourhood Renewal Action Plans. See Appendix 2 for sample Area Profiles.

**Step 3:** Set up a Councillor working group to oversee each of the pilot areas potentially on a District Electoral Area basis. Councillors will oversee the local area working process and lead on the consultation and engagement process which is to be organised and facilitated by the SNAP team. The purpose of these meetings will be to discuss and agree the planning framework for the development and implementation of Neighbourhood Action Plans

**Step 4:** Set up a number of cross-departmental council teams who have a responsibility for providing neighbourhood services in a range of disciplines in order to identify integrated area based working opportunities and will cover the North, South, East and West of the City.

**Step 5:** Host a number of working group meetings with elected representatives to review the area profiles, discuss key issues and concerns within areas and identify priorities for discussion.

**Step 6:** Agree an initial statement of priorities with elected representatives to help to frame the debate for the consultation process. Members will need to consider the merits of proposals, needs and priorities.

**Step 7:** Commence consultation planning. This will include gaining an understanding of the area and the best methods and mechanisms for engagement which will be aided by the development of the citizen engagement toolkit.

**Step 8:** Host a series of 'my Neighbourhood debates' led by elected representatives which would inform local people what we are doing and to give them an opportunity to identify and determine priorities. The consultation process would take place over an 8 week period. The Area Profiles, engagement mechanisms etc should assist Members to consider the respective merits of the proposals generated and to reach balanced decisions that reflect the best needs of the local community.

**Step 9:** SNAP team to consolidate the key issues and priorities identified through the consultation process and to investigate internally what solutions can be provided in the short/medium and long-term which would include testing feasibility and costing actions.

**Step 10:** Engagement and negotiation with other Departments and Service providers within the organisation to gain approval to implement key issues and actions raised. In parallel to this process, Officers will be using the Area profile information and engagement information to inform their business planning process.

**Step 11:** Development of tentative plans which will be presented and assessed by the Members working group. These plans will also include analysis of the key services that the council is already providing within the area as well as some special initiatives. Discussions will also need to take place around key issues raised that may not be feasible to deliver and potential solutions identified.

**Step 12:** Plans presented to Committee for consideration and approval. Each plan should contain key information on how the priority was identified, was everybody in agreement?, what the benefit is, financial implications etc.

**Step 13:** Presentation of plans and approval by communities.

**Step 14:** Implementation of plans (2 yr period with reviews built in). Neighbourhood Development Officers will be assigned to the Action Plans to ensure delivery and provide regular updates.

**Step 15:** On-going updates and engagement with the community regarding the plans. This can provide another opportunity to inform and update citizens on the work we are doing at a local level as well as our progress with regard to the implementation of the action plans.

**Step 16:** On-going engagement with Members working groups to discuss key issues and progress with action plans and consider reporting mechanisms within the community.

**Step 17:** Monitoring, evaluation and review which will be reported to Council as well as communicated to the City Places.

**Next steps:**

**There are three key steps that need to be agreed in order to move forward with the implementation of SNAP:-**

- **Agree to set up the Council and Member structures to progress SNAP**
- **Approve SNAP roll out plans in four phases**
- **Approve the budgetary implications of 50k per city place**

## Appendix 2: The Local Area Working Public Consultation

### Background

The council carried out a public consultation the framework for Local Area Working at the beginning of 2008. (The consultation was managed alongside the consultation on the draft Community Support Plan 2008 to 2010.)

A range of consultation methods were used to seek the views of a wide audience of citizens and partner organisations. These included consultation with:

- Briefings with staff across council departments with an emphasis on the Community Services unit
- Meetings with the management committees of council community centres
- Facilitated meetings with representative of the community, voluntary and statutory sectors
- Facilitated public meetings across the city for which we publicised open invitations
- Questionnaire surveys to 2,000 households
- An online questionnaire on the council website

### Consultation format

The consultation on the proposed council framework for local area working focussed on four main questions:

1. Should local area working be a priority for the council?
2. What are the local priorities for Belfast?
3. How can the council best support ongoing local engagement?
4. What is the best way to get individual citizens involved in influencing the council's work?

The meeting and briefing sessions were well attended. We received 156 completed questionnaires relating to Local Area Working and nine organisational responses from:

- Belfast Community Sports Development Network
- Voluntary Services Bureau
- Belfast Area Partnerships
- East Belfast Community Development Agency
- Health Action Zone
- Ni Volunteer Development Agency
- West Belfast Partnership Board
- Rainbow Project
- Belfast Civic Trust/Arthur Acheson

### Findings

We received a range of suggestions and detail on the concept of Local Area Working. Below we've summarised many of the recurring themes and details particularly important issues that respondents have identified.

## General comments

- i. Overall, the concept of Local Area Working was greatly welcomed.
- ii. There was a general view that a Local Area Working approach for the council made sense as needs vary across the city.
- iii. It was acknowledged that it fits well with government proposals for Community Planning.
  
- iv. However, a number of reservations were highlighted:
  - That the important focus on **citywide issues** is not lost during the pursuit of local priorities.
  - That we involve communities and statutory agencies in **planning the 'City Place' boundaries** (such partners being aware of influential local strategic matters).
  - That we **avail of local knowledge and the local work** already delivered through neighbourhood processes such as Neighbourhood Renewal.
  - That we deal sensitively with **interface areas**.
  - That Local Area Working (and the wider engagement of citizens) is carried out in isolation of our statutory, voluntary and community partners.
  
- v. There were suggestions that we consider (where appropriate) aligning with existing local structures/boundaries, adjusting where necessary to ensure the opportunity for inclusion of all citizens. This was driven by concerns that Local Area Working might risk duplicating infrastructures or add further layers to already complex local structures. These included:
  - o NIHE network areas
  - o Community Safety Partnerships
  - o Neighbourhood Renewal areas
  - o Belfast Area Partnerships
  - o Community Empowerment Partnerships (CEPs)
  - o Community Sports fora
  
- vi. It was suggested that, in defining City Places, we work with statutory and non-statutory partners.
- vii. It was also suggested that we examine **neighbourhood management policies** in England with a view to identifying any lessons to be learned.
- viii. There was a view put forward that Local Area Working could be described in terms of "Belfast - City of Villages", with communities defining the villages and with each village having a local "mayors" and access to local funding pots (community chests) to address issues of concern.

In defining Local Area Working and City Places Council will have to consider the implications of the Review of Public Administration.

It was generally viewed that whilst many issues would be seen as a priority for local areas working across the board (such as Community Safety and Good Relations), approaches to addressing these may differ between communities and local area working will allow for this. It was also generally acknowledged that different communities will have different priority issues to be addressed at local level. Council should always adopt a "fair" approach in service provision and should ensure accountability, accessibility and value for money.

It would make life easier for residents to engage with Council if they had a "point of contact" who could actually make decisions and get things done as well as provide useful information/guidance - it was suggested that each "city place" should have access to a local officer who could be the link with Council (much like the NIHE local officer role).

It was also highlighted that Council should maximise its "civic leadership" role and link "city places" with other key agencies with a remit for services/provision/issues, perhaps through this "local officer" who would act as an advocate/signposter. This was in response to difficulties experienced by local people in addressing the wide range of agencies responsible for issues of concern. Some even suggested a "one stop shop" approach involving other agencies.

Council, and others, should always feed back to communities etc. on actions taken/not taken in response to issues raised. This will help improve the relationship and understanding between Council and the local community and prevent the "them and us" perception developing. Open communication will also ensure that people have realistic expectations of what can and cannot be done by Council, and others.

Some suggested disseminating simple pamphlets with a consistent message/information, in plain English, with no jargon.

Some indicated that existing structures - schools, health centres, churches, etc. are an excellent way of reaching the community - i.e. going where people go. Posters displayed in these areas were also suggested.

City Matters was also cited as an excellent communication tool and is generally well received by citizens.

It was also highlighted that consideration should be given to adopting out of hours methods for engaging people within the community.

A number of organisations provided detailed written responses regarding the implementation of SNAP. Key issues are highlighted as follows:-

### **Health Action Zone**

The HAZ supports the Council's plans to deliver services more effectively and to engage more easily with communities. Need to ensure the boundaries relate to existing structures in place e.g. CEP, NIHE, and NR.

Council needs to be clear to citizens re the benefits of participating in the programme or there is a real risk that it is seen as just another initiative.

A Council policy and approach to NR would be most welcome. Council should seek to maximise coherence with NR when establishing new ways of working.

### **Belfast Community Sports Development Unit**

The BCSDU is completely supportive of the idea and practice of Local Area Working.

Council, through its Local Area Working, links to those already established Sports Forum's in the North, South, East, West and Greater Shankill and recognises their key role in relation to identifying local need.

Local Area Working is paramount but it is important that it links to broader strategies.

Need to recognise and recognise the level of consultation that has gone into the NR Action Plans.

Community Sports is a way of establishing closer relationships with the citizen at a local level.

### **Belfast Area Partnerships**

Need to consider how to balance a universal and generic service/structure with more targeted interventions to address poverty, disadvantage, social inclusion from a system that is currently designed only to meet the Council's needs.

Will this be a prototype for the eventual establishment of a new Community Planning responsibility?

It would be simpler and more transparent to confirm from the outset that LAW is part of an evolutionary process in the Council preparing itself to assume slightly enhanced powers from RPA – and accordingly, seeking to establish the best fit of sub-city governance infrastructure to ready for Community Planning.

The Council should use LAW to seek to re-align the sub-city governance of Belfast and not just use it to focus on its own service delivery and a bi-lateral citizen engagement.

BCC should discuss with the APB's and NRP's how to establish a re-aligned governance for the city which meets the Councils Improvement Agenda; negotiate with DSD and BRO to align NRP's to the Cityplaces and contract the Belfast Area Partnerships to facilitate an overall citywide governance infrastructure alignment in the best interests of all.

### **West Belfast Partnership Board**

- Stress the need to skew resources into areas of greatest need.
- Terminology is confusing – is LAW the same as SNAP.
- How will City Places complement NR? NRP's could serve as a useful starting place for the Council.

- Would welcome the creation of a detailed knowledge base which would be available to the public.

## **Conclusions and Recommendations**

In summary, consultation feedback indicates that Local Area Working makes sense as long as:

- Council works with others in the statutory, community, voluntary sector in terms of identifying boundaries and developing and sustaining appropriate methods of engagement.
- The identification of city places builds on existing structures and does not create new/more structures/layers
- Inclusion and fairness are adopted as underlying principles
- The implications of the Review of Public Administration are considered and incorporated
- A range of engagement and communication methods are maintained on an ongoing basis and fit the nature of the issues considered and the needs of the various target groups. Key methods highlighted included better contact with Councillors, good use of technology, establishment of local points of contact, use of City Matters, using existing networks, schools, churches, citizens panels, call centres, etc.
- Council adopts a role as civic leader and facilitates contact across other public bodies/decision makers and the wider community and voluntary sector

**BLANK PAGE**



### Belfast City Council

<b>Report to:</b>	Development Committee
<b>Subject:</b>	Response to Greater Shankill Neighbourhood Renewal Action Plan
<b>Date:</b>	13 August 2008
<b>Reporting Officer:</b>	Marie-Thérèse McGivern Director of Development ext.3470
<b>Contact Officer:</b>	Siobhan Watson SNAP Manager ext. 3579

#### Relevant Background Information

Members will be aware twelve of the Department for Social Development's Neighbourhood Renewal Partnerships lie within the Belfast City Council boundary and that they are all developing individual plans for their areas.

Each plan details a series of actions and identifies those organisations that the Partnership believes can contribute to delivering them. Belfast City Council has been identified against a number of these actions (either as the lead partner or in a supporting role) and has been asked to consider how we can contribute to their successful delivery.

To date we have replied to nine plans and we have now drafted a response to a further to the plan covering the Greater Shankill Partnership area. The plan requests 16 actions related to the Council and we have identified a further 10 which are relevant to our work.

The final plans for Greater Falls and Andersonstown Neighbourhood Renewal partnerships are currently being processed and will be presented before Committee in due course.

#### Key Issues

A response has been formulated for the Neighbourhood Renewal Action plan (see **Appendix 1**).

The plan describes a series of local actions against which the council was identified as either a lead or supporting partner. In our response we have described the likely contribution that the council can make to each.

Members are asked to endorse the contents of the response and to note that the final Action Plans (Greater Falls and Andersonstown) will be presented to Committee for approval in due course.

**Resource Implications**

Human Resources

Coordination by the SNAP Unit with contributions from each council department.

**Recommendations**

Members are asked to:

- Endorse the response to the Greater Shankill Neighbourhood Renewal Action plan

**Key to Abbreviations**

NR – Neighbourhood Renewal

**Documents Attached**

Appendices:

Appendix 1 - Council responses to the Greater Shankill Neighbourhood Renewal Action Plans:

## **APPENDIX 1**



## **Belfast City Council response to Greater Shankill Neighbourhood Renewal Partnership's Action plan (2007)**

### **Background**

The stated vision of the Partnership is:

'To create in the Greater Shankill a thriving community with an age-balanced population, whose children and young people are more fully realising their potential and where all its people enjoy a good quality of life.'

The Greater Shankill community will have:

- A well educated, skilled and employable population
- A healthy and caring population
- A range of quality, affordable housing, adequate to need
- An active social, cultural and sporting scene
- A vibrant shopping area and enhanced physical environment

The Greater Shankill will be a confident community of people, proud of their area and shaping their own future

It will be a safe community, at ease with itself, free from fear, contributing positively and openly to the rest of Belfast and beyond.'

### **The council's input**

A number of discreet actions in the plan identify Belfast City Council as either a lead or supporting partner in their delivery. As part of their consultation process the NR Partnership have now asked the council to make an official response to the actions.

Detailed below are each of these **council-related actions** (and a number of further actions which the council, while not listed, may be able to make a contribution). To each is attached a council response (established after discussions with the council's departments).

A map of the area's boundaries is attached at the end of this document.

## Strategic Theme: Education

Issue:	1. Educational attainment in the Greater Shankill is particularly low when compared with all other areas of Northern Ireland.
Desired outcome:	Educational attainment will be raised within the Greater Shankill by providing integrated learning opportunities and support for early years, primary school years, post-primary school years, parents and wider community. This will ensure that children have access to good high quality experiences at all stages of their learning.
(-) Action sought:	[None listed for council] <b>(iv) Create an effective partnership for learning in Greater Shankill, to include schools, early years providers, parents, community organisations and further education colleges.</b>
Resource implications:	Co-ordination costs
Lead:	BELB
Support:	GSNRP, Early year's providers, Schools, Further and Community education providers, Parents LCOs

**Council response:** While the council has not been identified by the Partnership as a support organisation for this action we would like to note that our Community Services section has local facilities available which can contribute to its delivery. For example, Community Services provides a range of community education courses for children, young people and adults as part of our general community development programme.

Woodvale Community Centre Computer suite offers a local physical resource for the organisation and delivery of training courses for local people.

Accordingly, the council would be keen to be part of a partnership for learning in the area.

## Strategic Theme: Young People and Youth Issues

Issue:	1. The quality and availability of youth provision in the Greater Shankill is not consistent across areas or providers.
Desired outcome:	All young people will have a good experience of youth provision.
(-) Action sought:	<b>(i) Upgrade and enhance existing facilities to meet baseline standards with regard to buildings, programmes, equipment and opening times.</b>
Resource implications:	Technical assistance to develop a baseline, research existing facilities and report on actions required to bring them up to standard. Capital costs to upgrade and enhance facilities.
Lead:	DE
Support:	BELB Youth Service, LCOs, Young people

**Council response:** While the council has not been identified by the Partnership as a support organisation for this action we would like to note that our Community Services section has local facilities available which can contribute to its delivery.

Community Services facilities provide a range of activities for children and young people as part of our general community development programme. This includes seasonal activities, three after school clubs, and two youth clubs per week throughout the year.

All the facilities have been upgraded and refurbished including two independently community-managed facilities (Percy Street Community Centre and Denmark Street Community Centre). These centres provide resources including equipment to support wide ranging programmes. (Daily opening 10 hours each day, Monday to Friday.)

Woodvale Community Centre has recently opened as a new purpose-built community centre. It provides a weekly programme for children and young people; summer schemes; seasonal programmes and specific project-based work throughout the year. The centre also provides a physical resource for other organisations to use to provide youth programmes. The area's Community Development Worker is currently a member of the Upper Shankill Area Project.

Our Play Development Officer can also provide support for the development of user groups, youth programmes and play development training.

Issue:	2. Volunteering is on the decline, and the opportunities to use it to move into paid work are being lost.
Desired outcome:	There will be a vibrant community of volunteers in the Greater Shankill, making a positive contribution to the community and gaining useful skills.
(-) Action sought:	<b>(i) Develop a training programme which will enable young people to progress from volunteering, through to apprenticeships and employment. The programme to be actively promoted in all settings, and elements tailored to individuals' training needs. Mentoring provided as required.</b>
Resource implications:	Co-ordinator materials; apprenticeship funding
Lead:	BELB
Support:	GSNRP, JACs, LCOs, Young people

**Council response:** While the council has not been identified by the Partnership as a support organisation for this action we would like to note that our Community Services section has local facilities available which can contribute to its delivery. In particular, the council's new Community Support plan places emphasis on the importance of volunteering in developing neighbourhoods.

Our community centres in the area provide opportunities for volunteers to participate in a wide range of programmes such as, for example, Child Protection Training.

Woodvale Community Centre will actively promote volunteering amongst young centre users and signpost training to progress into paid work. The local Community Development Worker can act as a mentor for young people in training.

The Hammer Community Centre is one of four Digital Community project centres in Belfast. The project provides opportunities for computer training and community development. Our own computer suites are used both as informal drop-in facilities and for computer courses.

Highfield Community Centre offers an Online Job Assist Point, which allows residents to search for job opportunities. This can be used any time during our usual opening hours.

Issue:	3. Much good work is taking place in the Greater Shankill, but it is often not widely known about or promoted, leading to dwindling resources sometimes not being used to maximum effect.
Desired outcome:	The Greater Shankill will be a community which supports quality learning, builds effective relationships, and promotes collaborative working and information exchange.
(-) Action sought:	<b>(i) Create and develop a Stakeholders Forum to support learning, build relationships, promote collaboration and information exchange.</b> <b>(ii) Develop a Young People's Forum which will link to the Stakeholders Forum.</b>
Resource implications:	Co-ordinator
Lead:	BELB
Support:	GSNRP, local youth providers, LCOs, Young people

**Council response:** While the council has not been identified by the Partnership as a support organisation for this action we would like to note that our Community Services section has an important local role to play in work with young people in the area.

Our Community Services section provides a range of activities for children and young people as part of our general community development programme. These includes seasonal activities; after school clubs; and youth clubs throughout the year.

The Community Services unit supports the Belfast Youth Forum and would be keen to talk to the Partnership about this. We can share good practice and opportunities to develop links with the Forum.

The local Hammer and Highfield community centres can offer support through active participation the Stakeholders Forum and a Young Peoples Forum.

Our local Community Development Worker and Assistant are available to participate in a Stakeholders Forum and will support young people using the centre to participate in a Young People's Forum.

Issue:	Young people are generally viewed in a negative light.
Desired outcome:	The Greater Shankill will be a community where young people are viewed as an integral and important part of the community, with a positive contribution to make.
(-) Action sought:	<b>(i) Deliver a youth conference designed by young people to an adult group target audience</b> <b>(ii) Develop a range of packages for schools including training exchange opportunities for teachers and youth workers.</b> <b>(iii) Deliver youth empowerment programmes and expand existing provision.</b> <b>(iv) Series of actions and initiatives to challenge stereotypes, to be targeted at adult groups, to include youth workers, teachers, older people, police etc. Intergenerational work where appropriate.</b>
Resource implications:	Co-ordinator, Venue hire, Facilitation, Co-ordinator, Programme costs, promotional materials/report, Co-ordinator, Programme costs, Co-ordinator, Programme costs
Lead:	BELB
Support:	GSNRP GSNRP, local youth providers, Young people

**Council response:** While the council has not been identified by the Partnership as a support organisation for this action we would like to note that our Community Services section has an important local role to play in work with young people in the area.

Our Community Services unit provides a range of activities for children and young people as part of our general community development programme. This includes seasonal activities, after school clubs, and youth clubs throughout the year. Our centres will be available to support other initiatives including youth empowerment programmes and intergenerational projects.

The Community Services unit also supports the Belfast Youth Forum and would be keen to talk to the Partnership about this. As part of a wider Community Services strategic review, the section is currently developing a council strategy for Children and Young people.

Woodvale Community Centre could be a possible venue for the proposed Youth Conference. The centre actively promotes programmes for centre youth groups, and actively promotes positive youth activities. As part of our Centre Management Plan we will deliver an Intergenerational Project during year 2008/200909.

## Strategic Theme: Employability, Jobs and Business

Issue:	The Greater Shankill has a history of high unemployment and a low skills base.
Desired outcome:	The people of the Greater Shankill will have greater self-esteem, confidence and belief, enabling them to take advantage of employment opportunities available.  Existing services will be complemented, adding credibility to outputs
(-) Action sought:	<b>(i) Develop a broader role for the Community Job Assist Centres in the Greater Shankill through employer liaison role, employability trainer and administrative support.</b>
Resource implications:	See costs attached for: Employer contact worker; Employability trainer; full-time admin assistant
Lead:	<b>DEL</b>
Support:	Delivered via Job Assist Centres in partnership with local community organisations.

**Council response:** While the council has not been identified by the Partnership as a support organisation for this action, local employment initiatives are a key component of the council's current and previous economic development strategies. Key examples include support for the Belfast GEMS project, linked to the Gasworks, and more recently the LEAP initiative in north Belfast.

The council will be keen to work with the Partnership to ensure that barriers to employment – physical, educational and economic - are reduced for the local community.

Our Enterprise Officer is actively engaged in trying to increase the number of new business starts across the city. This work is done by undertaking a structured programme of outreach activity and the council would be keen to work with the local community to ensure that those who are interested can avail of the service.

The council is working to increase the employment rate in the city by ensuring better linkages between employers and potential employees. Through our Citywide Employability Consortium, we are seeking to provide an employer interface and support community-based development organisations to maximise the exposure of their clients to potential job opportunities.

Issue:	The Greater Shankill has a history of high unemployment and a low skills base.
Desired outcome:	The people of the Greater Shankill will have greater self-esteem, confidence and belief, enabling them to take advantage of employment opportunities available.
(1) Action sought:	<b>(iv) To increase tourism through increased and better training, better facilities and an enhanced positive image</b>
Resource implications:	Training costs, capital costs, programme costs
Lead:	<b>Belfast City Council</b>
Support:	GSP and LCOs

**Council response:** Local employment initiatives have been a key component of the council's current and previous economic development strategies and the council is keen to work with the Partnership to ensure that barriers to employment are reduced for the local community.

We recognise the growing importance of tourism to both the citywide economy and that of the city's individual neighbourhoods. There are related employment opportunities but it is crucial that the needs of the industry are matched by the skills of the potential workforce.

For example, the council recently attracted ESF funding to support access to employment in the hospitality and retail sectors and would be keen to work with the Partnership to ensure that people from the area have the opportunity to take part in the initiative.

Our Tourism Development unit have worked to grow the tourism product of the city particular in relation to cultural tourism in which local neighbourhoods have a significant role to play. The unit would be keen to work with Partnership in exploring this potential.

Issue: 2. The culture of entrepreneurship is not well developed in the Greater Shankill.

Desired outcome: The people of the Greater Shankill will be better equipped to take up entrepreneurship opportunities, and existing businesses will expand.

(-) Action sought: **(i) Undertake a range of actions to promote entrepreneurship, to include information to schools; more and better information on, and support for, business start-up, more and better training and mentoring**  
**(ii) Support the sustainable growth and reduce the failure rate of businesses in the Greater Shankill**  
**(ii) Complete a feasibility study for a social economy strategy. Develop programmes as appropriate**

Resource implications: Co-ordinator, Programme costs

Lead: **DETI**

Support: WB + GS Enterprise Council, local enterprise orgs.

**Council response:** While the council is not listed as a support organisation for this action we would like to note that, through our local economic development plan, we are supporting the growth of entrepreneurship in Belfast. As such we are keen to work with the Partnership on the issue.

Our Enterprise Officer is actively engaged in trying to increase the number of new business starts across the city. This work is done by undertaking a structured programme of outreach activity and the council would be keen to work with the community in the area to ensure that those who are interested can avail of the service.

The council also provided funding towards the Phase II development of the Argyle Business Centre which provides small business units.

Our Economic Development unit has also worked with the Greater Shankill Business Forum to address business related issues in the area.

## Strategic Theme: Training

Issue:	Even when job vacancies become available, often people from Greater Shankill are not able to access employment due to apathy and low self-esteem; lack of role models and therefore appreciation of the benefits of learning; educational deficits in the essential skills of literacy, numeracy and ICT; lack of labour market mobility; and lack of an enterprise culture..
Desired outcome:	The Greater Shankill will be a community where people value education and training, are well skilled, and able to access the employment that they would like..
(-) Action sought:	<p><b>(i) To establish a 'One Stop Opportunity Centre' to provide a range of services including all-age careers guidance, learning pathways and labour market information.</b></p> <p><b>(ii) To develop work experience taster programmes that enable people to gain knowledge and skills of a particular industry.</b></p> <p><b>(iii) To raise essential skills in literacy, numeracy and ICT.</b></p> <p><b>(iv) To establish a local Workforce Development Forum that will identify future skills for job opportunities.</b></p> <p><b>(v) To identify role models for engaging with those most disadvantaged in the labour market and those 'hardest to serve.'</b></p> <p><b>(vi) To encourage local businesses to up-skill employees to minimum Level 2 qualification.</b></p> <p><b>(vii) To develop links with schools in Greater Shankill for connecting employment opportunities with vocational education.</b></p> <p><b>(viii) To identify mechanism to take forward recommendations.</b></p>
Resource implications:	Premises, Staff costs, Career guidance facility, Resources
Lead:	<b>DEL</b>
Support:	Local training providers, community reps, EGSA

**Council response:** While the council is not listed as a support organisation for this action we would like to note that, through our local economic development plan, we support the development of employee skills. As such we are keen to work with the Partnership on the issue.

We're currently involved in a number of activities to address the issue. It would be important to co-ordinate with the Partnership on these so that more local people are aware of the offering.

A Belfast Workforce Development Forum has been established by DEL and we would encourage the Partnership co-ordinate the delivery of this action with the work of the DEL Forum.

The Hammer community centre is one of four 'Digital Community' project centres in Belfast. The project provides opportunities for computer training and community development.

Highfield Community Centre offers an Online Job Assist Point, which allows residents to search for job opportunities. This can be used any time during our usual opening hours.

**Issue:** Even when job vacancies become available, often people from Greater Shankill are not able to access employment due to apathy and low self-esteem; lack of role models and therefore appreciation of the benefits of learning; educational deficits in the essential skills of literacy, numeracy and ICT; lack of labour market mobility; and lack of an enterprise culture.

**Desired outcome:** The Greater Shankill will be a community where people value education and training, are well skilled, and able to access the employment that they would like.

(-) Action sought:

**Resource implications:** xxx

**Lead:** **DEL, BELB**

**Support:** xxx

**Council response:** While the council is not listed as a support organisation for this action we would like to note that, through our local economic development plan, we support the development of skills. As such we are keen to work with the Partnership on the issue.

The council's Enterprise Officer is working with local groups across the city to promote enterprise as a positive opportunity for all communities. A range of initiatives from enterprise awareness to pre-start support and post-start mentoring are on offer. We would welcome the opportunity to work with other partners in this activity.

Highfield Community Centre offers an Online Job Assist Point, which allows residents to search for job opportunities. This can be used any time during our usual opening hours.

## Strategic Theme: Health & Wellbeing

Issue:	1. The health status of the Greater Shankill area is poor when compared with other parts of Belfast. In particular, many people suffer from poor mental health which is manifested in various ways. Suicide is now an area of increasing concern.
Desired outcome:	The people of Greater Shankill will live longer, happier lives and will have adequate access to necessary services.
(3) Action sought:	<b>(i) Carry out a mental health needs assessment based on the EHSSB audit of services, support and initiatives in North and West Belfast, to enable future services to be based on evidence of need and to identify gaps.</b>
Resource implications:	Audit costs identified by EHSSB 10,000 (consultants' fees, room hire, publication and dissemination)
Lead:	NWBHSST, DSSPS
Support:	GS Health and Well-being Forum, LCOs, <b>Belfast City Council</b>

**Council response:** Noted.

Our health development unit are keen to be contribute (in a co-ordinating and civic leadership role) to work aimed at promoting and improving health and wellbeing. This includes a range of issues including tackling obesity; the prevention of suicide and self harm; accident prevention; melanoma prevention and promoting healthy lifestyles including tackling underage sales of alcohol and cigarettes. Our potential contribution will be determined by the resources available.

Issue:	1. Historically the people in the Greater Shankill have not prioritised their own health. Many choose unhealthy lifestyles as a coping mechanism.
Desired outcome:	People will live longer and will have more years free from illness.
(3) Action sought:	<b>Promote and support a range of "Healthier Choices" programmes which address issues such as lack of information, low levels of physical activity, poor nutrition, poor environment, maternal ill-health, smoking, drugs and alcohol misuse and evaluate the impact of these on poative mental wellbeing.</b>
Resource implications:	Programme costs £30,000
Lead:	NWBHSST
Support:	GS Health and Well-being Forum

**Council response:** While the council is not listed as a support organisation for this action we would like to note that our health development unit are keen to be contribute, in a co-ordinating and civic leadership role, to work aimed at promoting and improving health and wellbeing. This includes a range of issues including tackling obesity; the prevention of suicide and self harm; accident prevention; melanoma prevention and promoting healthy lifestyles including tackling underage sales of alcohol and cigarettes. Our potential contribution will be determined by the resources available.

Our local Community Services facilities provide a broad-based programme for adults, young people and children, which includes health & wellbeing activities as part of our general community

development programme. In particular Woodvale Community Centre provides such programmes and is supporting the development of a 'Men's Health Project' in 2008/09.

We would also note the important contribution that Shankill Leisure Centre has to play in delivering on this action. Our Leisure team are keen to explore opportunities with the Partnership.

## Strategic Theme: Arts & Culture

Issue:	1. Arts and culture has, until recently, not been prioritised in the Greater Shankill. This has resulted in a lack of focus, drive, vision and co-ordination
Desired outcome:	The people of the Greater Shankill will benefit from a varied programme of cultural and artistic activity, engendering a sense of pride in their area and culture.
(4) Action sought:	(i) Develop a Greater Shankill Arts and Cultural Forum, bringing together groups who have expressed an interests in promoting art and culture in the Greater Shankill. <b>(ii) Develop a varied Festival and carnival programme which promotes the culture of the Shankill</b>
Resource implications:	Arts Council funding may be available for a co-ordinator Funding to secure the future viability of the Festival
Lead:	DCAL, Arts Council
Support:	GSNRP, LCOs Festival Committee , <b>Belfast City Council</b> Festival Forum / comt., NI Events Company and other LCOs

**Council response:** The council's Culture and Arts Unit offers funding and support for local arts and heritage based activity and are keen to engage with the Partnership on heritage initiatives and on public art. We offer support for skills development, networking and promotion for festival organisations through the Belfast Festivals Forum and the council has been keen to work to support festivals activity in the Greater Shankill area.

Programmes such as the council-led Bonfire Management has supports areas of the Shankill in delivering activities and events around the July period that are safe, welcoming and rooted in local culture and heritage. This not only provides for better promotion of local culture of the area, but also contributes to creating a more positive image, community involvement and a cleaner environment.

The council also has local resources that can be called upon to support the action. For example, Woodvale community centre is available to support the festival programme. The centre can also promote access to outreach programmes for centre user groups and signpost centre users to information.

Issue: 1. Arts and culture has, until recently, not been prioritised in the Greater Shankill. This has resulted in a lack of focus, drive, vision and co-ordination

Desired outcome: The people of the Greater Shankill will benefit from a varied programme of cultural and artistic activity, engendering a sense of pride in their area and culture.

(5) Action sought: **(vi) Rebuild a vibrant evening economy**

Resource implications:

Lead: **DCAL, DETI, BRO**

Support: **Belfast City Council** and LCOs, GSP, Shankill Traders Forum(s)

**Council response:** The council recognises the importance of the evening economy to not only the local economy but also the quality of life within an area. Our Evening Economy programme – which is focused on the city centre - has proved very successful in generating evening retail and leisure activities. Our Evening Economy Officer would be available to share practice and to look at similar opportunities within the Partnership area.

The council's Culture and Arts unit offers funding and support for arts and heritage based activity which might include evening cultural activity. Festivals organisations may benefit from sharing of experiences on development of evening activities with other festival organisations and there may be opportunities for skills development work in this area.

Issue: 3. Existing cultural capital is at risk

Desired outcome: Cultural capital will be rescued, preserved, and developed, making the area more attractive to live in.

(6) Action sought: **Restore, repair and develop existing facilities to enable continued and/or expanded use.**

Resource implications: Economic appraisal costs, acquisition, repair, and renovation costs

Lead: BRO

Support: **Belfast City Council**, NIHE, GSP and LCOs)

**Council response:** Noted.

The council's Culture and Arts Unit would be available to explore opportunities in the context of the council's Integrated Cultural strategy for the city. We are keen to engage with local communities regarding identification of buildings of local historic value and may be able to offer advice on cultural use of facilities.

## Strategic Theme: Crime and Community Safety

Issue:	1. Many people are unaware of existing services
Desired outcome:	People will be well informed and know where to access information
(7) Action sought:	<b>Explore the feasibility of a system of interactive information and community comment kiosks. Based on the study, develop the system in two sites – Local Information Office in Spectrum, and Protect Life Centre, Woodvale Road.</b>
Resource implications:	Technical assistance required to cost Capital costs (hardware, software, mounting) Maintenance (staff, volunteer and intern training budget)
Lead:	DSD, <b>Belfast City Council</b>
Support:	Greater Shankill Alternatives, Shankill Tourism, Shankill CAB, and other LCOs

**Council response:** In 2004 the council helped to establish the Belfast Community Safety Partnership and our Community Safety team have been engaged in numerous projects aimed at reducing crime and anti-social behaviour. A Community Safety Coordinator for North and West Belfast is available to work with the partnership on community safety issues. A project such as this could be supported through Belfast Community Safety Partnership Small Grants Scheme, which awards up to £1,000 per project. This scheme is likely to re-open in October 2008.

Our Community Services section also has an important local role to play in delivering this action with a number of community centres in the area.

The council's Strategic Neighbourhood Action Programme (SNAP) is developing a neighbourhood information resource which is mapping local service provision across the city. This may contribute to the content of the kiosks.

Issue: 3. The legacy of the Feud, the broader conflict, and other civil unrest has been a breakdown of trust and communication.

There is a need for people to be able to develop and enhance their critical thinking skills, both individually and as collectively.

Desired outcome: People will take common ownership of their community, and will develop and enhance critical thinking skills, individually and collectively.

(8) Action sought: **(i) Establish a regular 'Community Question Time' on topical issues of concern to people of Greater Shankill, with representation from key agencies, organisations, PSNI and politicians. Topics to include Policing and security, Housing, Health, Education, Youth Issues, Tourism and the environment, Political leadership.**

Resource implications: Co-ordinator, Venue, facilitator, promotional materials, archiving costs

Lead: **GSNRP, LCOs**

Support: GSNRP, PSNI, NIHE, NWBHSST BELB, **Belfast City Council**, political reps, LCOs

**Council response:** In 2004 the council helped to establish the Belfast Community Safety Partnership and our Community Safety team have been engaged in numerous projects aimed at reducing crime and anti-social behaviour. A Community Safety Coordinator for North and West Belfast is available to work with the partnership on community safety issues.

There may be opportunities to access funding through the Community Safety Partnership's Small Grants Project (opening October 2008) and our Community Safety Team representatives may be available to attend the event(s) outlined above.

The Partnership are also seeking to build community engagement into our current planning process and there may be opportunities to link to existing structures in the Shankill area to allow that to happen.

Our Community Services section also has an important local role to play in delivering this action with a number of community centres in the area. For example, Woodvale community centre could support delivery of a 'Community Question Time'.

The council's new Strategic Neighbourhood Action Programme (SNAP) is putting in place new 'Local Area Working' policies and processes that will allow the council to operate in a much more effective and joined-up manner at neighbourhood level. It will create mechanisms to allow it to engage at a local level in a more joined-up fashion in relation to, for example, the co-ordination of council input into this action.

Issue:	3. The legacy of the Feud, the broader conflict, and other civil unrest has been a breakdown of trust and communication.  There is a need for people to be able to develop and enhance their critical thinking skills, both individually and as collectively.
Desired outcome:	People will take common ownership of their community, and will develop and enhance critical thinking skills, individually and collectively.
(9) Action sought:	<b>(iii) Proactively engage with paramilitary organisations to enlist their support for a comprehensive strategy of community renewal, increase knowledge and promote understanding, and address interface violence and hate crime.</b>
Resource implications:	Coordinator (as above)
Lead:	<b>GSNRP</b>
Support:	<b>Belfast City Council</b> , NIHE and LCOs

**Council response:** Noted.

In 2004 the council helped to establish the Belfast Community Safety Partnership and the council's Community Safety team have been engaged in numerous projects aimed at reducing crime and anti-social behaviour. A Community Safety Coordinator for North and West Belfast is available to work with the partnership on community safety issues.

The Good Relations Unit, in its work with a number of different community and voluntary organisations supports groups in moving into a more peaceful society through an on-going process of engagement. This engagement, seeks to harness the widest possible community support for initiatives that will promote understanding, good relations and conflict management within the greater Shankill area. Through programmes such as the Bonfire Management Programme, Re-Imaging Communities Programme, Good Relations small grants scheme and the Conflict Transformation Project, the engagement process will assist in meeting the aims of this action.

Issue:	5. Woodvale Park has become a place that people do not want to use.
Desired outcome:	Woodvale Park will be a vibrant community resource, used by people of all ages.
(10) Action sought:	<b>Construct a multi-use facility in the park as part of a comprehensive strategy to address the problem of anti-social behaviour there.</b>
Resource implications:	Capital costs (including design, development, and community consultation exercises)
Lead:	<b>Belfast City Council</b>
Support:	Friends of Woodvale Park and other LCOs

**Council response:** Our Parks and Cemeteries Service are keen to work with the local community on ensuring that local open space is managed creatively to ensure that it is not a venue for anti-social behaviour but an important community resource in the neighbourhood renewal process.

Parks and Cemeteries representatives are in on-going discussions with Friends of Woodvale Park and other external agencies with regards to the development of a Hybrid User Building to be constructed within Woodvale Park. The intended facility could be used as a multi-purpose recreational and sporting venue. A masterplan is currently being developed for Woodvale Park. Completion of the masterplan will be subject to external funding. Council will continue to work with Friends of Woodvale Park and other external agencies including BRO, NIHE and PSNI in relation to the construction of a facility.

Our Good Relations Unit has been working with the Anti-Social Behaviour Pilot programme looking at the use of Woodvale Park. A recent proposal was approved by the Council's Parks Committee for the local community (through the Friends of Woodvale and Woodvale and Cambrai Youth and Community Group) to permit these groups to use the park for the local communities' annual 11th July events. The community have also been involved in the design of a Beacon Structure as an alternative to 11th July Bonfires. The 11th July programme will provide for a community event in the park on an important day in the local communities calendar. It will serve to show the local community the positive value in engagement with the statutory sector and enable a large scale community event happen.

Our Woodvale community centre Community Development Worker is currently a member of Friends of Woodvale Park and supports the group in the development and delivery of ongoing programme of activities.

Woodvale Community Centre is also supporting the development of a misuse of Drugs and alcohol educational project with young people 2009/2010.

## Strategic Theme: Sports and Leisure

Issue: Obesity is becoming an increasing problem in the Greater Shankill. One key factor in this is the very low level of physical activity undertaken.

Desired outcome: A structured programme will be provided to target children in playgroups and nurseries.  
All children in primary schools in the Greater Shankill will be healthier and fitter through participating in physical activity programmes

(-) Action sought: (i) Develop a physical activity programme, which targets children accessing early years services.  
Develop a physical activity programme to reach all primary school age children attending school in the Greater Shankill

Deliver the programme: Year 1 450 P3 children; Year 2 900 P3 and P4 children; Year 3 1350 P3-P5 children; Year 4 1800 P3-P6 children; Year 5 2250 P3-P7 children.

Resource implications: Facilitators, Co-ordinator, Researcher, Teachers, coaches

Lead: **DE**

Support: GSP Sports Unit, EYP, schools and LCOs

**Council response:** While Belfast City Council has not been listed as a partner against this action it should be noted that we are keen to see that Shankill Leisure Centre can make an active contribution to the health and wellbeing of the surrounding neighbourhood and is eager to remove perceived barriers to access. Our Recreation Service can work with the Partnership to examine this action.

Similarly, our Community Services section also has an important local role to play in delivering this action with a number of community centres in the area. For example, both Hammer and Highfield Community Centres provide a range of physical activity programmes through its local user groups including boxing, dance, football.

## Strategic Theme: Arterial Routes and Environment

Issue:	1. The Crumlin and Shankill Roads have suffered in recent years from dereliction and a lack of investment..
Desired outcome:	The Shankill and Crumlin Roads will be restored as vibrant shopping, commercial, community and social areas.
(11) Action sought:	<b>(i) Development to take place around 3 nodes of the two roads: Shankill Road Phase 1 - Brown Square to Moscow Street; Phase 2 – Moscow St to Woodvale Park Crumlin Road - Carlisle Circus to Cambria St Physical development plans for environmental improvement works on Shankill and Crumlin Roads to be developed as a means of drawing down resources from IDF (i)</b>
Resource implications:	Full scoping study of routes and planning for regeneration; Resources for scoping work provided by BCC/IDF funding;
Lead:	<b>Belfast City Council</b>
Support:	BRO, NIHE, GSNRP, SCC

**Council response:** The council has actively supported the concept of physical renewal projects which enhance the re-invigoration of local business and communities along arterial routes such as the Shankill Road.

Our Renewing the Routes programme represents an inter-agency approach to enhancing the vitality of the main routes by developing and implementing integrated regeneration plans for designated area nodes. The programme has adopted a bottom-up approach to creating and communicating a vision for the arterial routes in Belfast. Guided by key local representatives, areas for targeted regeneration activities were identified through the scoping of the social, economic and physical aspects identifying and prioritising regeneration activity within their locality. However, much of the Renewing the Routes programme is already in place or reaching a final stage of work (due to the end of funding streams) although a number of already agreed projects are on-going under IDF funding.

The Renewing the Routes Shankill Road initiatives include commercial improvements, public realm works, environmental improvements and enhancements to sites of architectural or heritage merit. The target works include Peter's Hill, Agnes Street, Lanark Way, Tennent Street and Woodvale Park Gateway public realm improvements. Commercial frontage refurbishment schemes and sites of historical merit such as Shankill library and Orange Hall.

The council has developed the approved IDF plans for the Shankill Road and Crumlin Road with the local stakeholders and communities. These plans specifically target the areas linked to the main arterial routes, which are smaller than the neighbourhood renewal area. The funding was secured through an application process in which DSD acted as the project sponsor for the central government funding scheme.

The plans have been approved and projects prioritised for delivery as part of this process and do not have additional funds for the support of 'scoping' or other exercises. The IDF project is a direct

delivery initiative whereby the council will carry out the identified regeneration works directly.

We are a key participant in the Strategic Regeneration Framework for north and west Belfast which will provide an understanding of the key physical, social and economic priorities for the area.

Issue: 1. The Crumlin and Shankill Roads have suffered in recent years from dereliction and a lack of investment..

Desired outcome: The Shankill and Crumlin Roads will be restored as vibrant shopping, commercial, community and social areas.

(12) Action sought: **(ii) Comprehensive environmental up-grading on a consistent and themed basis, including buildings and public spaces. Agreed range of EI schemes to be undertaken on Shankill and Crumlin Roads**

Resource implications: Resources for implementation of schemes provided by IDF funding

Lead: **Belfast City Council**

Support: BRO, NIHE, GSP, SCC and LCOs

**Council response:** As noted above the council has actively supported the concept of physical renewal projects which enhance the re-invigoration of local business and communities along arterial routes such as the Shankill Road and our Renewing the Routes programme represents an inter-agency approach to enhancing the vitality of the route.

We are a key participant in the Strategic Regeneration Framework for north and west Belfast which will provide an understanding of the key physical, social and economic priorities for the area.

The council is also involved in the Re-Imaging Communities programme which is funded by the Arts Council of Northern Ireland. The programme encourages the use of the creative arts in the public realm to enhance the physical environment and help people feel part of the community in which they live.

The 'Muck Hills' project aims at transforming an interface area which is used mainly for antisocial behaviour into a positive public space and create ownership and civic pride.

The 'Lower Shankill Community Mural' project will change a series of murals and try to improve the image of this area. In a highly participatory process the community will hopefully develop a new attitude towards mural art showing their cultural identity.

Issue: 1. The Crumlin and Shankill Roads have suffered in recent years from dereliction and a lack of investment..

Desired outcome: The Shankill and Crumlin Roads will be restored as vibrant shopping, commercial, community and social areas.

(13) Action sought: **(iii) Develop a plan to deal with dereliction and vacant sites, traffic management issues, economic sustainability of the two roads, and promoting the two roads as shopping streets within and beyond the local community.**

Resource implications: Consultants' costs

Lead: **Belfast City Council, DSD**

Support: NIHE, GSP, SCC

**Council response:** Dereliction and vacant sites are real issues on both the Crumlin and Shankill Roads. Targeted work by the council's Building Control has sought to address highlighted dereliction in conjunction with the IDF regeneration work. We are keen to work with the Partnership on this issue.

In general the council has actively supported the concept of physical renewal projects which enhance the re-invigoration of local business and communities along the city's arterial routes.

We are a key participant in the Strategic Regeneration Framework for north and west Belfast which will provide an understanding of the key physical, social and economic priorities for the area.

As noted above the council has actively supported the concept of physical renewal projects which enhance the re-invigoration of local business and communities along arterial routes such as the Shankill Road and our Renewing the Routes programme represents an inter-agency approach to enhancing the vitality of the route.

Issue: 1. The Crumlin and Shankill Roads have suffered in recent years from dereliction and a lack of investment..

Desired outcome: The Shankill and Crumlin Roads will be restored as vibrant shopping, commercial, community and social areas.

(14) Action sought: **(iv) Promote and develop cultural tourism.**

Resource implications: Linked to tourism initiative under Arts and Culture

Lead: **Belfast City Council, BVCB, Shankill Tourism Office, NITB**

Support: BRO, NIHE, GSP, SCC Festival Committee and other LCOs

**Council response:** The council's Tourism unit working and supporting partners such as the Belfast Visitor and Convention Bureau has places particular importance on the importance of cultural tourism in attracting visitors to our city. We also recognise the role the city's many vibrant neighbourhoods can play in delivering a strong cultural product. This has the potential to contribute positively to the local economy both at a neighbourhood and citywide level.

The unit, working with its partners, would be keen to share practice and to explore opportunities to promote and development the area's cultural tourism product.

Issue: 2. There has been a lack of co-ordination at strategic level with regard to the regeneration of the Greater Shankill.

Desired outcome: A Strategic Regeneration Framework will set a strategic context for regeneration. A physical redevelopment master plan will provide a vehicle to co-ordinate and orchestrate public sector investment and leverage in private sector investment..

(15) Action sought: **(i) as part of the Renewing Communities initiative, commission a Strategic Regeneration Framework for the Greater Shankill, addressing issues such as land use, transport, traffic management etc.**

Resource implications: Consultants' costs

Lead: DSD

Support: GSNRP, **Belfast City Council**

**Council response:** We are a key participant in the Strategic Regeneration Framework for north and west Belfast which will provide an understanding of the key physical, social and economic priorities for the area.

The council has actively supported the concept of physical renewal projects which enhance the re-invigoration of local business and communities along the city's arterial routes.

Issue: 2. There has been a lack of co-ordination at strategic level with regard to the regeneration of the Greater Shankill.

Desired outcome: A Strategic Regeneration Framework will set a strategic context for regeneration. A physical redevelopment master plan will provide a vehicle to co-ordinate and orchestrate public sector investment and leverage in private sector investment..

(16) Action sought: **(ii) as part of the Renewing Communities initiative, commission a physical redevelopment master plan for the Lower Shankill.**

Resource implications: Consultants' costs

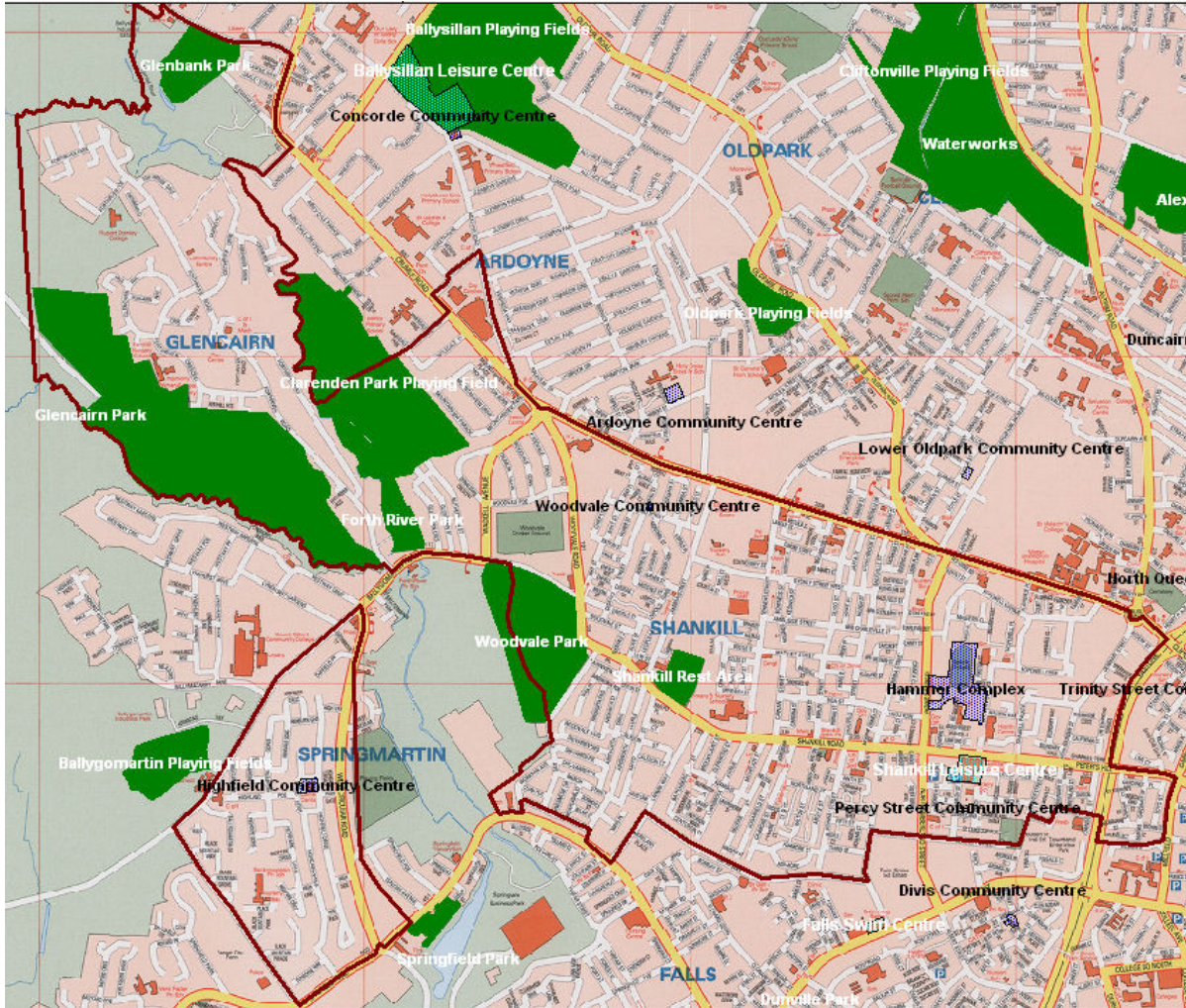
Lead: DSD

Support: GSNRP, **Belfast City Council**

**Council response:** We are a key participant in the Strategic Regeneration Framework for north and west Belfast which will provide an understanding of the key physical, social and economic priorities for the area.

The council has actively supported the concept of physical renewal projects which enhance the re-invigoration of local business and communities along the city's arterial routes and will continue to work with the Partnership on a physical redevelopment master plan.

**Appendix 1: Boundary of Shankill Neighbourhood Renewal Area**





### Belfast City Council

Report to:	Development Committee
Subject:	DSD Retail Sequencing Policy
Date:	13 August 2008
Reporting Officer:	Marie-Thérèse McGivern Director of Development ext. 3470
Contact Officer:	Shirley McCay Head of Economic Initiatives, ext 3459 Pamela Davison Estates Surveyor, ext 3506

#### Relevant Background Information

Members will recall that at the Development Committee meeting of 11 June 2008 they deferred consideration of a report regarding the Department for Social Development's Retail Sequencing Policy to enable further information to be circulated to all Members of Council. Members have received a copy of the Planning Advisory Report entitled 'Major Retail Led Redevelopment Proposals for Belfast City Centre' carried out on behalf of Belfast City Council by Dr. Tony Quinn of Braniff Associates. The Report was prepared to assist Committee consider their response to the request for support towards acceleration of the DSD sequencing policy on retail regeneration in the City centre.

#### Key Issues

The Planning Advisory Report concluded that there will be capacity for another substantial retail development in Belfast City Centre some time in the future. This scheme will be in addition to the Royal Exchange scheme selected by DSD as the next major retail led regeneration scheme in Belfast City Centre. The analysis conducted for the Council would suggest that all spare capacity for additional floor space in Belfast City Centre has been exhausted by the opening of Victoria Square and the commitment to Royal Exchange. The evidence suggests that there will be no extra income in the population for retail expenditure until 2015.

The key statutory bodies are agreed that there is a need to encourage mixed – use development in the North West Quarter that is sympathetic to the historic streetscape and which enhances the permeability of the area. Westfield's presentation to Committee recognises the need for high levels of design within any future scheme.

Westfield have not yet submitted a planning application based on the presentation to Committee and are reluctant to commit to the expenditure on the fresh application without the certainty that DSD will set aside the sequencing of major retail led regeneration schemes. Westfield could extend and refurbish Castlecourt now by private land acquisition and submission of a planning application rather than wait for the support of the DSD's land assembly powers.

DSD have informed BCC officers that they would consider bringing forward a scheme at the Castlecourt site if it represented a major change in the retail offer in the city centre and created a significant point of difference, for example, similar to the John Lewis proposals for major new department stores in the city centres of Cardiff and Dublin. Westfield had a meeting on the 18 June 2008 with the Minister for Social Development Margaret Ritchie and Jackie Johnston of Belfast City Centre Regeneration Directorate. At a meeting with BCC officers on 9 July 2008, Cherton, who act on behalf of Westfield advised that the meeting with DSD was not encouraging.

#### **Resource Implications**

Asset – The Westfield Proposal will involve the relocation and disposal of the existing Smithfield Market.

Financial – The Westfield Proposal is a £150 million development in the North West Quarter of the City.

#### **Recommendations**

Members are asked to agree to a special Development Committee being held to update and inform Committee on the views and proposals of Westfield, Ewarts the developers of Royal Exchange and DSD. Members will have the opportunity to discuss further the implications of DSD retail sequencing policy in the light of current economic conditions and the need to create a competitive city. Westfield, Ewarts and DSD will be asked to make presentations to Members for consideration.

#### **Key to Abbreviations**

DSD - Department of Social Development  
Westfield - Westfield Shoppingtowns Limited  
BCC – Belfast City Council



### Belfast City Council

Report to:	Development Committee
Subject:	Estates Management – Markets
Date:	13 August 2008
Reporting Officer:	Marie Thérèse McGivern Director of Development ext 3470
Contact Officer:	Shirley McCay Head of Economic Initiatives ext 3459

#### Relevant Background Information

To inform and update Committee of progress on issues concerning the management of St. George's and Smithfield Markets.

##### Vehicle Parking at St George's Market.

Belfast City Council officers along with some Members of Council have held regular meetings with DRD Roads Service, PSNI, and Market Traders since the refurbishment of St George's Market in 1999 to discuss trader and customer car parking issues at the Market.

##### Smithfield Market

Up date on Smithfield Market

##### St George's Market

St George's Market was renovated in 1999 and has had continuous trading since that date.

#### Key Issues

##### Vehicle Parking at St George's Market.

Recent changes to car parking have taken place in the area around St George's Market, eight extra 'Pay and Display' parking bays have been added to Vernor Street and three extra in Oxford Street.

Smithfield Market

The Committee is asked to note Smithfield Market is still currently running with 27 out of 28 Units fully let. Alternative usage is being sought for the vacant double unit. As a short term measure the Department has been seeking to use the space as an area for local art & craft students and community groups to use as a display/showcase area. This would hopefully give a rise to a bigger footfall in Smithfield and also promote young local arts and crafts artists. At no time would any goods be for sale but for display purposes only. Approval is requested that the use of this unit be free of charge as no profit is being made by any of the exhibitors. As it is anticipated the usage of the unit will contribute to a higher footfall to Smithfield Market it would therefore be of benefit to the present traders.

We have contacted local art students and Community Centres and groups to assess interest in using the space as a display area and have had some positive responses.

This proposal is suggested as a short term measure and the Unit would remain 'To Let' with signage remaining in the window. The Unit would be vacated immediately on the Unit being successfully let.

Landscaping front Entrance

No estimate has been received to date on the cost of landscaping from Facilities Management.

Advertising

The BCC web-site for Smithfield has been recently updated with the assistance of Corporate Communications, giving more information on the various units that are currently trading there. Web site address is [www.belfastcity.gov.uk/markets](http://www.belfastcity.gov.uk/markets).

Discussions are ongoing between Markets Officers, Corporate Communications and Genesis Advertising Agency on promoting Smithfield Market. A television and radio advertising programme has just ended and will recommence late August/early September 2008.

St George's Fish Area

The constant cleaning and power washing of the fish area after a successful days trading had taken its toll on the rear wall. Even after regular refreshing and painting, after a few weeks it looked dirty again. A new, hygienic plastic clad wall has been fitted along the fish area (1.6 metres high) and has received excellent reviews from those who trade in that area. It is more hygienic and looks a lot cleaner and more refreshing, especially to the customers using the facility. The cost of this work was covered within the 2008/2009 maintenance budget for St George's.

**Recommendations**

It is recommended that:

- Committee note the continuation of discussions between Belfast City Council, Market Traders and the DRD Roads Service with a view to progressing the parking issues at St George's Market for the benefit of traders, customers and local residents.
- Committee agree to the short term use of vacant double unit in Smithfield Market as an exhibition area for local arts and crafts.

- That Committee note the update on front of house landscaping at Smithfield
- That Committee note the update on advertising for Smithfield
- That Committee note the update on the improvements to St George's Market fish area.

**Key to Abbreviations**

DRD – Department of Regional Development  
B.C.C. – Belfast City Council

**BLANK PAGE**



**Belfast City Council**

<b>Report to:</b>	Development Committee
<b>Subject:</b>	Renewing the Routes Update and Falls Public Art
<b>Date:</b>	13 August 2008
<b>Reporting Officer:</b>	Marie-Therese McGivern Director of Development Ext 3470
<b>Contact Officer:</b>	Shirley McCay Head of Economic Initiatives Ext 3459 Keith Sutherland, Planning and Transport Manager Ext 3578

**Relevant Background Information**

This report provides an update on the continuing implementation of projects and outlines two issues for the consideration of Committee. The update in relation to Renewing the Routes projects provides information on general progress and separate information in the form of a Bulletin covering four IDF routes (**Appendix 1**).

The two issues for consideration relate to the potential provision of a Public Art piece on Falls Road and ongoing work with Roads Service. Members are asked to note the continued progress made under the Renewing the Routes programme and to consider two issues pertaining to the programme implementation.

**Key Issues**

Implementation Update

The implementation of IDF projects across the four principal routes covered by the funding will gather pace over the next two years. The production of a bulletin on progress will assist with this ongoing work and communication.

It is proposed that up to six bulletins are produced for the remaining period of the programme and to keep participants and partners informed of progress. The draft bulletin is attached for Consideration.

Antrim Rd and York Rd. Projects on the Antrim and York Road are continuing with additional funding made available from the URBAN II. Decorative hanging baskets and flower trees have been installed on both routes and proposals for lighting enhancements, tree planting and further commercial improvements are being developed. It is anticipated that the additional works made possible by the extra allocation will be completed by December 2008. The York Road Gateway Art Project is progressing with the architectural and engineering details being completed to finalise implementation. Installation will take place on completion of final statutory inspections.

Crumlin Road. Draft proposals have been developed for public realm schemes at Carlisle Circus, Lower Crumlin Road and Ardoyne roundabout. The initial consultations have taken place with statutory agencies and community groups and detailed public consultation is planned to begin towards the end of the summer.

Commercial improvements proposals have been developed with owners for properties at Glenbank and Lower Crumlin Road.

Falls Road 28 properties have been targeted under Phase I of the Commercial Improvement Programme in lower Falls. Construction work for phase 1 is scheduled to commence between Divis Street and Broadway in August 2008 and Phase II (Lower Springfield Road) are at final design and consultation will begin September 2008.

Hanging baskets have also been installed on Broadway as part of a three part environmental project for the route. A public art piece is also being developed with Iveagh Residents Group and the Belfast Health Trust for installation of the project on one of the Royal Victoria Hospital walls. The final element of the project will be carried out with local residents on a "Soffits and Sills" painting scheme where properties will be upgraded to contribute to the reinvigoration of this busy route.

Consultants have been appointed and are currently investigating the potential of feature lighting to popular landmarks on the Falls Road including the International Wall, Carnegie Library and St Mary's University College. Outline designs for Bog Meadows and Glen Road/Falls Road Junction are currently out to consultation and working designs have been agreed for West Circular Roundabout and Willowbank Youth Club with construction work planned to start in September/October 2008. The listed St Comgall's railings and gates have been by specialist consultants drawing up proposals with a view of starting refurbishment works late 2008.

Shankill Road Work on this arterial route is now well underway, with 35 commercial improvements already complete under Brighter Belfast and Integrated Development Fund. A phased programme of delivery for these projects is enabling delivery and improvements to another 100 businesses over the next 12 months. Projects already delivered in partnership with other Council departments include hanging baskets as part of Belfast in Bloom, and the introduction of tourism signage at three key sites: West Kirk Church/Shankill Memorial Garden, Shankill Rest Garden and Woodvale Park. Renewing the Routes Programme has also attracted an additional £200,000 from Belfast Regeneration Office to deliver public realm improvements at two key junctions, Agnes St and Lanark Way.

Upper Springfield Road The launch of a new Panoramic Viewpoint at Monagh Road in May 08 signalled the next phase of regeneration activity in Upper Springfield and the major public realm scheme is now also complete at the Springfield Rd and Whiterock Road. In partnership with the Parks and Leisure Department, Groundwork NI and the local community are working together in this area to develop the next key project at Springhill Park 'funnel' will be developed. A further landscaping project at Whiterock Orange Hall is now at detailed design and research on land ownership and community consultation on other proposed landscaping sites is taking place to assess feasibility.

#### Implementation Issues

Members are asked to consider two issues pertaining to the continued successful implementation of the renewing the routes programme, including:-

Falls Public Art piece The project was included within the Renewing the Routes Plan for the Falls area as a potential commission for a significant art piece for a gateway location in the Lower Falls area, with a £80,000 budget from the Integrated Development fund.

Following further consultations a formal request to consider utilising this budget as part of a contribution to a larger art piece for west Belfast, has been received from An Nasc, a non-profit Irish language development body. The proposal is to develop a major landmark art piece, Ceiliúradh/Celebration, celebrating the Irish language and welcoming visitors into the west of the city with an overall budget of £200,000.

The group proposes that this sculpture will be the 'jewel in the crown' of West Belfast/Gaeltacht Quarter.

An Nasc has secured funding from the Arts Council's Re-Imaging programme (£50,000) and Foras na Gaeilge (£30,000) and West Belfast and Greater Shankill Enterprise Council has expressed its support for the projects. The group also have applications pending with several other bodies and they wish to avail of the Arts and Business support package. If approved the An Nasc propose to carry out the procurement of the art piece with the participation of the Council on the requisite selection panel and steering groups. The Group have also requested that the Council consider taking responsibility for the ongoing maintenance of the completed piece of public art.

Members are asked to consider this request for the reallocation of this budget. Should Committee wish to consider the reallocation there are number of issues that would need to be addressed or made conditional to any approval:

- (1) That the Department of Social Development accede to reallocation of the Integrated Development Fund budget identified in the renewing the routes programme;
- (2) That the group confirm that the selection and tendering procedures would comply with the draft Council procurement policy;
- (3) That the selection panel includes Council participation comprising officer and member representation;
- (4) Confirmation that the art piece is installed in compliance with all statutory permissions, by March 2010;
- (5) The group provides confirmation of all funding availability to at least match the potential reallocation by October 2008; and
- (6) Confirmation that the site selection will ensure a direct relationship with the Falls Road within the Lower Falls area.

DRD Road Service. Members may wish to note that the successful implementation of a number of projects under the Renewing the Routes programme requires both the permission and assistance of DRD Roads Service. These projects primarily relate to the proposed enhancement of the public realm including lighting enhancement proposals. During the initial phases of the Renewing the Routes activity this permission has been difficult to attain and has been a contributing factor to delayed implementation and abortive work.

These administrative or operational challenges have been further complicated by additional issues in relation to ongoing or perceived maintenance difficulties. The procedural and detailed design approval issues have, despite ongoing work and consultations, proved difficult to overcome. This experience contrasts with the partnership approaches with other agencies and reduces the scope for the delivery of

comprehensive projects.

In the broader context of RPA and the need for coordinated regeneration activity the Committee is asked to consider the merits of requesting a cross-party meeting with the Minister for Regional Development to explore how a commitment to effective partnership could be developed the implementation matters addressed.

**Resource Implications**

Financial:  
Reallocation of an approved £80,000 funded through the Integrated Development Fund.

**Recommendations**

Members are consider the following recommendations:

- (1) Note the contents of the update within the report and attached bulletin
- (2) Approve the reallocation for the public art funds subject to details in respect of the aforementioned conditions being reported back to Committee and consider the request for Council to maintain the proposed art piece.
- (3) Agree to request a cross-party meeting with the Minister for Regional Development to explore how a commitment to effective partnership could be developed the implementation matters addressed.

**Documents Attached**

Appendix 1: Renewing the Routes Bulletin

# Renewing the Routes bulletin

Issue 1 August 2008

## Crumlin Road

### Carlisle Circus sculpture - Pharus

**A unique public art piece symbolising the rich industrial heritage of North Belfast is due to be erected at Carlisle Circus shortly.**

Carlisle Circus is located at the bottom of the Antrim Road and Crumlin Road and provides a gateway to North Belfast. The area is known to experience civil unrest and community strife and has suffered as a result of sectarian violence. It has therefore been identified as a key location for a piece of public art that would provide a focus for the local communities in North Belfast.

The sculpture, named 'Pharus', represents the flax mills that operated around North Belfast in bygone years. It was designed and partly fabricated by Scottish artist Iain McColl. He was chosen from a shortlist of artists by a selection panel that comprised stakeholders from all sides of the community together with representatives of relevant statutory bodies. An intensive period of consultation was undertaken consisting of various workshops and exhibitions in a bid to gain agreement on an art piece that each community could claim ownership of.

The sculpture will consist of an eight sided column to reflect the Belfast Mill Chimney Stacks. Mounted upon the 'chimney' is a Gondola which will house flames that convey a beacon of hope. The design will allow for wind generated movement of the flames which will be uplit by solar powered LED lighting.

### A landmark success!

**St. Mary's Church of Ireland, a landmark building of significant architectural merit situated along Crumlin Road, has recently**

**benefited from a substantial landscaping and refurbishment scheme.**

The memorial garden has been landscaped, boundary railings and gates refurbished and a new feature notice board has been erected.

The Church has a prominent roadside frontage presence and the boundary treatment has had a very positive visual impact on this stretch of the Crumlin Road.

The memorial Garden has been transformed into a high quality landscaped area consisting of a mixture of granite paving, shrubbery and trees which provides a focal area within the grounds of the Church. The newly erected robust church notice board and restored railings strongly enhance the impressive new memorial garden.

The project has been highly commended by the Rector of the Church, Rev. Canon Walker who has arranged a service to mark the official opening of the memorial garden. This will take place on Sunday, 14 September 2008.



**St. Mary's Church after the refurbishment work**

## Falls Road

### Falls Road clean-up

**The Falls Road is to benefit from intensive clean-up efforts for the next six months.**

The 'Renewing the Routes Programme' is working in partnership with the council's Cleansing Team on this key arterial route to deliver a pilot scheme of high-impact graffiti removal. The area runs from Divis Street to Andersonstown and includes the lower Springfield Road.

The team will carry out an intensive cleanse of the road on a daily basis offering a more concentrated and rigorous service which began in June.

The Falls Road suffers from extensive graffiti and illegal fly-posting and several hotspots have been identified on the route for targeted action. These include Riverdale shops and Busy Bee in Andersonstown and most street corners on the Falls Road.

The team are adopting a zero tolerance approach to graffiti and fly posting in these areas of both publicly and privately owned property. A disclaimer or public indemnity form is required from owners of defaced properties prior to work being carried out.

Within days of work starting on the road the secretary of Riverdale Residents Group, Maureen McKearney congratulated the Renewing the Routes Cleansing Team on the immediate visual impact of the graffiti removal in Andersonstown. She said: "I'd like to thank everyone for all their hard work and effort, as a resident I assure you we appreciate this very much. I noticed the difference immediately at the Riverdale Surgery. Great work!"



**Graffiti on Riverdale Surgery**

### Shops on Falls Road get a facelift



**This August sees the launch of a major commercial improvement scheme on the Falls Road to the tune of £350,000.**

This will target 50 well known West Belfast businesses in the lower Falls area with a further £840,000 planned for mid Falls and Andersonstown.

This project is part of the Renewing the Routes Programme and will kick start the £1.81million investment proposed for the Falls Road, lower Springfield Road and Andersonstown under the Integrated Development Funds.

The work will build upon the successes of the previous scheme in 2004 which was carried out on businesses opposite Dunville Park. The project aims to enhance the shopping experience and bring back the vibrant and bustling atmosphere on the busy Falls Road.

The shop improvements will focus on the face of the road and the properties will be chosen on a block by block basis. The improvements will be offered to shops or businesses where deemed necessary by the Belfast City Council appointed architect and consultants.

Planning for the project has already received an overwhelming positive response from the traders after initial consultation to gauge interest. It is anticipated construction work will begin on site in August 2008 with the further phases of construction scheduled on a quarterly basis for other parts of the road.

## Shankill Road

### Shankill Shops set for beauty treatment



**Our next phase of regeneration has already begun on the Shankill Road, with over £700,000 investment planned over the coming year.**

The Shankill arterial route runs from Peter's Hill to Woodvale Park.

This latest substantial programme follows similar successful work on the lower Shankill and Woodvale Road. Following consultation, Belfast City Council is targeting £500,000 of Integrated Development Fund monies at existing shop premises to boost the Shankill as a key shopping route in the city.

Builders are currently tackling a block of shops at the junction with Lanark Way, gradually moving towards the city centre at a rate of 20 shops per three month period. The project aims to improve the look of the road by supporting existing businesses and buildings. Typical work is cosmetic and includes signs, lights and painting to brighten up the road.

Shop improvements focus on the road frontage and are managed by Belfast City Council on a block-by-block basis. Each trader will be given an opportunity to benefit from the scheme over the coming months via letter and on site visits from Council officers. Work is offered where deemed necessary by Council architects and traders. No grant application is required and the work is not means tested.

Belfast City Council also works alongside partners NI Housing Executive and Belfast Regeneration Office to address gap sites and dereliction on a wider basis.

Belfast City Council has also successfully secured NIHE 'Living Over the Shops' grants as a pilot scheme for the Shankill Road, which will dovetail with ongoing commercial improvement.

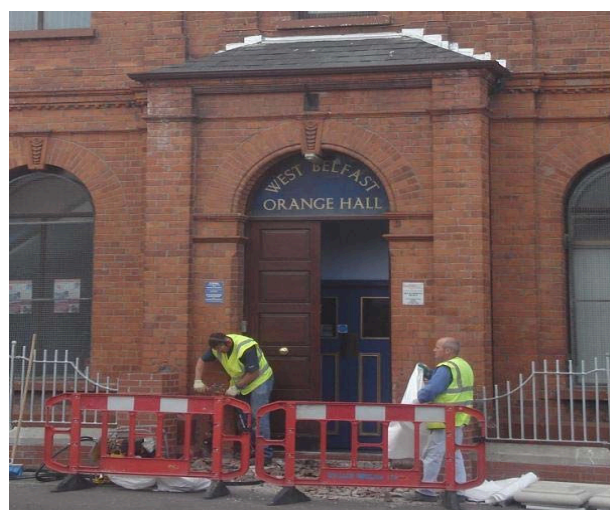
### Celebrating 100 years on Shankill Road

The Renewing the Routes programme is also delivering £200,000 of improvements to key public buildings and sites of interest on Shankill Road. Lead projects are a lighting scheme at Woodvale Methodist Church and impressive boundary improvements at West Belfast Orange Hall.

A key building on the road and in a prominent corner position, West Belfast Orange Hall is home to the No. 9 District Orange Lodge, which celebrates its 110 year anniversary this year.

New bespoke galvanised railings reflecting the heritage of the Orange Order have been erected at the Hall. Cleansing of the exterior wall has taken place and a final high quality granite finish has led to the restoration of the West Belfast Orange Hall entrance to its former glory.

This project forms part of a drive to improve several key buildings, and regeneration is already planned for Woodvale Presbyterian Church and Shankill Rest Garden, set for delivery over the next year.



**Workmen at West Belfast Orange Hall**

## A route with a view



**Springfield Viewpoint Launch**

**Upper Springfield boasts some of the best views over Belfast and beyond. An innovative viewing area has now been unveiled showcasing the area's unique position - nestled between the Black Mountain and the city.**

Launched in May, with our partners Groundwork NI, Upper Springfield Arts Project and the Terry Enright Foundation, the Viewpoint is found at the entrance to Turf Lodge, at Monagh Road. The boards point out key places of interest visible on the skylines.

The Council was also joined at the launch by interested groups such as NI Tourist Board, Belfast Hills Partnership and Irish language organisation Forbairt Feirste.

The community partners attracted extra funding and enthusiasm for the initiative, engaging artist Michael Baker and 12 young people to add a personal touch. Locally inspired art plaques are now embedded at the Viewpoint highlighting some of the West's landmarks such as Bog Meadows and Black Mountain's Hatchet Field.

Landscapers Groundwork NI also contributed by bringing both projects together at the site through their 'Greencare' scheme.

This project was part of a pilot programme of arterial route regeneration targeted at Upper Springfield which also included cosmetic improvements to shops.

As one of the pilot arterial routes, Upper Springfield Road helped to form the bedrock of Belfast's arterial route regeneration. The Viewpoint and a shop improvement scheme helped inspire the current wider programme.

## Next stop for Springfield

Following the success of the pilot schemes, Belfast City Council's 'Renewing the Routes' project has now secured a further £415,000 from the Integrated Development Fund for the Upper Springfield.

Ground work, consultation and planning on major local priorities under the pilot scheme have now reached fruition in a series of further physical projects in 2008.

Investment of over £100,000 has already begun through delivery of the Junction Improvement Project. This is a major facelift at the key hub of activity in at Whiterock Road and Springfield Road. This project aims to make the area more pedestrian-friendly and attractive for shoppers and residents. The worn and pot-holed tarmac will be replaced and traffic management systems will be reinforced.

The Upper Springfield Renewing the Routes team delivers physical improvements in consultation with local groups such as Neighbourhood Renewal and the Resident's Associations to improve the appearance of areas in line with local concerns such as traffic and anti-social behaviour. Belfast City Council has worked closely with DRD Roads Service and other relevant agencies and landowners to deliver practical improvement schemes that can be maintained in the future.

Further Renewing the Routes projects due to start later in the year include: the redesign of the green space opposite Owenvale at Springhill Park - in partnership with Groundwork NI; public art projects with Sliabh Dubh residents and Upper Springfield Arts; and more cosmetic improvements to shops on the main road.



**Springfield Junction project during construction**

**For more information contact the Renewing the Routes team – 028 90320202**



### Belfast City Council

Report to:	Development Committee
Subject:	Planning and Transport Related Issues
Date:	13 August 2008
Reporting Officer:	Marie-Thérèse McGivern Director of Development ext. 3470
Contact Officer:	Shirley McCay Head of Economic Initiatives, ext 3459 Keith Sutherland, Planning & Transport Policy Mgr, ext 3578

#### Relevant Background Information

This report provides updates on issues previously considered by the Committee, outlines ongoing consultations and seeks approval for the appointment of a Planning and Regeneration Officer to work within the Planning and Transport Unit.

#### Key Issues

##### Belfast Metropolitan Area Plan Update

The final stage of the draft Belfast Metropolitan Area Plan (dBMAP) Public Inquiry concluded in May 2008. A summary of the Council's engagement at Stages 1 and 2 of the Public Inquiry is appended to this report for information (**Appendix 1**).

The Department of the Environment have indicated that finalisation of the Public Local Inquiry Report by the Planning Appeals Commissions will occur in early 2010. The report will then be considered by Planning Service and no date has yet been set for publication of the final version of the BMAP.

The protracted timescale for the development and consideration of the draft plan has resulted in a situation where it is likely that the final plan adoption will occur in a period where the transfer of responsibilities for local plan preparation and maintenance will have commenced. The plan as it relates to Belfast will, on formal adoption, become an important element of the planning policy context for the city.

In light of the likely timescales and the transfer it would be appropriate for the Council to seek clarification of process and adoption mechanisms in the context of the Review of Public Administration (RPA). The Council following local government reorganisation will have responsibility for local planning and in seeking the clarification Council should ensure that the opportunity to directly influence the final form of the adopted plan is available.

It is suggested that Committee notes the contents of the appended information paper and requests clarification from Planning Service of the proposed processes and timescales for the final adoption of the dBMAP in the context of the RPA.

#### Sprucefield

Planning Service is currently considering a pre-application submission in respect of the development proposals for a department store and 15 separate retail units at the Sprucefield Regional Shopping Centre. This application replaces the development proposal for a department store and 29 units that was the subject of the successful legal challenge by the Council and other parties in 2007.

The modification of the development proposal does not address the principal concerns in relation to the potentially adverse impacts on general retail policy and the surrounding town and city centre retail.

Committee is requested to note the position and intention to bring the issue back to a future meeting for more detailed consideration of the potential implications and if appropriate a formal Council response.

#### Regional Development Strategy (RDS) Review

The 5 Year Review has been carried out and Adjustments to the Regional Development Strategy 2015 document published in June 2008. The Minister for Regional Development announced on 9 June 2008 the intention to start the 10 year review process. A summary of the broader strategic issues arising from the Regional Development Strategy Review announcement is appended to this report (**Appendix 2**).

The Minister for Regional Development has established an 'External Working Group' and during the initial consultation suggested a timetable and proposed consultation structures for the review which would see the publication of the draft in 2009 and adoption in 2010.

The RDS is an important statutory document for the continued development of Belfast within the wider region and setting the strategic context for exercising local planning functions. Council engagement in the review process will be critical to ensure that the importance and role of the city to the development of the metropolitan area and Northern Ireland continues to be recognised. The Council, through the work on the State of the City, has carried out research that would clearly inform the proposed ten year review and could be provided to the Department for regional Development as part of the initial engagement.

The nature and complexity of the RDS issues and the proposed consultation processes will require the Council to adopt a flexible approach to the engagement. To facilitate the engagement it may be appropriate to replicate the internal arrangements adopted for the BMAP process utilising a focused approach with Members and officers.

It is suggested that Committee notes the contents of the appended issues paper and approves the proposals for the internal consultation and the submission of existing relevant research to the Department for Regional Development.

#### Yorkgate Junction

A request for initial comments in respect of the proposed Yorkgate junction modifications was received from consultants (Scott Wilson Consultants) acting on behalf of the Department for Regional Development. The initial responses to the consultation (**Appendix 3**) were based on technical comments, previous submissions or existing information.

The initial response is provided for information and Members are requested to note the contents in advance of the proposed Special Committee on the subject of the Yorkgate proposals.

#### Planning and Regeneration Officer

The work of the Department in relation to significant planning and regeneration initiatives has continued to increase. In addition to the potentially significant changes under the Review of Public Administration (RPA) there are continually increasing levels of activity for the Council in relation to the coordination of responses to significant development proposals and a requirement for effective monitoring of the context for planning decisions (irrespective of their scale). Whilst the work in relation to specific initiatives has been accommodated by the diversion of resources this cannot be sustained and would not address the need for a structured approach that would enable the Council to engage more consistently and effectively in the planning and regeneration processes.

The requirement for an additional post is based on a package of potential activities which if addressed would enhance the Council's ability to effectively engage in what will be a changing planning and regeneration context including issues such as planning gain, tall buildings, design, and transport infrastructure. The post would be an integral element of the approach to influence the wider development of the city to reflect the corporate objectives for the Council. This would build on the corporate objectives established through the Masterplan, Transport Policy and dBMAP/RDS processes in relation to brownfields, housing, transport and regeneration.

Harnessing the potential investment in the city to provide a positive legacy will be critical in sustaining the recent social, economic and physical improvements in Belfast. This establishment of this post offers the opportunity for the Council to continue the effective engagement in these critical processes and begin the process of integration of activity across the organisation in advance of the future changes that will result as part of the public administration reviews.

No additional capacity exists to carry out the current specialist work and in the absence of a dedicated resource the potential to influence these critical external processes and developments will be reduced. The absence of the additional capacity would undermine the Council's ability to translate the ongoing work in relation to planning policy development into concrete actions and initiatives that would positively influence both Council and other developments in the city.

It is suggested that Committee approve the proposal to establish the post of Planning

and Regeneration Officer subject to the post being evaluated by BIS and accommodation within existing revenue estimates.

### **Resource Implications**

#### Human Resources

The current staff resources are not sufficient to cover the increased workload and areas of responsibility making it impossible to provide an integrated approach and consistency in relation to policy and performance related activities. This means that the capacities of the Council and Department to effectively engage in regeneration and development processes are restricted at a critical stage in the development of the city. It is recommended that the post of Planning and Regeneration Officer be created in order to meet increased workloads and responsibilities. This would provide for a more effective operation and address the problem of the increased remit and duties falling within the remit of the Planning and Transport Unit.

#### Financial Implications

The proposed post would reduce the reliance on hired and contracted services for the provision of specialist advice in relation to these issues.

### **Recommendations**

It is recommend that Committee:

- note the contents of the appended information paper and request clarification of the proposed processes and timescales for adoption of the;
- note the current position in respect of Sprucefield;
- note the content of the appended issues paper and approves the proposals for the internal consultation through a focused approach with Members and officers and the submission of existing research to the Department for Regional Development;
- note the content of the initial Yorkgate Junction response; and
- agree to the recruitment of the Planning and Regeneration Officer post within the Planning and Transport Unit.

### **Key to Abbreviations**

dBMAP - Draft Belfast Metropolitan Area Plan  
RDS - Regional Development Strategy  
RPA – Review of Public Administration

### **Documents Attached**

- |            |   |
|------------|---|
| Appendix 1 | Summary of Belfast City Council Participation at Stages 1 and 2 of the Draft Belfast Metropolitan Area Plan Public Inquiry    |
| Appendix 2 | Summary of the Key Issues for the 10 Year Review of the Regional Development Strategy   |
| Appendix 3 | Initial Responses to the Department for Regional Development requestsfor information in respect of the Yorkgate Junction area |

# APPENDIX 1

The NI Planning Service issued the notice of intention to prepare the Belfast Metropolitan Area Plan in September 2000 and the draft plan was published on 30 November 2004. Following extensive consultation and consideration with elected Members and Officers within Council Departments, the Council submitted the first representations to the draft plan (dBMAP) in January 2005.

The Planning Service published the full list of more than 3000 representations to the draft plan in the autumn of 2005 for inspection and the Council made a further submission on 2 November 2005.

Plan Amendment No.1 to the dBMAP was published on 14 February 2006 outlining revisions including additions, modifications and deletions of plan proposals. Council representations to the plan amendment were submitted on in April 2006.

The Council's principal concerns with the draft plan related to Housing, Waste, Open space, Transport, Arterial Routes, Air Quality, the North Foreshore, City Centre (designations and strategy) and Retail (hierarchy and designations).

The final stage of the Belfast Metropolitan Area Plan Public Inquiries concluded in May 2008 with the Department of the Environment indicating that publication of the Planning Appeal Commissions Public Local Inquiry Report will occur in early 2010. No date has yet been set for publication of the final version of the BMAP by Planning Service.

## **dBMAP Public Inquiry Stage 1: Strategic Issues**

The Planning Service resolved to hold a Public Local Inquiry, coordinated by the Planning Appeals Commission (PAC), for the purpose of considering objections to the Draft Plan including Plan Amendment No.1. Stage one of the inquiry commenced in April 2007 and dealt with the strategic or regionally significant issues including the main policies and proposals.

The Council participated directly in hearings in regard to some of the more contentious issues such as housing, retail, office strategy, waste and transport.

The main issues arising for Stage 1 of the public inquiry related to:

- **Settlement Strategy** – Objectors were seeking flexibility in the development limits of small settlements in order to cater for housing need/ demand. In addition public inquiry sessions also considered the broader settlement strategy, housing allocations and distribution. The Council evidence advocated the compact city model in regard to the distribution of housing, emphasising the sustainability benefits of appropriate increases in urban density. In addition the Council highlighted the need to set clearer targets for brownfield development in the Belfast Metropolitan Area, to encourage the redevelopment of under used land or property.
- **Social/Affordable Housing** – The Council following on from engagement in the Semple Report proposed a rewording of Affordable & Social Housing Policy HOU3, which would include a percentage of residential developments to be set aside for affordable housing; with the aim of creating sustainable and balanced communities. The evidence sought to include a mechanism to address the provision of affordable housing as part of the plan process. The

submission highlighted that the failure to include policies was contrary to the guidance set out in the Regional Development Strategy and view that Development Plans were appropriate vehicles to address such locally specific housing issues. During the BMAP Public Inquiry sessions objectors were unwilling to accept these proposals and cited the potential detriment to the construction industry from the adoption of such a policy. Discussions focused on PPS12 and the performance of the Department in addressing the demand for social and affordable housing.

- **Developer Contributions** – The Council case stated that the Plan should focus on this issue and not simply leave consideration or regulation to regional policy. Whilst a specific policy amendment was not proposed, it was suggested that this issue could be dealt with via more effective Key Site Requirements. Examples of the harnessing of developer contributions by local authorities in the UK and Ireland were cited as part of the evidence. In response Planning Service stated that the mechanism for delivering developer contributions at present was effective, although it was conceded that it was not commonly utilised. The Department concurred that there were certain circumstances where developer contributions could be considered, however, the need for an additional policy was not accepted as a review of PPS1 was felt to be the appropriate means of addressing this matter. The Council highlighted the contrast between the Department's sparse use of Article 40 agreements in comparison to the general use of the comparable legislation in Scotland, England and Wales.
- **Employment Strategy** - The Department accepted that the areas zoned for 'industrial' use should now be identified as 'employment areas', with developments relating to areas such as Research and Development acceptable; however, it was clarified that general office development would not be acceptable. The mechanism and calculations of the appropriate level of supply of such land was questioned by the objectors. The Department stated that there were no formal mechanisms for the calculation of the appropriate supply and that their approach had been to give a generous proportion of land over to these uses.
- **Transport** – The Council submitted an alternative broad Transportation Strategy to strengthen sustainable transport options and resolve what was considered to be an omission from the draft plan. Through the evidence the Council sought clarification and justification in relation to the need for proposed road schemes (Bankmore and Connsbank) and detail was sought on Rapid Transit alignments and phasing. The Council position was based on the RDS Transport Corridor approach to increase the region's accessibility to Europe's transport network as a means of assisting future economic growth. The Council sought to align the metropolitan area road networks to meet this strategic objective.
- **WWAY** – The Council called for integration of the WWAY proposal with the rest of the transport network in West Belfast and to recognise opportunities for developer contributions towards the scheme implementation. The evidence also highlighted that there should be a greater emphasis on the need to link this route with city centre routes and other rapid transit provision in order to create a sustainable public transport network.

- Super-Route – The Council sought further assessment to ensure better links with main attractors such as the Forestside Shopping Centre along with reducing impacts on Belvoir Park Forest.
- CITI – The Council expressed concerns on the alignment of this route. Other parties involved in the hearing highlighted that the operations by Bombardier and Harland and Wolfe would be significantly affected by the proposed alignment. The Department acknowledged that there were problems with the proposed alignment and that it would be given further consideration.
- Bankmore Link - The evidence from Planning Service stated that the southern section of the ‘inner ring road’ would provide ‘capacity reallocation’, allowing for the city centre public realm and public transport improvements although detailed design work had not been completed. The absence of a detailed justification for the road and air quality management concerns were the focus for the Council in the context of evidence that highlighted the work in other cities to reduce the impact of existing inner ring roads and increase pedestrian priority. The evidence also emphasised that the EU Directives stated that it was not an option to simply consider the broader impacts and modify air quality problems within different areas.
- Connsbank Link – The evidence from Planning Service stated that the proposed road along with Holywood Arches By-Pass would now be provided with public money (not through developer contributions as stated in the plan) although it was unclear as to where this money would be sourced. It was suggested that the Proposed road scheme may be incorporated into the budget allocation for the Sydenham By-Pass and the E-Way. The Council highlighted the potential impact on the Connswater Community Greenway proposal, the increase severance to Victoria Park and King George V playing fields (with this loss a football pitch as part of the development); the continued blight to the Holywood Arches area and the impacts on the surrounding community. The Department suggested that the link was required to replace Dee Street bridge as part of the Sydenham By-Pass widening.
- Sydenham By-Pass widening & A2 Junction – The Councils main concern related to the impact of the proposals on Victoria Park & King George V playing fields, which would result in the loss of a number of important facilities. The Council evidence suggested that junction could be accommodated on land within the Harbour Estate and options other than road widening should be considered to accommodate what was purely a ‘peak traffic’ commuter problem. The Council submissions suggested that public transport should be further encouraged along this ‘corridor’ as the existing proposals would contribute to increased car use and journeys into both Belfast City Centre and any new developments at Titanic Quarter.
- **Retail Strategy & Sprucefield** – The objectors argued that there were high levels of vacant retail warehousing in NI and if Sprucefield is to expand as a regional centre, comparison or city centre type retailing must be permitted to support the broader development of the centre as a “Regional” facility. The John Lewis development although not the subject of the Inquiry was discussed in the context of the strategic significance of allowing a large comparison store development on this site, in contravention of the retail policies. The Department and the Council sought to defend the draft BMAP

policy to protect the primacy of Belfast and other city centre through policy control over the scale and nature of retailing at Sprucefield.

- **Office Strategy** – A range of objectors tabled a revision to the strategy that sought to remove the policy objective of ‘promotion’ of Belfast City Centre. In tabling this amendment the objectors also called for greater ‘dispersal’ of office development away from the City Centre, encouraging the growth of office development in Belfast Harbour and Lisburn. The Department and Council argued that the relaxation of restrictions on office development in this area may have a detrimental impact on Belfast city centre and the sustainable development of the region. Objectors also suggested that the Queens Office area should be elevated in terms of the hierarchy of city office space. It was argued that QUB at present is restricted in its use of building stock because of its location in a conservation area. Planning Service conceded during the Inquiry that the Harbour Area could be supported more in the policy wording but did not merit a Major Employment Location designation.
- **Air Quality** – The Council proposed an amendment to policy UE8 which aimed to strengthen planning powers in relation to public health, based on improved consultation with District Councils. Following the Councils representation at the stage 1 public inquiry and its call for the inclusion of specific air quality policies, the Department stated that Policy UE8 should remain in place until regional guidance addressed the issue. Other objectors suggested that this policy represented another layer of control which would make development increasingly difficult.
- **Arterial Routes** – Objectors wanted this designation to spread beyond the Belfast area (to cover Lisburn), however, this was rejected by the Department as the need for designation only related to areas of Belfast which have a tradition of commerce and are the focus of community activity.
- **Open Space Designations** The Council put forward a revised Open Space Strategy and new policy OS5 which called for greater links between developments (mainly residential) and open space provision – calling for both the enhancement of existing space and further facilities where needed. The evidence from Planning Service suggested that these issues were covered via regional guidance and policies already in the plan. In relation to Policy OS2 Community Greenways – objectors proposed a policy amendment which aimed to focus the policy measure on the potential ‘harm’ development could cause and remove the restrictive nature of the policy. Planning Service argued that the policy did not preclude development but was meant to be restrictive in order to protect these links.
- **Tourism Policy** The Department conceded that any reference to Lagan Valley could be dropped from policy T2, but did not concede that any planning applications under this policy should be considered in tandem with the Council. The Council evidence highlighted that significant role played by councils in the promotion and development of tourist attractions and suggested they should be given a significant formal input into the assessment of tourism developments. Planning Service stated that as the Northern Ireland Tourist Board had been consulted in the preparation of the tourism policies, and that it was not considered necessary to further consult with councils.

- **Environmental Designations** Natural Environment Strategy and policy ENV1 – The Council sought to ensure that the restrictions in place on such areas should not unnecessarily restrict the development of adjacent sites. Planning Service conceded that the policy should move away from a blanket restriction over the development of these sites to placing an emphasis on the need to show how a proposal would minimise potential impacts. Sessions on ENV2 (SLNCIs) and ENV3 (LLPAs) has similar outcomes, with a consensus that protection should be accented in preference to restriction.

## **Stage 2 Public Inquiry: Site Specific Issues**

- **Reconvened Housing Matters** The reconvened strategic housing matters sessions considered the Departments position since the publication of the June 2007 paper indicating an uplift in the Housing growth Indicators. The Department considered the previous matrix approach as suitable to assess sites for housing on a comparable approach rather than a pro-rata basis. The debate focused on the mechanism to bring in additional sites for housing with objections calling for more flexibility and questioning the validity of the matrix assessment. The Council called for additional housing supply to be accommodated within the urban footprint. The Council evidence suggested that the urban capacity studies should be updated and consideration given to appropriate higher urban density, brownfield development and phasing of sites.
- **Retail Strategy & Sprucefield** The Planning Service position did not change during Stage 1 or 2 of the public inquiry. Objections at stage 2 were site specific as opposed to strategically focused. The objectors attempted to demonstrate that sites had existing visual and infrastructural linkages with the Regional Shopping Centre which therefore made them suitable for inclusion within the boundary. Strategic retail policies were not revisited during this session.
- **Boucher Road Estate** Belfast City Council as a significant land owner on the Boucher Road attended the public inquiry to ensure that land designations did not adversely affect the vitality of the current land uses in this location. Planning Service revised the plan position that the land should be zoned for employment/industry. In evidence Planning Service stated that the land should be designated as 'white land' and therefore all applications to develop these lands would be considered on their individual merits and compatibility with existing uses.
- **Harbour Strategy** The objections by other organisations related to the application of restrictive policies for the City Airport and the visual amenity of development.
- **North Foreshore** The Council objected to the detail of the open space designation and the division of the site into two zones. Planning Service agreed that the site should be zoned as a mixed use site and the specific uses outlined through Key Site Requirements i.e. open space, waste and Park and Ride. The Council position sought deletion of the specific Park and Ride and port related uses from the Key Site Requirements. Planning Service did not concede to the removal of the park and ride designation. The Council

also objected to identified requirements relating to the Fortwilliam junction upgrade.

- **Titanic Quarter** In regard to the Titanic Quarter zonings, the Council sought a designation which complemented the role of the city centre. Planning Service accepted separate objections in relation to removal of the all zonings with the exception of Zone A; this improved the flexibility of use for the site. More specifically the Council sought the inclusion of a cultural/heritage use for portions of the site. During stage 2 it was agreed that the development of the Titanic Quarter should evolve on a grid system with a main street and boulevards.
- **Gasworks** The Council argued that the designation of the Gasworks site as a Development Opportunity Site and Gateway zoning should be extended to take account of the wider development potential for the site. Planning Service conceded that the Gateway and Development Opportunity Site designation could be extended and suggested the wording *'To use the context of the gasworks site and specific relationships of development opportunity site to surroundings streets to form a gateway presence or a particular gateway'*. Planning Service commented that this may be achieved by developing sites together so that they interact coherently. The designation of the site as a 'gateway' to the surrounding streets was considered and it was felt that development could operate as a natural gateway from the established streets into the new gasworks development.

# APPENDIX 2

The Regional Development Strategy (RDS) was developed as a spatial plan designed to support the balanced growth of Northern Ireland. The core of the RDS is comprised of strategic policy guidance that seeks to provide the context for planning across the region. The forty three specific Strategic Planning Guidelines seek to influence development and planning: at the regional level (*Strengthening Regional Cohesion in a Global Context*); at sub-regional level (*The Belfast Metropolitan Area, Londonderry: Regional City for the North West, Rural Northern Ireland*); and thematically (*Meeting Housing Needs, Supporting Economic Development, Developing a Regional Transportation System, Caring for the Environment*).

The Department for Regional Development recently completed a five year review of the RDS which considered the need for detailed adjustments, but did not address the principles in the regional framework. The results of that review were published as "Adjustments to the Regional Development Strategy" in June 2008 with the main modifications applying to aspects of policy on economic development, tourism and rural areas. Immediately prior to the publication of the adjustments the Minister announced the Department's intention to begin the process of the ten year review.

The processes towards this review have been initiated and the has established an 'External Working Group' and during the initial consultation suggested a timetable and proposed consultation structures for the review which would see the publication of the draft in 2009 and adoption in 2010.

The Minister for Regional Development in his original announcement stated that this would be a "*fundamental review of the regional development strategy*" and that the new strategy would be different "*it will be relevant to key stakeholders and flexible enough to deal with changing circumstances, yet robust enough for decision-making; it will set priorities and list a selected number of key infrastructure projects that are essential for economic growth; it will take account of, and be relevant to, structures and functions that emerge from the review of public administration; and it will take account of the many changes that are happening around us*".

The RDS is an important statutory document both for the continued development of Belfast within the wider region and in setting the strategic context for exercising local planning functions. Council engagement in the review process will be critical to ensure that the importance and role of the city to the development Northern Ireland continues to be recognised and that the potential remains for the development of local planning policies to support the sustainable development of the city. These two Key issues are considered below in relation to the recent announcement and initial actions the Council may need to consider in response to the announcement.

### **City and Region**

The Assembly debate at the time of the announcement and subsequent discussions as part of the initial consultation have highlighted the tensions around the perceived issues of regional disparity and the fundamental nature of the review highlights the necessity for the effective engagement to ensure the continued RDS recognition of Belfast as the "*economic engine for the Region as well as being the regional centre for administration, specialised high order services and cultural amenities*".

This issue and the interdependence of regional cities with their hinterland was specifically addressed in the work commissioned from the OECD, which in turn formed an important part of the recent State of the City Conference. Professor Peter Tyler, Director of Studies in Land Economy at St Catherine's College in the University

of Cambridge, presented key findings for Belfast from the OECD which concluded that:

- the success of Northern Ireland and quality of life for all citizens over the next 25 years will crucially depend upon the success of Belfast. (This echoes the message of previous State of the City conferences which showed Belfast to be NI's regional driver like other cities in other GB regions) Belfast is a major hub for both business and employment and any failure to fully exploit its potential will negatively impact on surrounding areas.
- The city should not be perceived to be in competition with other parts of Northern Ireland but rather as a gateway for trade, employment, services and visitors and as a magnet for private sector investment.
- the recent Programme for Government twin objectives of securing enhanced economic growth, whilst at the same time promoting social inclusion and equality across the region and its individual parts were consistent with City's own objectives.

The OECD evidence based report would usefully inform the review of the Regional Development Strategy that seeks to set directions for the location of jobs, houses, businesses, public services, and facilities across the whole region. This evidence based approach will become increasingly important as the Regional Development Strategy continues to evolve and become more closely linked to public infrastructure investment with the flexibility to accommodate economic growth.

### **Regional Development Strategy and Local Planning / Strategy**

The Minister stated that the RDS will be a means to an end rather than an end in itself. This statement reflected what would be a more involved role for the plan and Department *"that must concern implementation, and the actions and priorities necessary to deliver the vision"*. From the announcement it was clear that the Minister considered that the revised strategy would have clearer linkages to other planning mechanisms which *"must set out how connections could be made to deliver a more sustainable future development"*.

This suggests a greater role for the strategy in informing how places are shaped and developed at a local level. The approach to the review provides the opportunity to develop a new form of working between the strategic and local planning levels, which could reflect the potential structures that may evolve as part of the Review of Public Administration.

The statement recognises the need to take account of structures emerging as part of the review of public administration and whilst regional planning and policy statements will remain a central Government function, it accepts that relationships with local planning and development management must be structured in an efficient and effective way.

The benefits of this new more integrated approach is recognised in the findings of the five year review and is highlighted in the consideration of the relationship between the RDS and the Investment Strategy. Whilst the potential benefits of the better integration are clear the details in relation to the future statutory relationships between the Regional Development Strategy and local planning /plans will need careful consideration to ensure the retention of a degree of autonomy.

The five year review highlighted that the RDS did not have the influence that was anticipated due to a combination of factors, including insufficient detail and clarity on matters such as housing need, rural development, and the growth of cities and towns. There will be a direct relationship between the level of prescriptive detail in the RDS and the degree of local autonomy that may be available to local planning authorities in relation to local policy and the scale of potential development.

# APPENDIX 3

## Development Department

Your reference

Our reference KS/P&T/89101

Being dealt with by Keith Sutherland (ext: 3578)

Date 7<sup>th</sup> July 2008

Mr Gareth Coughlin  
Senior Environmental Scientist  
Scott Wilson  
Beechill House  
Beechill Road  
Belfast  
BT87RP

Dear Mr Coughlin,

### **Re: M2/M3/A12/York Street Interchange – Environmental Assessment**

I refer to your letter dated 28 May 2008 and subsequent discussions concerning relevant constraints or factors that should be taken into account when considering the proposed junction arrangements.

As discussed, any issues arising in relation to the technical aspects, highlighted by the Environmental Protection Unit, should be progressed through direct liaison with Roisin Kerr and her colleagues. The Council would, however, have additional observations and comments, in addition to those outlined by Environmental Protection Unit in separate correspondence dated 1<sup>st</sup> July 2008.

The more general observations and information relate to policy and operational issues in respect of existing Council assets and potential developments that lie within the broad area of interest identified on the plan appended to your correspondence (S105296/E/SK001). Each of the different elements is considered in turn below.

### **Council Assets**

The Council has interests (through ownership and lease) in a number of properties within the identified area of study as identified on the appended plan. These properties or facilities include:

- Albert Memorial Clock
- North Queen Street Playground
- North Queen Street Playcentre
- Corry Place Port Health Unit
- Custom House Square Public Conveniences

The enclosed plan also identifies, for information, additional property adjacent to the area of interest for the Environmental Assessment. The Council would obviously have a particular interest in relation to potential environmental or operational impacts on the use or maintenance of these facilities/ properties.

## **Council Policy**

The Council through engagement in the Belfast Metropolitan Area Plan and associated documents presented a consistent approach to proposals for the development of new transport infrastructure such as the inner ring and Sydenham by-pass.

The Council has previously raised a number of strategic and policy concerns in relation to such proposals. The junction proposal involves increasing the road network capacity in an area where there is existing residential accommodation within a city centre location. As indicated there are implications in relation to air quality management and the impact the development of this infrastructure may have on the local residential accommodation or existing communities. This proposal should be supportive of the need to consider alternatives to increased road infrastructures and the potential for smarter choices as outlined in the Government White paper on *The future of Transport* and supported by the transportation unit of the DRD Roads Service.

In relation to transport infrastructure and the integration of land-use planning and transportation the Council advocated the preparation of Transport Corridor plans as part of the Belfast Metropolitan Area Plan Inquiry. In addition to the existing five transport policies the Council proposed an additional Transport Policy in relation to the preparation of Corridor Plans. "Transport Corridor Plans (as required by SPG-BMA3) will be prepared for each of the Metropolitan Transport Corridors (identified in RDS Diagram 5). The Transport Corridor Plans should integrate the development of sites, in particular housing and employment, with the proposed transport network and will provide a phased programme for the implementation of improvements to transport infrastructure and services that enhance accessibility for all members of the constituent communities.

It was proposed that all development proposals within the Metropolitan Transport Corridors should be compatible with the relevant Transport Corridor Plan which will identify where the application of differential parking and access standards may be applied to take account of both existing accessibility and proposed enhancements. Transport Assessments prepared in support of development proposals would be required to contribute appropriately towards the implementation of identified transport infrastructure and services in accordance with the Transportation Strategy.

The consideration of the route options in this corridor and wider context should also address opportunities for any new road configurations to be developed as more traditional urban streets to ensure minimisation of potentially adverse impacts on the surrounding communities. The Council would also have concerns regarding the negative impact of the new road infrastructure in terms of the severance of the inner north communities from the city core and the potential for the existing separation to be exacerbated. In addition to evaluation or addressing the existing severance presented by the junction the potential for new severance should be considered in relation to the proposals both from the base position and for projected junction operating capacities.

The consideration of the junction option in the context of the broad area of assessment (identified on plan SK001) requires the assessment of the opportunities for the reallocation of existing potentially surplus road space within the surrounding areas. Increased efficiency of the proposed junction arrangements should have a positive impact on the northern city centre in relation to potential for the redesign of Dunbar Link and the reduction in road space that could contribute to enhanced connectivity within the city centre and the integration of the areas to the north of the Frederick Street/ Dunbar Link axis.

### **Council Proposals**

In relation to Council potential future developments or responsibilities there are two distinct issues that you may wish to take into account as part of your study and future considerations:

- the proposed Skate Park
- current discussions in relation to the transfer of former Lagside assets.

The proposed Skate Park would be located on land below the current cross river bridge off-ramp to the rear of properties on Nelson Street and Little Patrick Street. This facility is to be developed on land owned by the Northern Ireland Transport Holding Company utilising both Council and external resources.

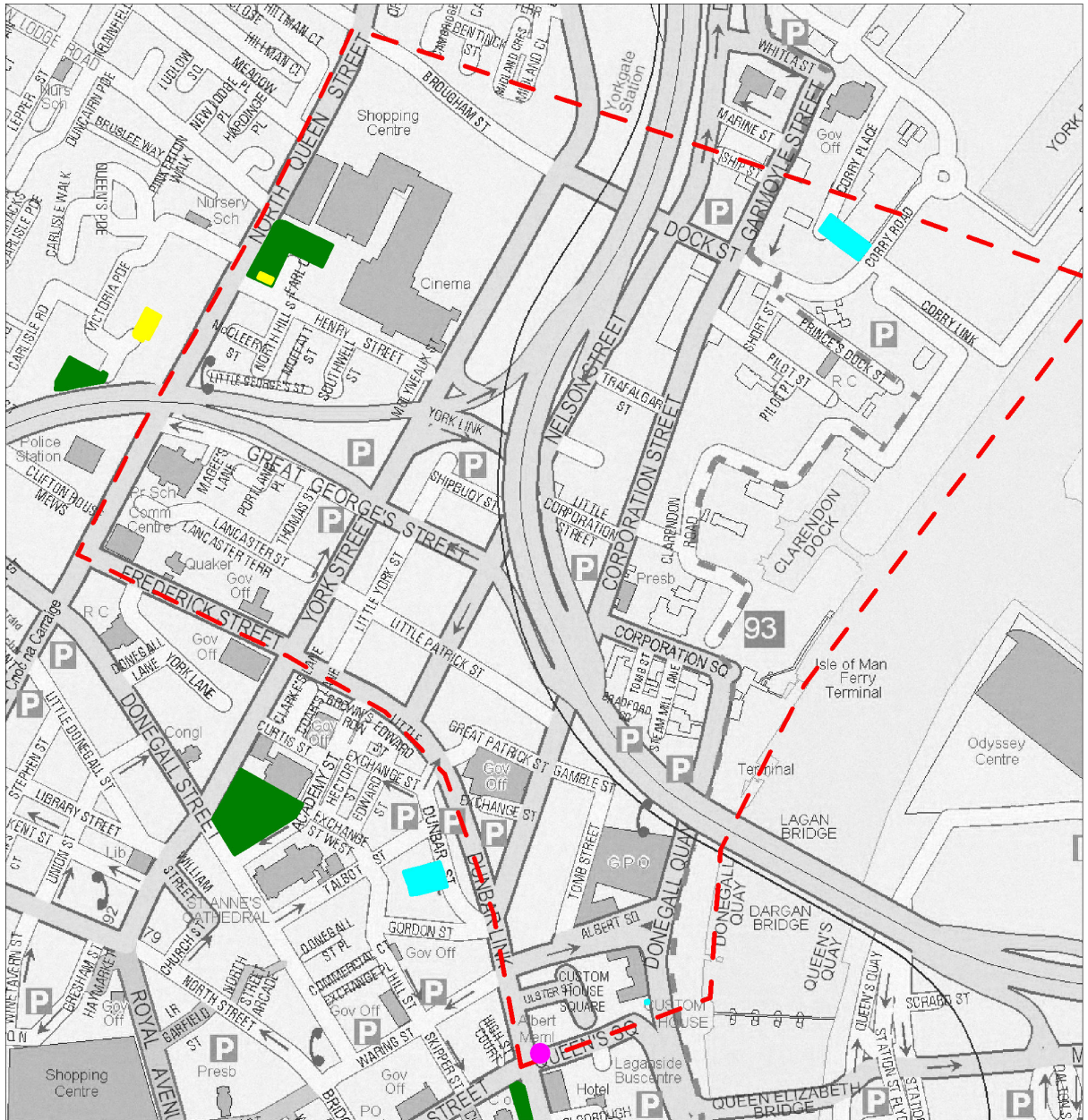
Lagside Development Corporation previously owned a number of sites within the area which are currently administered by the Department for Social development. The Council is currently in negotiations with the Department in relation to the transfer of these assets that include Custom House Square, Lagan Weir & Lookout and adjoining lands.

Whilst there are no specific development proposals for these sites the Council would, as above, have a particular interest in relation to potential environmental or operational impacts on the use or maintenance of these facilities/ properties.

The Council would, therefore, welcome the opportunity for further discussion of the scheme and the potential implications once your initial scoping activity has been completed. In order to ensure ongoing coordination, outside of that in respect of the detailed air quality issues, I would suggest that future correspondence or contact is channelled through Keith Sutherland (sutherlandk@belfastcity.gov.uk or 028 9027 0559)

Yours sincerely,

Marie Thérèse McGivern  
Director of Development



SW/HB/115522

Roisin Kerr

3319

1<sup>st</sup> July 2008

Mr Gareth Coughlin  
Senior Environmental Scientist  
Scott Wilson  
Beechill House  
Beechill Road  
Belfast  
BT87RP

Dear Mr Coughlin,

**RE: M2/M3/A12/YORK STREET INTERCHANGE – ENVIRONMENTAL ASSESSMENT**

I refer to your letter dated 28 May 2008 requesting information regarding relevant constraints or factors that should be taken into account when considering the above junction arrangement. Our comments are as follows:

**AIR QUALITY**

I would advise you that as part of the National Air Quality Strategy the Council carries out reviews and assessments of air quality within Belfast. These have identified areas where the prescribed National Air Quality Objectives are or are likely to be exceeded. This proposed road scheme lies within an area that has been declared as an Air Quality Management Area (AQMA). This area was declared for predicted exceedences of both the nitrogen dioxide and particulate material annual mean objectives as well as exceedences of the particulate matter 24 hour mean objective and the nitrogen dioxide 1 hour mean objective. This area is described as the M1-Westlink corridor AQMA and its location can be viewed at [www.airqualityni.co.uk/laqm\\_sca.php](http://www.airqualityni.co.uk/laqm_sca.php).

This department is concerned that the proposed development may have a significant impact on air quality in this area and possibly expose residents to poor air quality; we would therefore request that the proposal is accompanied by a detailed air quality assessment. This assessment should employ a suitably robust atmospheric dispersion model, should have regard to recent, up-to-date guidance and best practice for air quality dispersion studies and specifically include:

1. A detailed description of the proposed scheme including: traffic flow predictions before and after construction (to include AADT, AM Peak and PM Peak), predicted traffic emissions (vehicle composition, speed, etc), nearby current receptors and any future potential receptors.

- 2 -

2. A detailed atmospheric model of the existing air quality surrounding the proposed scheme which takes into account:
  - a. existing and surrounding sources of air pollution,
  - b. background air quality concentrations
  - c. meteorological data
  - d. the surrounding topography
  - e. the surrounding surface features that may effect dispersal.
3. In order to determine the robustness of this modelled baseline prediction verification against monitored data that has been derived following Government Technical Guidance Document LAQM TG(03) is required.
4. A modelled prediction of the air quality surrounding the proposed scheme for the year that the development is due to be operational without the development in place. This prediction should take account of forecasted traffic flow increases surrounding the proposed scheme.
5. A modelled prediction of the air quality surrounding the proposed scheme with the development in place and operational.
6. A comparison of the impacts on air quality as a result of this proposed scheme is required and compared against current and proposed EU Limit Values and UK Air Quality Strategy Objectives. The assessment must take into account all relevant exposure and potential impacts on the declared AQMA.

I trust that this is satisfactory. If you require further information please do not hesitate to contact me on the number shown above.

Yours sincerely,

Roisin Kerr  
Environmental Health Officer  
(Environmental Protection)