

**Democratic Services Section
Legal and Civic Services Department
Belfast City Council
City Hall
Belfast
BT1 5GS**



**Belfast
City Council**

2nd March, 2020

MEETING OF CITY GROWTH AND REGENERATION COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 4th March, 2020 at 5.15 pm., for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

1. Routine Matters

- (a) Apologies
- (b) Minutes
- (c) Declarations of Interest

2. Presentations

- (a) Visit Belfast - Business Plan 2020/21 (Pages 1 - 30)

3. Growing Businesses and the Economy

- (a) Future City Centre Programme – Sundays in the City (Pages 31 - 40)
- (b) Growing the Economy Programme of Work 2020/21 (Pages 41 - 50)
- (c) Working and Learning: Programme of Work 2020/21 (Pages 51 - 62)

4. Regenerating Places and Improving Infrastructure

- (a) East Belfast Translink Depot – Outcome of Site Search Process
(Pages 63 - 114)
- (b) Update on City Centre Revitalisation Programme (Pages 115 - 120)
- (c) Response to Department for Infrastructure Transport Consultations
(Pages 121 - 144)
- (d) Inner North West Masterplan Action Plan (Pages 145 - 184)

5. Positioning Belfast to Compete

- (a) Culture, Tourism and Events Workplan 2020/21 **(withdrawn from agenda)**

6. Finance, Procurement and Performance

- (a) Financial Reporting 2019-20 (Pages 185 - 196)
- (b) Belfast Zoo - Update on Performance (Pages 197 - 204)

7. Issues Raised in Advance by Members

- (a) Review of the Belfast Bikes Scheme (Councillor O'Hara)



Subject:	Presentation - Visit Belfast 2020/21 Business Plan
Date:	4th March, 2020
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Eimear Henry, Senior Manager – Culture and Tourism

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of Report or Summary of Main Issues
1.1	The purpose of the report is to present the request for funding from Visit Belfast for the 2020/21 financial year and to set out the organisation's strategic plan, focused on increasing visitor numbers and tourism spend in the city. Members should note that Visit Belfast will be in attendance at the Committee to present the detail of its 2020/21 plan.
2.0	Recommendations
2.1	The Committee is requested to: i. note the draft Visit Belfast business plan 2020/21 and the areas where Council funds will be invested. The overall funding requirement for Visit Belfast in the coming

	financial year has been taken account of in the revenue estimates that have already been approved by the Council; and ii. approve the funding allocation of up to £1,997,465 for 20/21 expenditure, subject to the development of a funding agreement establishing priority areas of activity and agreed targets.
3.0	Main Report
3.1	Members will be aware that Visit Belfast is the principal Destination Management and Marketing Organisation for the city of Belfast. Visit Belfast leads on the tourism marketing activities in Belfast. It is a membership organisation with more than 500 member businesses across the wider hospitality industry. Visit Belfast works, on behalf of its members, with a range of public and private partners such as the Belfast Chamber and the Business Improvement Districts (BIDs) to promote Belfast as a tourism destination.
3.2	Visit Belfast targets both the leisure and business tourism markets. It has a Memorandum of Understanding (MOU) with ICC Belfast to drive new business to the city. There have been significant successes in this field and Belfast has recently been recognised by the leading industry body as the Best Events Destination 2019.
3.3	Visit Belfast is a public/private partnership. Its current Chairman is Michael Williamson from the ASM Chartered Accountants. Belfast City Council has four Councillor representatives on the Board: Councillor Fred Cobain, Councillor Eric Hanvey, Councillor Paul McCusker and Councillor Séanna Walsh.
3.4	The tourism and hospitality industry in Belfast continues to go from strength to strength. Belfast continues to drive the regional tourism economy; in 2018 (last published Local Government District tourism statistics by the Northern Ireland Statistics and Research Agency), Belfast hosted one third of all tourism trips to Northern Ireland (1.7m trips) and tourism spend amounted to £395m, 41% of Northern Ireland tourism spend.
3.5	Forecasts suggest that the sector will account for around 15% of new jobs in the coming decade. While it currently accounts for only 5% of the regional GDP, in many other locations, this is more than 10% of the GDP. This illustrates the potential for additional growth within the sector. One of the key growth areas is in hotel accommodation: over the past twenty years, annual hotel room sales increased by 314%, from 324,000 hotel rooms sold in 1999

	to 1.34m in 2018. Visitor enquires have also increased by 343% reflecting the growing interest in visiting Belfast. One of the largest growth areas has been cruise tourism, with 131 ships expected to dock in Belfast in 2020, bringing around 350,000 cruise visitors.
3.6	Visit Belfast is focusing on growing overnight stays, servicing the day trippers, increasing the length of overnight trips and increasing visitor expenditure in the city. Visit Belfast continues to drive visitor numbers and spend focussing its activities in the areas that offer the biggest market opportunity; namely short-breaks, business tourism, day-trips and cruise arrivals. It also manages three gateway visitor information centres, one in Belfast city centre at one at each of the two Belfast airports.
3.7	The inclusion of tourism as a key growth sector in the Belfast Region City Deal acknowledges the fact that the sector is already a significant economic generator but recognises the need for significant additional investment in order to move to the next level. The council's Cultural Strategy "A City Imagining" identifies the importance of growing the city's sustainable cultural tourism product through a creative approach that respects the city's heritage and communities. Our engagement with partners in developing the cultural strategy identified four key priorities for tourism development in the context of this new cultural strategy: • Enhancing and enriching the visitor experience • Supporting tourism development across the city's neighbourhoods • Focusing the tourism marketing and communications • Supporting skills development to enhance tourism growth and development
3.8	We are taking forward a range of interventions under these priority areas, working in collaboration with Visit Belfast and with other partners including Tourism Northern Ireland, Tourism Ireland and locally-based tourism organisations.
3.9	Visit Belfast's 2020/21 operational plan is the third year of the Visit Belfast Strategy 2018-2022. The organisation has flagged a number of challenges that are impacting on the operational environment including: • Uncertainty caused by the protracted Brexit negotiations • 10% reduction in air capacity (with the majority of visitors to Belfast from outside NI coming by plane).

3.10	While the organisation considers that there may be an impact on its ability to deliver on targets set within this year, it is working hard to remain on course to achieve its four-year cumulative targets.
3.11	With a proposed 2020/21 budget of £3.9m, Visit Belfast's marketing, sales and visitor servicing activity aims to support: • 350,000 bed nights, both leisure and conference; • 350,000 cruise visitors; • 916,000 visitor enquiries;
3.12	Details of specific activities that will be undertaken to meet these targets will be set out in the presentation to the Committee.
	<u>Financial and Resource Implications</u>
3.13	In the current financial year, the Council's funding arrangement with Visit Belfast is £1,997,465. An allocation of £1,997,465 has been set aside within the Departmental estimates for the financial year 2020/21.
	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.14	No specific equality or good relations implications. Visit Belfast also works with Councils outside of Belfast, as part of the Regional Tourism Partnership.
4.0	Documents attached
	Visit Belfast presentation



BUSINESS PLAN

2020/21

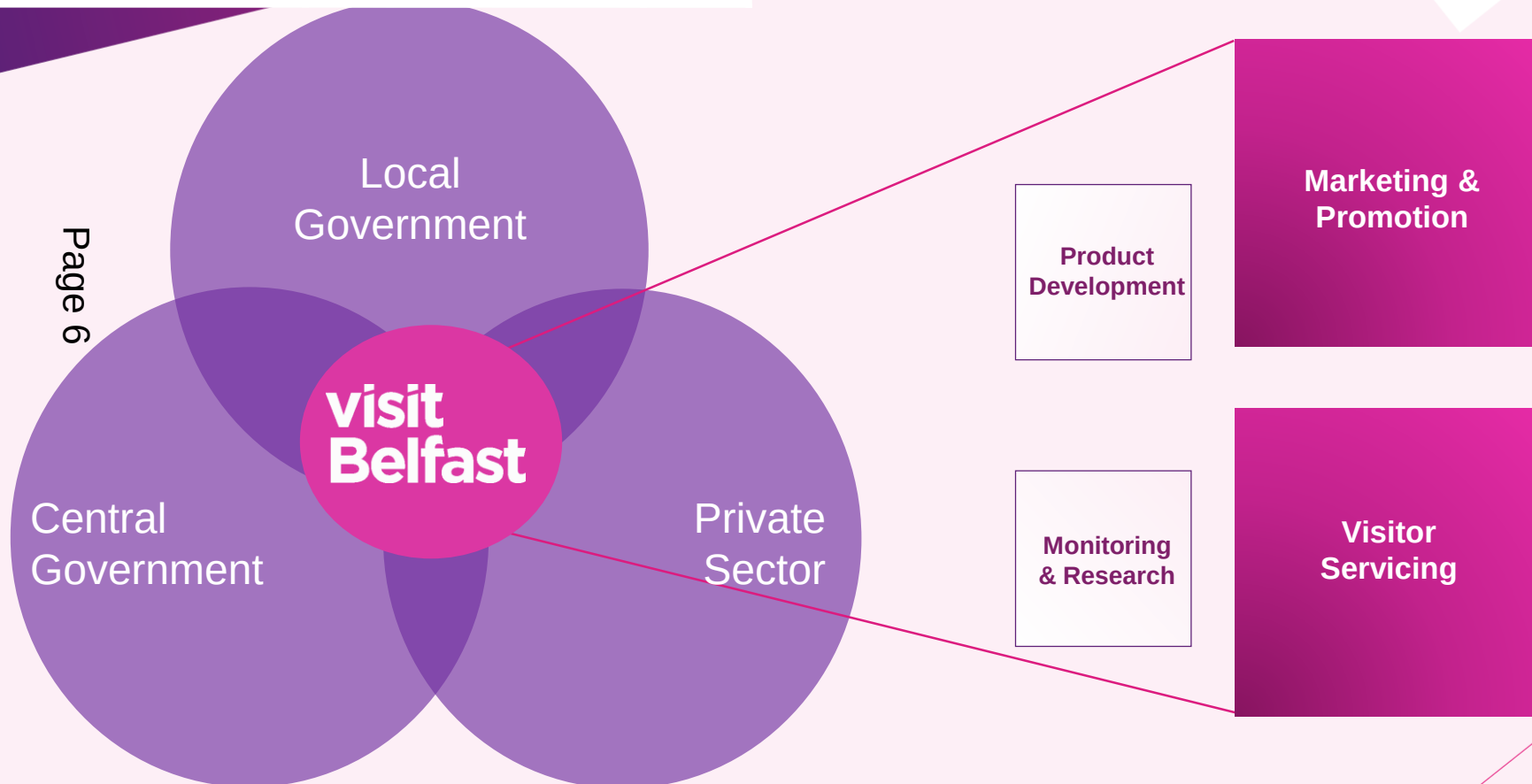
20 Years Inspiring Visitors

**visit
Belfast**

20
YEARS
INSPIRING
VISITORS

Visit Belfast Role & Remit

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Visit Belfast Board

Andrea Hayes	Airline
Catherine Toolan	ICC Belfast
Harry Connolly	Fáilte Feirste Thiar
Howard Hastings	Hastings Hotels
Lizabel Jennings	QUB
Ivan McMinn	Danske Bank
Judith Owens	Titanic Belfast
Kathryn Thomson	National Museums NI
Mark Walker	Hilton Hotels
Michael Robinson	Belfast Harbour

Michael Williamson	ASM Belfast
Rajesh Rana	BCTC
Norman Maynes	Translink
Paul Grant	Stena Line
Robert Davis	Wine Inns

Cllr Fred Cobain	Cllr Eric Hanvey
Cllr Paul McCusker	Cllr Séanna Walsh

Observers:

John Greer, BCC
 Lisa Toland, BCC
 John McGrillen, Tourism NI

On Target with our 4 Year Strategy

Year 2

by 2022 VB will have delivered



Bed Nights
1,053,794

1.6m



Cruise Visitors
615,850

953,000



Enquiries
1,825,318

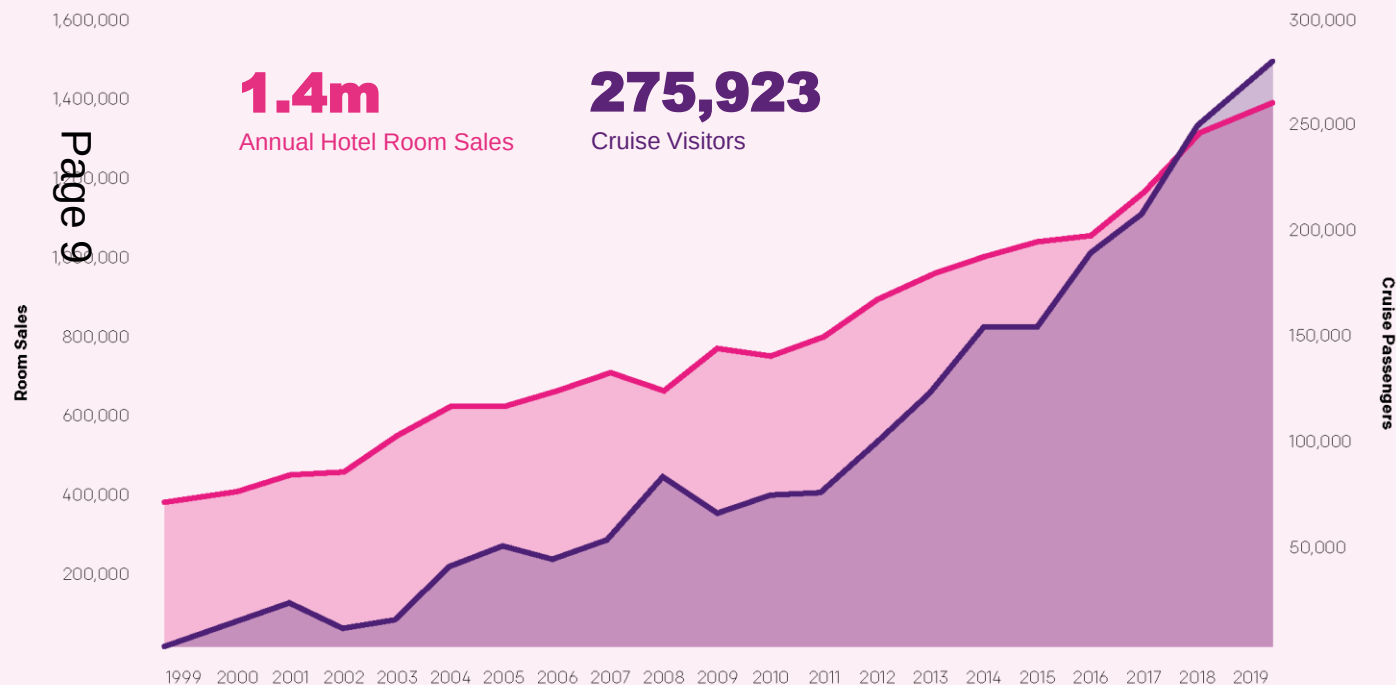
3.7m



VB Economic Impact
£265m

£546m

Belfast Tourism Journey



1.7m
OVERNIGHT TRIPS

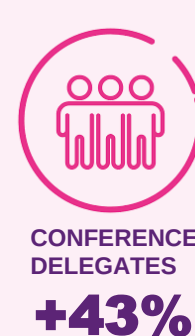


£395m
OVERNIGHT
TOURISM SPEND



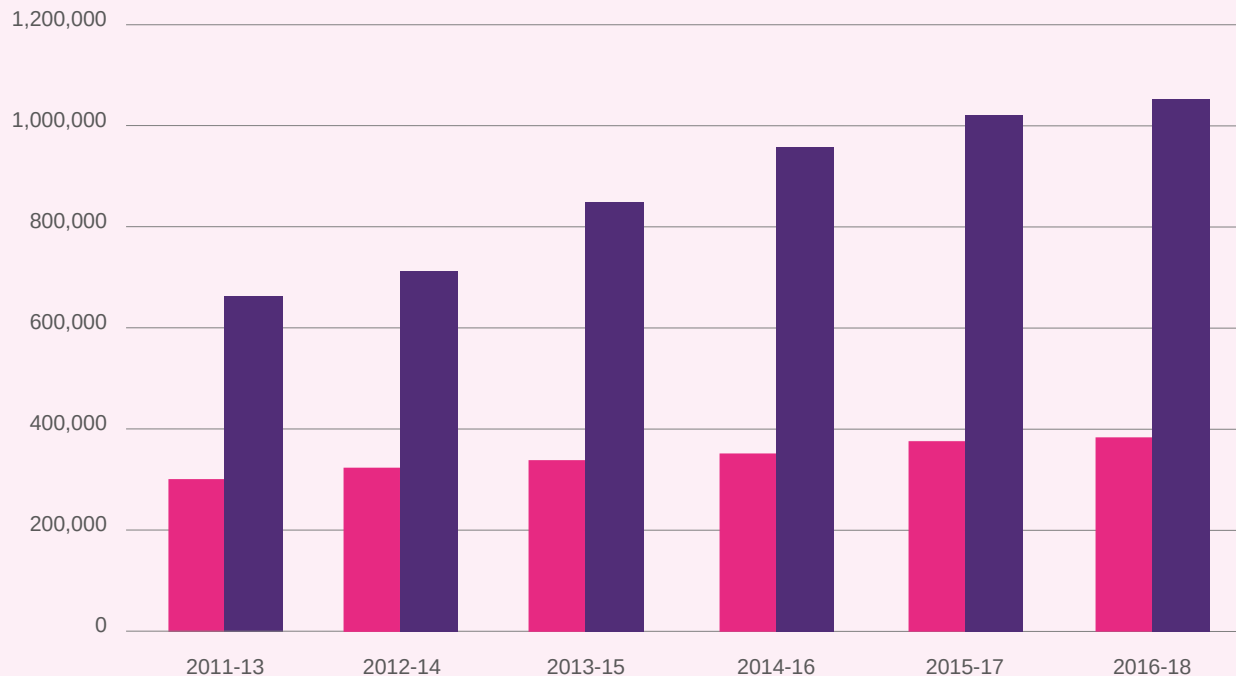
19,000
JOBS

2015 to 2019 Tourism Growth



Out of State Visitors: Driving Tourism Growth

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OoS Visitors

+60%

Domestic Trips

+6%

Belfast generates
50% of OoS
tourism spend to
Northern Ireland

Growth Potential Remains High

Tourism Expenditure as % GVA

£500m
11,000 jobs

NI

2.3%

ROI

4%

Scotland

4.5%

Wales

5.3%

The Market Opportunity

City Breaks

GB: 72m outbound visits in 2018
ROI: 11.5m o/n trips taken in the Island of Ireland
Europe: 31m direct access addressable audience

MICE

C&IT Best Events Destination 2019
Over 1,200 local ambassadors
302 conference opportunities £351.6m

Cruise

129 ships to arrive in 2020, bringing 305,000 cruise visitors
350,000 cruise visitors by 2021
Dedicated Cruise Welcome: 2019 Cruise Critic Editor's Pick Award

Policy Context

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- **The Belfast Agenda**
Belfast Community Plan 2018-35
- **Belfast Inclusive Growth Strategy**
- **Belfast Resilience Strategy**
- **Belfast Region City Deal**
- **Local Tourism in Belfast**
Developing the Offer
- **A City Imagining**
Belfast's Cultural Strategy for 2035
- **Northern Ireland Tourism Strategy**
Draft TNI / DfE Strategy
- **Belfast Harbour**
A Vision to 2035
- **Recommendations on Sustainable Development of Indigenous Tourism (WTO)**

Belfast Agenda: sustainable, inclusive growth



2021-22 Visit Belfast activity will deliver:

403k
BED NIGHTS

392k
CRUISE VISITORS

949k
VISITOR ENQUIRIES

£143m
ECONOMIC IMPACT

Operating Environment / Challenges

5,000 Hotel
Rooms

Brexit

Destination
Lifecycle

City &
Region

Responsible
Tourism

Smart
City

Skills

Access

Economic
Slowdown

Sustainability

Coronavirus

Visit Belfast Strategic Objectives

Increase
overnight/
day visitors
and spend

Repeat
visits and
visitor
satisfaction

Spread the
benefits
of tourism
across the
city region

Championing
the Belfast
Destination
Brand

Visitor Focus

Leverage

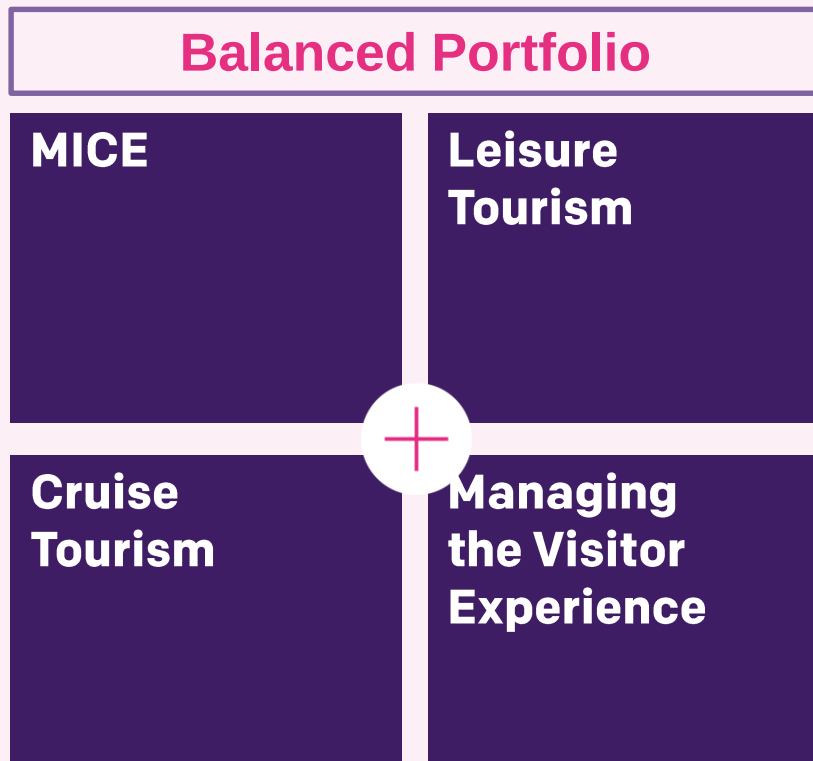
On Brand

Partnership

Flexibility

Growth Strategy

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Integrated,
coordinated
planning and
delivery
**£546m
economic
impact**

Marketing Touch Points



Culture



Food
& Drink



City of
Music



Home of
Thrones



Maritime



Belfast
Destination
Hub



Conference
City



Belfast
Plus



Cruise
Belfast



Off the
Beaten
Track



Neighbourhood
Tourism



City of
Stories



Events &
Festivals



LGBTQI+

Sustainable Tourism

Tomorrow's Tourists Care: visitors are choosing destinations that are demonstrating a commitment to a zero carbon footprint – attract tourists who care

Global Destination Sustainability Index: benchmarking & improvement programme for MICE destinations

Industry / Agency Action: review existing sustainability practices, acknowledge tourism sector's current contribution toward a zero carbon economy; and actively push reduction, reuse & recycling

Promote *Bleisure*: one trip that combines business & leisure

Expert Visitor Management & dispersal: off the beaten track

Focus on Community Tourism: providing tangible social & economic benefit across the city

Marketing & Communications

- **City Breaks**
Explore more and repeat visitors
- **GB & ROI Market Focus**
Culturally Curious, Family
- ***Bleisure* Travel**
Extending delegate stays
- **Digital Transformation**
User experience at the forefront
- **Expand Partner Engagement**
- **Destination Brand & PR**


250,000
BED NIGHTS


£38m
ECONOMIC
IMPACT



Business Tourism

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- Ambassador Programme Review
- Business Development Taskforce
- 2020-30 Business Tourism Strategy
- Global Destination Index
- Segments
Associations, Agencies, Corporate,
PCO, Ambassador & Incentive


100,000
BED NIGHTS


£60m
ECONOMIC
IMPACT



20
YEARS
INSPIRING
VISITORS



Business Tourism Performance

- **2019-20: 93 conferences**

25,264 delegates generating 74,528 bed nights and £34.1m economic benefit

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Looking ahead:

- **124 conferences confirmed as far ahead as 2027**

62,781 delegates expected to generate 221,075 bed nights and £96.2m economic benefit

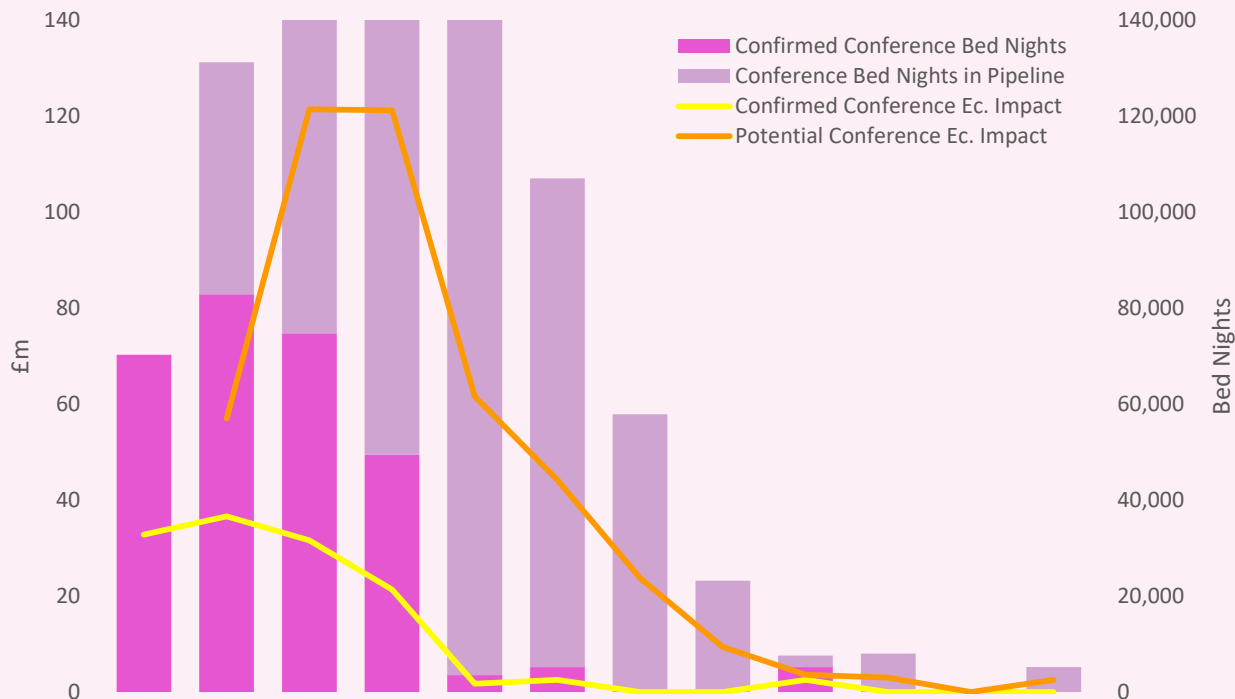
- **302 conference opportunities as far ahead as 2030**

worth a further 823,530 bed nights and £351.6m

This conference picture constantly changing

Business Tourism Pipeline

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	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Conferences Pipeline 2020 onwards	92	108	127	104	40	25	15	3	2	1	-	1
Potential Economic Impact (confirmed + pipeline)	£32.8m	£57.0m	£121.5m	£121.3m	£61.6m	£44.2m	£23.7m	£9.4m	£3.6m	£3.0m	-	£2.5m

Travel Trade Development

Important & growing segment: for VB partners

New Trade-friendly product: film, local / neighbourhood tourism etc.

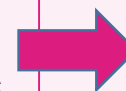
Destination Expert: POC for operators programming Belfast

Lead Generation: service enquiries, travel trade training / webinars, sales calls, in-market sales missions, trade-shows & events

Partnership with TI & joint planning with TNI

Market Prioritisation:

- ✓ ROI, GB & North America
- ✓ **Europe T1:** Germany, Austria, Switzerland & Netherlands
- ✓ **Europe T2:** Spain, Italy & Nordics



175
LEADS

Visitor Servicing

- **3 VICs**
City Centre, George Best Belfast City & Belfast International Airports
- **Cruise Welcome Hub**
- **Outreach**
Ambassadors, events & key attractions
- **Industry Engagement / Volunteer Programme**

Visit Belfast Visitor Servicing Focus

- Encourage repeat visitors
- Internationalisation
- Visit Accessibility



20
YEARS
INSPIRING
VISITORS



Cruise Ship Servicing 2020

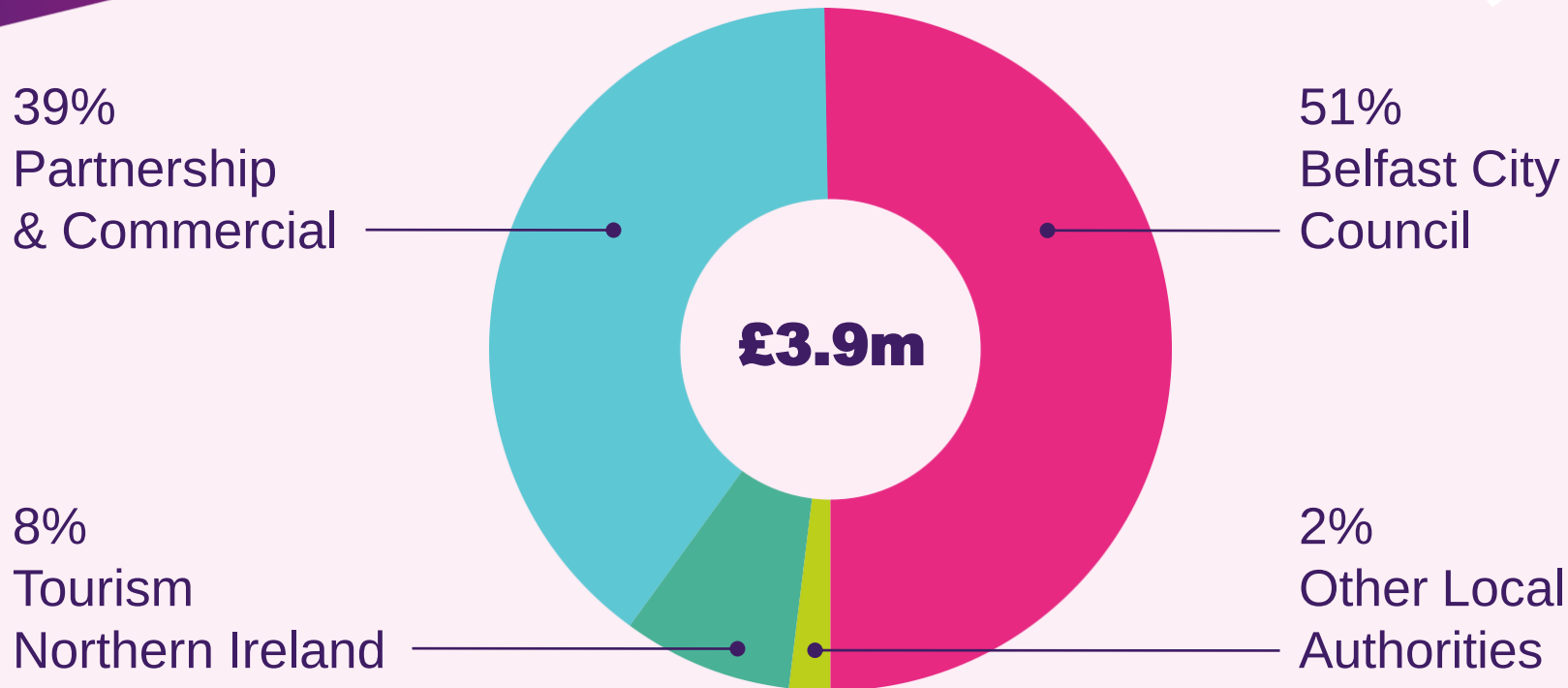
**Between
1 March to 31 October**

- 129 ships
- 305,844 cruise visitors
- £13.9m spend

64 ships staying past 8pm
7 cruise days with 2 ships
4 cruise days with 3 ships
32 ships in May w/ 68,911 cruise visitors

Operating Budget

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Visit Belfast 2020-21 Outputs



350k
BED NIGHTS



350k
CRUISE VISITORS



916k
ENQUIRIES



£123m
VISIT BELFAST
ECONOMIC IMPACT

Supporting and Sustaining 2,800 jobs
£1:31 return on investment

In Summary

- **Challenging Operating Environment**
 - Flexibility & Agility Required
- **Tourism Growth**
 - Supporting city resilience
 - Supporting an inclusive & sustainable economy
- **Focus**
 - Building the Destination Brand
 - City Breaks, Conference & Cruise
- **On Track to Deliver 4-Year Targets**

Visit Belfast

- Value for Money
- Output focussed Delivery Vehicle
- BCC leverage £1 to 75p
- ROI £1:£61.50



Subject:	Future City Centre Programme – Sundays in the City
Date:	4th March, 2020
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Lisa Toland, Senior Manager - Economy

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to provide Members with feedback on the outcomes of a programme of engagement undertaken as a result of the Committee's decisions of 6th June and 11th September relating to Sunday opening and a range of associated issues.
2.0	Recommendations
2.1	The Committee is requested to: i. note the engagement process undertaken, in line with the Committee's decision of 11th September 2019, as amended by the Council on 1st October 2019;

	ii. note the issues and viewpoints expressed in the course of the engagement process, as set out in sections 3.8-3.12; and iii. note the options presented in section 3.13 and advise which they wish officers to take forward. These are: ○ Option 1: Agree to designate the city centre as a holiday resort, in line with the legislation as set out in the The Shops (Sunday Trading &c.) (Northern Ireland) Order 1997 and develop and support a programme of cultural animation and associated marketing. Subject to agreement on this option, a report setting out the proposed animation programme and the associated budgetary implications will be brought back to a future meeting of this Committee. ○ Option 2: Agree to designate the city centre as a holiday resort, with an agreement with local retailers and that affected retailers will open between 12pm – 6pm on 18 consecutive Sundays in the summer in line with the legislation as set out in the The Shops (Sunday Trading &c.) (Northern Ireland) Order 1997 and develop and support a programme of cultural animation and associated marketing. Subject to agreement on this option, a report setting out the proposed animation programme and the associated budgetary implications will be brought back to a future meeting of this Committee; and ○ Option 3: Do not support the designation of the city centre as a holiday resort, in line with the legislation as set out in the The Shops (Sunday Trading &c.) (Northern Ireland) Order 1997 but develop a programme of cultural animation and an associated marketing programme. Subject to agreement on this option, a report setting out the proposed animation programme and the associated budgetary implications will be brought back to a future meeting of this Committee.
3.0	Main Report
3.1	Members will recall that, at the City Growth and Regeneration Committee meeting on 5th June 2019, it was agreed that: “a report be submitted to a future meeting setting out the Terms of Reference to progress proposals for designating the city centre as a “Holiday Resort”, taking into account issues beyond opening hours and outlining the extent of the associated consultation process”.

3.2	The terms of reference were presented to and approved by the Committee meeting on 11th September 2019. Following discussion at the October Council meeting, the final terms of reference agreed were: • To explore opportunities to drive additional footfall and spend by attracting new visitors to the city on Sundays • To identify barriers to accessing the city centre on Sundays (for those that wish to do so) and to engage with partners to develop collaborative solutions to address these barriers • To build an understanding of approaches in other cities and to develop learning that may be relevant for the Belfast context • To understand the socio-economic impact of any additional city centre animation activities on Sundays • To understand the impact that any change to opening hours may have on the city centre in terms of small and independent retailers, workers' rights and the effect on women and childcare, and footfall • To understand the investment required to encourage the additional visitor numbers to the city on Sundays and to build a business case to lever resources from partner organisations, in the context of the city revitalisation.
3.3	Members will be aware that the "holiday resort" designation is set out in legislation under The Shops (Sunday Trading &c.) (Northern Ireland) Order 1997. The current Sunday opening hours for retailers with a sales footprint of 280 sqm or more are 1 pm to 6 pm on Sunday. The holiday resort designation is not about de-regulation of Sunday opening hours. Instead, it permits those larger retailers to open on up to 18 Sundays between 1st March and 30th September (excluding Easter Sunday). The Council is responsible for designating the area to be covered by the "holiday resort" status and maintaining a register of shops proposing to open. During earlier engagement with traders, some businesses had indicated that they would be keen to open at the earlier time of 11am. However the council has the authority to agree any revision to the opening times.
3.4	The need for a targeted and focused approach to driving the economic, social and cultural regeneration of Belfast City Centre was recognised through the Belfast Investment and Regeneration strategy, developed and adopted by the council and other partners in 2015. Subsequently, work has been ongoing to move forward on the eight themes and priorities

	outlined in the strategy. Within the council, the structural changes – bringing together a range of complementary disciplines with the Place and Economy department – have brought a focus to that work. Officers have developed a programme of work called the “Future City Centre” programme which aims to create a dynamic and experiential destination for shoppers and bolster Belfast as the dominant retail and leisure destination in Northern Ireland.
3.5	The engagement exercise for the “Sundays in the City” programme clearly acknowledged that it would require more than single, stand-alone interventions to increase the usage of the city centre on a Sunday. Based on the agreed terms of reference, the engagement programme – which took place between October 2019 and January 2020 – included the following elements: • Online public consultation – this involved using the council’s online engagement portal (Citizenspace). The consultation was open for eight weeks and closed on 17 January 2020. It attracted 1440 responses, more than 70% of which came from Belfast residents • Market research – we engaged in a series of survey-based market research exercises targeting users of the city (including workers), NI residents and out of state visitors to Belfast • Focus groups: we held focus groups with a number of key demographic and target groups including old people, young people, disabled individuals, family groups and city centre businesses • One to one meetings: senior officers held a series of one to one meetings with key statutory partners (DfC; Tourism NI; PSNI), business organisations (including Retail NI; NI Retail Consortium; Belfast Chamber; Hospitality Ulster; NI Hotels Federation), trades unions (USDAW and Prospect) and other interested partners including the Interfaith Forum.
3.6	In terms of who currently uses the city centre on a Sunday, the research drew out a range of key points: • Currently on a Sunday, an average of 50,000 visitors come to the city centre. This is less than 50% of the user numbers that access the city on a Saturday and is in line with the volume of day trips on a Monday to Friday (excluding workers) • Those coming to the city on a Sunday do so mainly in order to shop, to eat out and to socialise with friends. Residents and visitors from NI typically spend an average of £135 per visiting party or group, while those from RoI our other out of state visitors

	spend around £200 per visiting group. This means that Sundays in Belfast city centre generate an annual economic return in the region of £160million • The majority of those using the city centre on a Sunday visit monthly or less often. However young people are likely to be more regular visitors, with 61% of those aged 34 and under coming into Belfast at least once a month. This is generally in keeping with the user profile of the city centre which appears to decrease with age • Most visitors will spend between two and four hours in the city centre on a Sunday. More than half of them arrive between noon and 2pm. This footfall pattern is clearly linked to the current 1pm opening time for the large retailers. It is different from all other days of the week, where footfall tends to broadly follow a similar pattern of a gradually increasing profile up to a peak period of 12pm to 3pm and then tapering off.
3.7	In line with the terms of reference, some of the key issues emerging from the consultation exercise include:
3.8	<u>Opportunities to drive additional footfall and spend by attracting new visitors to the city on Sundays</u> • Across all of the market research work and the online consultation, the main reasons why people currently visit the city centre on a Sunday are to shop, to eat and drink and to socialise with friends • When asked what would attract new visitors to the city, there was a broad range of suggestions including: • Extending the retail opening hours • Providing more cultural activities • Extending opening hours for cultural facilities • Providing more family-friendly activities • There was a general consensus that there was no one single factor that could act as a catalyst for increasing usage levels in the city centre on a Sunday. Rather, the range of views expressed suggested that any interventions need to be multi-faceted, taking account of the interests and needs of the range of users • Those interested in extending retailing hours were keen that this would involve not only the major retailers (i.e. those that can only open 1pm-6pm currently) but also the smaller companies. While many of these can open, only around 30% choose to do so at present, suggesting that the large retailers remain the key drivers of footfall on a Sunday

	• St George's Market is the biggest draw after the major retail offer: many respondents supported more market-based activity across the city • There is already a significant number of visitors staying overnight in the city's hotels (average 6000 visitors on a Sunday evening). Many respondents felt that there were opportunities to attract additional spend on local hospitality and food offer, given that many stay on a room-only basis • Many respondents supported additional investment in cultural activity – including events – in order to drive additional footfall. However there was some concern among the cultural sector in particular at the view that additional cultural programming alone can deliver the desired increase in footfall and spend. They considered that this piecemeal approach would not be sustainable • There was also a consistent view that there needed to be a more coordinated approach to marketing, taking account of the key audiences. Many felt that there was already a significant range of activities taking place in the city centre but that, for a number of factors, the communication around these activities could be enhanced • While many families do visit the city on a Sunday, factors such as lack of play facilities/open space, expensive/irregular public transport schedules and presence of too many cars were all cited as deterrents. Families did welcome initiatives such as our engagement hub which was organised to support the Christmas campaign – and attracted more than 5,000 visitors over the month-long programme.
3.9	<u>Barriers to access</u> • There do not appear to be any specific structural barriers preventing people accessing the city centre on a Sunday. Rather those who do not come in on a regular basis say that the reason for this is that there is nothing in the city centre to attract them or that the range of activities on offer is inadequate. When asked what else they do, many note that they are simply busy doing other things • Many people expressed some concern around the public transport provision on a Sunday and noted that this was a factor in their decision not to visit the city. Families, in particular, noted that one of the key reasons why they did not come into the city centre was because of their concerns about the volume of cars on the road. This is reflected in the figures suggesting that most people access the city by car on a Sunday • There was considerable interest in exploring opportunities for pedestrianisation – or at least temporary closure of some roads – in order to facilities access for activities such as sporting events and additional markets

	Many people noted that they simply were not aware of what was on offer so they did not consider visiting the city on a Sunday.
3.10	<u>Learning from other cities</u> Our research into approaches in other cities identified a range of initiatives that were being undertaken in order to driven spend and footfall on a Sunday. However it is important to note that these cities operate within a different licensing and regulatory environment. As such, it is not simply about organising activities or programming – it is important to understand the role of licensing and also to take account of different cultural practices in other locations. Innovative ideas that may work in the Belfast context include: - Dublin: The Business Improvement District (BID) in Dublin has been proactively working to compete with the out-of-town shopping centres. To do so, it has developed a number of tactical interventions focusing, in particular, on the family market. This has included subsidies on public transport (family day travel pass for €10), kids activities in public spaces, pop up cinemas and collaboration with restaurants and entertainment venues to develop new promotional activity and special Sunday deals - Manchester: Manchester has previously celebrated an “In Town Without My Car” Day. Conducted on a Sunday, parts of the city centre were closed to motor traffic. The aim of the event was to encourage people to consider more environmentally friendly methods of travel, such as public transport, walking or cycling. The traffic was replaced by the bustle of an arts and crafts market, live music, street theatre and roving entertainers. The approach combined entertainment to drive city centre footfall on a Sunday with social issues around civic responsibility. This approach has been tried in Belfast through the Ciclovía event which is scheduled to take place on 29 March 2020 and which will end up in the city centre - Preston: a new monthly street market is now staged in Preston city centre as part of a major drive to bring in more visitors to the city, with key thoroughfares being closed to traffic. The market feature unique creators, makers, designers, producers, bakers, musicians and artists, and Preston producers and local market traders are invited to take part. The council has also revised licensing hours for some activities to extend these to later in the evening – particularly for live music and dance performances.
3.11	<u>Understanding the socio-economic impact of additional activity on Sunday</u> Our research suggests that Sundays in the city are currently worth around £14million a month in terms of spend on goods, services and activities consumed in the city centre

	• Large and small businesses felt that opening earlier would provide them with more opportunities to generate sales, target new customers, visitors and tourists as well as enabling staff to access more flexible working hours. It has not been possible to quantify the additional economic impact that this would generate at this point and, in line with the wider engagement, it is clear that those wishing to come into the city consider that it should not be additional retail alone that will drive additional footfall • Clearly the opening hours of the large retailers (as set out in the legislation) has an impact on footfall levels in the city centre and also drive the behaviour of small businesses (that could open earlier if they wanted to do so) • Numbers using the city centre on a Sunday are currently less than half those coming into Belfast on a Sunday. Examples from the other locations suggest that the variation (between Saturday and Sunday) is less significant than in Belfast • While many people support additional cultural activity in the city centre on a Sunday, the majority of the cultural institutions are not currently open on a Sunday. This is due to having to manage very tight budgets. However institutions such as the Ulster Museum have changed their opening hours, opening on a Sunday and closing on a Monday, in line with consumer demands, and this is reflected in very strong user numbers on a Sunday • With regard to city centre workers, twice as many see extended trading hours as a positive rather than a negative (45% versus 22%), with 30% foreseeing no impact at all, according to our survey. Members will be aware of recent press coverage from USDAW regarding a survey of their members which suggests that 92% do not support any extension of Sunday trading hours • The spend by out of state visitors is significantly higher than that for Belfast and NI visitors - £200 per party versus £135 per party. Given that Saturday night is already the busiest night of the week in the city's hotels, the importance of the visitor economy to the city centre's success cannot be underestimated. Feedback from visitors to the city suggests that the lack of things to do on a Sunday is a negative point regarding the city's offer to tourists.
3.12	<u>Understanding the impact that any change to opening hours may have on the city centre in terms of small and independent retailers, workers' rights and the effect on women and childcare, and footfall</u> • Currently, only 30% of businesses that can open on a Sunday in the city centre (those in specific categories or with a footprint of 280 sqm or less) do so. The majority of those that do open align their opening hours with the 1pm opening of the larger stores

	• Only 2% of businesses felt that they would be negatively affected by a change in opening hours; 30% felt that they would be very positively impacted • As detailed above, twice as many city centre workers see extended trading hours as a positive rather than a negative (45% versus 22%), with 30% foreseeing no impact at all • Younger respondents and males were less likely to perceive any negative impacts associated with working on a Sunday: 30% of females interviewed saw this as a positive; 39% considered there would be no impact and 31% felt that this would have a negative impact on them • The footfall profile confirms that there is a significant increase in footfall between 12 and 2pm, in line with the current opening hours. Traders also confirm that the period between 1 and 2 is generally one of the busiest of the Sunday trading period, given that many people come to town for the purpose of shopping.
3.13	Taking account of the commentary gathered as a result of the engagement exercise, there are a number of options for Members to consider: • Option 1: Agree to designate the city centre as a holiday resort, in line with the legislation as set out in the The Shops (Sunday Trading &c.) (Northern Ireland) Order 1997. This will enable larger retail stores with a retail footprint in excess of 280 sqm wishing to do so to open on up to 18 Sundays between 1 March and 30 September, with a recommendation that the earlier opening time of 11am is introduced and the current closing time of 6pm is maintained. In addition to the retail opening, it is proposed that a programme of cultural animation and an associated marketing programme is developed with the aim of driving additional footfall into the city centre. Subject to agreement on this option, a report setting out the proposed animation programme and the associated budgetary implications will be brought back to a future meeting of this committee and engagement will take place with retailers to consider the date from which the designation will take place and secure agreement on opening hours (note: the area cannot be officially designated until one month after the council decision) • Option 2: Do not support the designation of the city centre as a holiday resort, in line with the legislation as set out in the The Shops (Sunday Trading &c.) (Northern Ireland) Order 1997. Develop a programme of cultural animation and an associated marketing programme with the aim of driving additional footfall into the city centre. Subject to agreement on this option, a report setting out the proposed animation programme and

	the associated budgetary implications will be brought back to a future meeting of this Committee. <u>Financial and Resource Implications</u> 3.14 The resource implications of this work will be dependent on the preferred approach agreed by the Committee. Any activity will have to take place in the context of existing council and partner budget commitments. <u>Equality or Good Relations Implications/Rural Needs Assessment</u> 3.15 An equality screening process has been undertaken as part of the consultation process.
4.0	Documents Attached
4.1	None



Subject:	Growing the Economy: Programme of Work 2020/21
Date:	4th March, 2020
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Cathy Keenan, Economic Development Manager Laura Leonard, International Relations Manager

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to seek approval for the proposed programme of work to be delivered in the 2020/21 financial year as part of the Committee's ambitions to support the delivery of the targets under the Growing the Economy pillar of the Belfast Agenda and the Inclusive Growth Strategy and to recap on some of the key achievements from the current financial year.

2.0	Recommendations
	The Committee is requested to: - note the Council's performance and contribution to delivering against Belfast Agenda ambitions to grow the Belfast economy, focusing on Starting a Business; Growing a Business and Investing in Belfast; and - approve the 2020/21 Work Plan to support the delivery of these ambitions, as set out below in sections 3.4-3.14, including the associated budget commitments.
3.0	Main Report
3.1	Members will be aware that, at the City Growth and Regeneration Committee meeting on 6th March 2019, approval was given for the delivery of the Growing the Economy work plan for the current financial year. The work plan was developed as part of the Council's contribution towards the commitments identified under this theme within the Belfast Agenda, the priorities set out in the corporate plan and the ongoing commitment to supporting inclusive economic growth.
3.2	Since April 2019, the Council has developed and delivered a range of activities to address the challenges around low levels of business start-up, innovation, competitiveness and productivity. Whilst work is ongoing to deliver the 2019/20 work plan to the end of March 2020, key achievements to date include: • 577 individuals have been engaged through Enterprise Awareness activities this year to date and have received support and guidance to start a business or social enterprise. We also launched the Enterprise Pathway initiative in partnership with DfC which aims to encourage the creation of new start-up businesses in Belfast, specifically targeting workless residents whose circumstances require enhanced levels of personal and enterprise support than is provided through our current mainstream provision; • By the end of January 2020, we had supported 360 individuals through the Go for It programme, supporting the creation of 221 jobs. 73 of these businesses accessed further support 1:1 specialist mentoring support and incentives to enable them to overcome barriers to starting up – the value of this to date is around £28,000. Since December 2019, we have created a start-up zone in St George's Market which provides opportunities for new businesses participating in our business start-up programmes to undertake a period of test trading in order to refine their product and business model; • Through our support for social enterprises and cooperatives, we have engaged 172 individuals and organisations, supported the development of 21 new social enterprises and 4 new co-operatives and helped create 64 jobs to date. In this year we also launched

our Crowd Funder campaign where 10 organisations will work with Crowd Funder UK to create their campaigns with the view of securing at least £10k to support their organisation. Due to the unique requirements of the co-operative sector, we have also uplifted our support through the current Social Enterprise and Co-operative programme in order to provide additional mentoring time and covering registration fees required by the co-operative businesses. This year, Belfast City Council was successful in winning the award for Local Council of the Year – Social Enterprise Strategy/Development at the Social Enterprise NI Awards;

- We provided support for 85 university/FE college student entrepreneurs and helped 20 develop their new businesses so far this year. Through our partnership with Invest NI, we have supported 6 of these students to access financial assistance to provide a salary and wrap around support for one year to enable them to start their business (financial support provided by Invest NI);
- We continued to deliver our support for high growth start-ups. This year to date we have engaged 61 businesses supporting the creation of 48 additional jobs. Since this programme started in 2018, we have supported a total of 120 high growth start-ups, increased the average turnover growth by more than £21,000 per company and have helped them to secure nearly £1m of investment from a range of sources;
- We continue to support the Innovation Factory (IF): occupancy levels are forecast to be around 65% by end of March 2020 representing approximately 320 jobs across 58 offices and 10 dedicated desks, in addition to the 21 business members and 19 virtual office users. Through its social regeneration and business support programmes in 2019/20, IF has facilitated 50 work placements, engaged with 416 businesses and has achieved a procurement spend of 84% of its budget within the Belfast area;
- We have provided business mentoring support for 130 small businesses, creating an additional 65 new jobs. Our export support programme has supported 28 companies to enter new international markets and increase sales of an average of £102,000 per company;
- We supported over 500 small creative businesses to network, showcase and do business internationally through the Output Belfast conference and showcase event and attendance at SXSW in Austin Texas;
- This year we also launched dedicated assistance for SMEs to enhance their digital and tendering skills, and so far 62 businesses have availed of this support;
- Through our partnership with Catalyst and Invest NI, 50 businesses participated in the Way to Scale boot camp in Belfast. 10 of the companies who demonstrated the most growth potential then participated in a week-long Boston-based programme which gave

them the tools to scale their business and identified market and investment opportunities in the USA. These visits were supported through our Boston-based Sister Cities contacts who were able to add value by providing additional one to one meetings and business networking opportunities. Half of the businesses who participated expect to exceed £2m in revenue over the next 2 years and 20% of participants are on track to exceed £500K of export sales within 18 months. The evaluation of the previous year's programme has highlighted that the companies have generated revenue of £10.1million and employed 116 staff, this is expected to increase to £25.4million and 148 staff before the end of May 2020;

- Belfast City Council's City Investment Service was launched in April 2018. The service aims to provide a dedicated access point and signposting service for investors to the city, in order to enhance their experience and encourage repeat investment. Since its launch, officers have engaged with around 90 businesses and have provided varying levels of support to 75 of those companies. We are currently in the process of evaluating the service and will be presenting recommendations for delivery at a future committee meeting. We also lever significant support through our Sister Cities contacts, particularly in Nashville and Boston, and have helped a number of individual businesses to identify new business growth opportunities or have introduced them to key business contacts and networks;
- We continue to work with our private sector partners to promote investment opportunities in key markets. This investment is essential to help us bring forward the ambitious plans for the development of the city, including the priorities for the city centre as discussed at the February meeting of the City Growth and Regeneration Committee;
- We continue to work in partnership with the eight councils located along the eastern economic corridor from Belfast to Dublin in order to profile relevant economic opportunities. We have commenced work on developing an economic modelling exercise which will provide a benchmark economic forecast for the corridor in the medium to long term and will identify key infrastructural and investment priorities;
- Through our financial assistance for events and conferences, we supported 17 events and conferences which engaged audiences with 4330 attendees. These events provided opportunities to profile the council's services for businesses and acted as key referral points for our support programmes;
- Through our Sister City connections, we have hosted a number of key business delegations. These included the Boston Irish Business Association (BIBA) which was accompanied by the Mayor of Boston Marty Walsh as part of the 5th Friendship Four Ice Hockey tournament in November 2019. Preparatory work is under way for a business

	mission to Nashville in August 2020, subject to approval of a business case by Invest NI. The Deputy Lord Mayor and the Director of Economic Development will visit Nashville in early March 2020 in order to develop a detailed programme for the August visit, to explore existing partner connections between both cities and to engage in the inaugural Music City Irish Festival. A mid-term review of our international relations work will be brought back to committee in May; • In order to provide an external perspective on economic development interventions, we established the City Innovation and Inclusive Growth Commission. This commission provides leadership and global experience to assist the council in developing economic growth programmes to deliver on the inclusive growth opportunities contained within the Belfast Agenda and Belfast City Region Deal. The next meeting of this group takes place on 4 March 2020 and an update report will be brought back to Committee at a future date.
3.3	Building on these achievements, the proposed work programme for the next financial year (2020/21) continues to align to the Growing the Economy pillar of the Belfast Agenda, the Corporate Plan, Inclusive Growth Framework and the priorities for the CGR committee 2020/21, as agreed at the February 2020 meeting of the committee. Across this work programme, it is expected that: • 1270 individuals will access support to start a business • 720 businesses will be supported through business growth initiatives • 100 businesses will be engaged as part of our interventions to profile the city for investment. This work will also be shaped by the emerging City Deal proposals, including the investment in digital connectivity, infrastructure and innovation and will align to the Future City Centre Programme, as set out at the February 2020 meeting of the City Growth and Regeneration Committee.
3.4	An overview of the proposed projects and financial implications is detailed below. This work is informed by economic research identifying business challenges and barriers to growth; key growth sectors (digital; technology; tourism and hospitality); opportunities for investment and the impact of technology on the world of work. To support the delivery of the service, officers have been working to put in place new procurement mechanisms to enable the service to be more responsive to changing economic environment. We have also been working to develop more efficient ways of working which will be supported by the implementation of a management information system, enabling us to manage and track the

	journey of the businesses accessing our support. We have also put in place a rolling evaluation process in order to measure not only the quantity of the businesses engaging with us but also to assess the quality of the interventions, based on their experience of engagement. This will ensure that we have a continual improvement process in place to inform our ongoing delivery. In addition to direct and commissioned delivery, we will support local events that are aligned to our priority areas of work, as set out in the report (total budget up to £100,000). Members are also advised that, for many of our business start-up and growth activities, we have secured match-funding from Invest NI and are therefore tied into obligations set out in funding agreements regarding the type of support that can be provided, the nature of the businesses that we can support and the outputs and deliverables that are expected from the investment. In order to ensure draw-down of the match funding, it is essential that we comply with all conditions of these funding agreements.
3.5	The programme is focused on five main areas, namely: 1. Starting a Business 2. Social Enterprise and Cooperative development 3. Growing a Business 4. Investing in Belfast 5. Future City Centre programme
3.6	1. <u>Starting a Business</u> As a council, we have a statutory role in engaging new entrepreneurs and supporting them to develop the skills and capabilities to start their own business. However we acknowledge that the current provision has some significant shortcomings and limitations and are committed to refreshing the range of support in order to help us achieve the substantial shift that will be required in order to meet the targets set out in the Enterprise Framework. With the Enterprise Framework now in place, officers have been working in partnership with stakeholders across the city to put in place an action plan which takes account of the longer-term ambitions to increase the number of new business starts and to make existing businesses more productive and competitive. The Enterprise Framework recognises that, to achieve these ambitions, the council and partners must nurture a strong entrepreneurial culture across the city. We will continue to work with partners such as DfC and Women in Business to target individuals and groups such as females and the economically inactive who have the lowest levels of engagement in business start-up activity.

3.7	To inform the future delivery of start-up support across the region, we are working in partnership with the 10 other councils across the region, Invest NI and the Department for the Economy (DfE) to inform and shape what our future offer needs to look like. While this is being developed, we will continue to provide an enhanced programme of business start-up support to entrepreneurs across the city. This includes access to business plan development, specialist mentoring support and financial incentives to support new businesses to overcome the barriers to starting up. We will also continue to work with partners across the council to ensure that new businesses have access to assets and resources to enable their businesses to thrive such as St George's Market, the Innovation Factory and vacant properties within the city centre.
3.8	2. <u>Supporting Social Enterprises and Co-operatives</u> Over the last number of years, the council has significantly increased its direct support for the social enterprise and co-operative sector (through mentoring support and access to financial incentives) as well as indirectly supporting the sector by exploring opportunities to increase access to council and other public procurement systems by the sector. While the sector is still relatively small (employing around 8,000 people in Belfast out of total employment numbers in the region of 230,000 jobs), it has grown significantly in recent years, moving into new areas beyond those traditionally associated with social enterprises. We will continue to support the growth of the social enterprise and co-operative sector across the city. This will include the delivery of capacity building and one to one mentoring to support the development of sustainable businesses. Through our support, we will continue to monitor the levels of engagement of co-operatives, bringing on specialist support through organisations such as Trademark Belfast and Cooperative Alternatives. We are working closely with the Centre for Local Economic Strategies (CLES) to ensure that we constantly keep our support for this sector under review. Aligned to this, we will work closely with Corporate Procurement Team to identify procurement opportunities for the sector and ensure they have the capacity to bid for these. Within this financial year, we have significantly enhanced the budget aligned to the delivery of support for the sector and will further develop funding models to address barriers for the sector following the evaluation of the Belfast Crowd Funder initiative.
3.9	3. <u>Growing a Business</u> Enabling a vibrant and productive business base is a key priority identified through the Enterprise Framework. This is also part of the statutory remit of the council. To achieve this, we have been working with partners to ensure there is a clear and consistent continuum of

	support for businesses across the city. Internally we have been working to combine our business growth support under one framework to make it easier for businesses to access the support required to accelerate their growth ambitions. This year, we will launch a new intervention bringing together all of our business growth support under one umbrella. This will simplify the process for businesses and will mean that they can get ready access to the relevant support services in a timely manner. The Innovation Factory will also play an important role in this continuum of support to enable the growth of new innovative businesses in the city and we will continue to work with our delivery partner Oxford Innovation to maximise occupancy levels and to ensure an ongoing focus on the social regeneration benefits of our investment.
3.10	Over the coming years, our local business base will have to deal with changes to the operating environment as a result of the UK's exit from the European Union. We are working closely with partners in Invest NI and IntertradeIreland to raise awareness of these issues and we will put in place dedicated support through Oxford Innovation at the Innovation Factory to help those businesses that cannot access support from the other organisations.
3.11	One of the key challenges identified through the enterprise framework is the need to encourage more businesses to grow and scale to turnover of more than £3million. In the last two years, we have worked in partnership with Catalyst and Invest NI to deliver the "Way to Scale" programme. As outlined above there has been significant benefits to delivering this support for our high potential businesses and, in this new financial year, we would therefore recommend that this is supported with funding of £60,000 to maximise the take-up by Belfast-based businesses. This project will be a joint initiative between the council, Catalyst Inc. and Invest NI.
3.12	<u>4. Investing in Belfast</u> The pilot City for Investment service proactively works with investors, both indigenous and FDI, providing connections to help businesses be successful in Belfast. The review of the service is underway and officers are working with Invest NI and with other business partners to develop a menu of support relevant to business needs. The findings will be brought back to committee for approval at a later date as part of our wider approach to international linkages and investment support.
3.13	We will utilise the connections through our partnership with the City of London Corporation to promote Belfast as a business location – particularly for financial services investment –

	and to support collaborations between businesses in both cities. There will also be close collaboration with the work of the International Relations team, linking the Sister Cities activity and maximising the trade and FDI linkages from our collaboration with partners in those cities. We will continue to work with the other councils along the Belfast-Dublin Economic Corridor to shape the future direction of the partnership and identify economic opportunities. <u>Future City Centre Programme</u>
3.14	This activity will align and focus on the delivery of the Future City Centre programme, as discussed at the February meeting of this committee. The aim of this programme is to create a dynamic and experiential destination within the city centre. Priority activities will include business engagement, physical improvements, interventions to address city centre vacancy and city animation – including the Christmas programme. Updates on this work will be brought back to Committee for information and endorsement as appropriate. <u>Financial and Resource Implications</u>
3.15	The activities outlined in this report will be resourced from the 2020/21 budget for the Economic Development and International Relations sections of Place and Economy Departmental budget that was within the cash limit agreed for the City Growth & Regeneration Committee at its meeting on 15 January 2020. The overall financial allocation is £1,395,000. <u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.16	Each of the proposed projects referenced in this report is informed by statistical research, stakeholder engagement and complementary policies and strategies. The unit is currently undertaking a process of equality screening on the overall work programme, this will ensure consideration is given to equality and good relation impacts throughout the delivery of each project.
4.0	Documents attached
	N/A

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Subject:	Working and Learning: Programme of Work 2020/21
Date:	4th March, 2020
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Lisa Toland, Senior Manager - Economy

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of Report/Summary of Main Issues
1.1	The purpose of this report is to seek approval for a programme of work to be delivered in the 2020/21 financial year under the Working and Learning pillar of the Belfast Agenda.
1.2	The proposed work programme supports the inclusive growth ambitions of the Council by targeting interventions at our four inclusive growth cohorts, • Workless Residents • Residents with low skills levels • Young people not in education, employment or training (NEET) • In work, low earning individuals.

	To address barriers to progression, educational underachievement and support residents to access employment and/or upskilling opportunities.
2.0	Recommendations
2.1	The Committee is requested to: i. note the work undertaken in the financial year to date, as set out in sections 3.3-3.9; ii. approve the 2020/21 Work Plan and associated budget of £1,239,250 to support the delivery of the Working and Learning strands of the Belfast Agenda, as set out in sections 3.10-3.22; and iii. note the ongoing development work being undertaken with key partners through governance structures including; the Belfast Agenda Working & Learning Board, BRCD Employability and Skills Steering Group and Employability NI Programme Board.
3.0	Main Report
3.1	Members will be aware that, at the meeting of the City Growth and Regeneration Committee on 6th March 2019, approval was given for a series of activities under the Working and Learning pillar of the Belfast Agenda. At that meeting, Members agreed a number of guiding principles of the Council's investment in this area of work including: • Employment-led: focusing upon identified employment opportunities and gaps in provision; • Needs-led: in order to deliver against the principles of Inclusive Growth, targeting interventions towards geographical areas and/or underrepresented groups while being accessible and open to all; • Ambitious: to increase visibility and awareness of Council's role within the environment and strategically build our position in this area; • Intelligence-led and evidence-based: ensuring that our investment in based on a sound rationale; • Adding value: ensuring we do not duplicate existing provision; • Flexible: allowing for interventions to be developed around emerging market needs/opportunities; and • Scalable: delivered seamlessly across the City, in line with need and opportunity – trying out new solutions on a pilot basis and increasing their coverage if they have a positive impact.

3.2	By way of context, some of the specific areas of challenge that the work is trying to address include: • Economic inactivity levels of around 32% in Belfast (regional figure is around 27%) • Educational attainment levels at GCSE lower in Belfast than in all other council areas: (79% achieve 5 GCSEs (A*-C) but only 62% achieve 5 GCSEs (A*-C) incl. English and Maths).
3.3	Whilst work is ongoing to deliver the 2019/20 work plan, key achievements on track to be achieved include: • over 3,000 participants engaged in employability programmes. This includes around 2,400 participating on ESF match-funded programmes, with 580 expected to find employment (average 24% into-employment rate) and 530 participating in Employment Academies with 398 expected to get a job at the end of the programme (75% into-employment rate); • over 1,500 young people supported through youth initiatives including 200 receiving additional revision support at GCSE, 90 young people undertaking work placements, and 100 accessing 1-2-1 mentor support through our Youth Support Programme; and • almost 7500 participants engaged through career events and job fairs. Some of the key activities undertaken include: <u>Employment Academies</u>
3.4	We have extended this employer-led initiative to include new sectors providing a broader spectrum of employment opportunities to local residents. Across the 2019/20 financial year, around 530 residents have participated or will participate in academies, and it is expected that at least 398 will progress into employment. Sectors currently engaged through these academies include hospitality and tourism, transportation, childcare, health and social care, leisure and construction
3.5	Although these academies are principally focused on helping the unemployed into work, officers have also been exploring how we can support upskilling into higher-level employment opportunities. As an example of this work, we have developed and delivered upskilling

	academies in the childcare sector. Through these interventions, over 30 Belfast residents will have secured employment in career progression roles whilst simultaneously completing a level 3-5 accredited qualification this year. This type of intervention is essential in order to address the challenge of low skills levels, particularly in some part of the city. An evaluation of this approach will inform future deliver in this and other sectors in the coming year <u>European Social Fund</u>
3.6	As part of the Council's efforts to support the long-term unemployed and economically inactive to enter the labour market, match funding was awarded to five European Social Fund (ESF) projects. Since 1 April 2019, 2442 participants have been engaged with 985 accredited qualifications achieved and 580 expected to enter employment. <u>Youth Initiatives</u>
3.7	Over the past year, a range of programmes have been delivered supporting young people in Year 12 who most "at risk" by providing them with the opportunities and supports to form a career pathway, progress into a positive destination and achieve their potential. We have also developed a dedicated programme for young people aged 14-24 years who are NEET or at high risk of becoming so. Through this programme, we are currently working with 160 young people from across the city. Early indications are that this intervention is exceeding its targets, particularly in terms of positive sustained outcomes (as measured by the participants moving into education, training or employment) – with 76% of those engaged making this progression. Given the challenges that these young people face, the 1-2-1 mentor support is a long-term relationship that lasts beyond their entry into a positive destination and this should help ensure more sustainable outcomes.
3.8	Given the significant challenges around educational achievement levels – particularly Maths and English GCSEs – we have also put in place a GCSE Maths and English Support Programme. This programme has been funded by the Department for Education for a number of years but ran in west Belfast only. We have used our resources to extend the programme citywide. During this academic year, at least 365 young people (who are projected to achieve a low Grade C or below) will receive targeted revision support during holiday times and in community settings, to give them the support needed to help them achieve at least GCSE Grade C in Maths and English resulting in young people having the best opportunities open to them to progress on their career journey. Other councils have

	also recognised the value of this support and have bought into the service, with Ards and North Down Borough Council (ANBC) rolling it out in two of its secondary schools and other neighbouring councils considering doing the same in the coming academic year. <u>Strategic Partnership Activities</u>
3.9	In addition to the delivery of these priority interventions, officers have also been working on a wider programme of engagement with public and private partners to develop new collaborative approaches to city skills and employability challenges. This includes engagement through relevant governance and partnerships (Belfast Agenda Working and Learning Board; Belfast City Region Deal Employability and Skills Group) as well as focusing on potential project ideas such as bringing forward proposals for a City Youth Pledge and exploring opportunities to deliver on the Belfast Agenda commitments to support inclusive growth. We have also been supporting the Planning team in the development of the Developer Contributions Framework and are actively engaged with a number of emerging development schemes to ensure that relevant employability and skills interventions are incorporated and that compliance is ensured. <u>Proposed Work Programme – 2020/21</u>
3.10	The proposed work programme for the next financial year (2020/21) continues to align to Working and Learning pillar of the Belfast Agenda and delivers our inclusive growth ambitions by targeting barriers to progression, addressing educational underachievement and supporting residents to access employment and/or upskilling opportunities. It will also inform and shape the development work on the Belfast Region City Deal approach on employability and skills, which will be a focal point for activity in the coming year.
3.11	Across this work programme, over 3,000 Belfast residents will be supported through a range of targeted employability and skills interventions with more than 1000 progressing into employment. Over 1,700 young people will be engaged through targeted youth activities, with 495 receiving intensive support to address educational underachievement and/or support them into positive outcomes (employment, education and/or training). Taking account of the economic analysis, and building on the learning from previous work, we will focus our work under four key priorities, namely:

	1. Supporting access to employment 2. Focus on young people 3. Strategic engagement 4. Policy influence and guidance
3.12	1. <u>Supporting access to employment</u> We will continue to support Belfast residents to enter the labour market and to progress and advance in employment. The principal instrument for delivery of this commitment will be the successful Employment Academies approach. In the coming year, these will focus on both entry-level positions and upskilling employment opportunities, in line with the council's commitment to supporting inclusive economic growth. Taking an employer-led approach, we will continue to support key sectors including; tourism, hospitality and leisure, health and social care, construction and transport.
3.13	In 2020/21, we will also expand the programme into other key growth sectors including the financial and professional services. We will work in partnership with the Department for the Economy and Department for Communities to deliver joint academy models when appropriate, in order to maximise the scale and impact of council investment. In line with our Inclusive Growth Strategy we will explore the potential to deliver Employment Academies as part of relevant recruitment exercises within Belfast City Council and will engage with other public sector bodies and strategic employers (e.g. Belfast Harbour, Belfast Trust) to open new doors to create additional employment opportunities. We expect that the Employment Academies will involve around 450 participants and help create around 350 new jobs in the coming financial year. In order to improve the flexibility of our delivery, we will put in place a new contracting regime in the coming year which will enable us to be more responsive to the needs of employers. We will ensure that our interventions are open to all by putting in place measures to respond to specific barriers (e.g. interpretation/language support; childcare support).
3.14	To assist those furthest from the labour market, we will continue our support for the five ESF projects ((LEMIS+ consortium, Workforce Learning, USEL, Specialisterne and Springboard) in year three of a four year delivery plan. These projects are a critical element of the pipeline of support for the Employment Academies work. Funding levels allocated to each of the five supported projects will be maintained into year three of delivery with a total funding of £315,518 (£240,000 Belfast City Council and £75,518 Urban Villages funding (UV funding to

Springboard, Workforce and LEMIS+ projects only)). The funding allocations from council as well as indicative participant numbers and job outcomes for the individual projects are detailed below:

Organisation	Overall budget 2020/21	Council financial allocation 2020/21	Participant nos (est.)	Job outcomes (est.)
Springboard	£340,983.10	£27,244.55	Engage with 130 participants	52 participants into employment
Workforce	£241,536.00	£54,699	Engage with 120 economically inactive and unemployed participants	26 participants progress into employment
USEL	£965,589.80	£50,000	Engage with 50 participants who are unemployed or economically inactive living with a disability	Support 15 participants to enter employment upon leaving the programme
Specialisterne	£74,188.75	£9,080	Engage with 7 participants who are unemployed /economically inactive and disabled (including autism)	Support 1 participant to enter employment upon leaving the programme
LEMIS+/Belfast Works	£3,070,421	£98,966	Engage with 2,375 participants	487 participants to enter employment per year

2. Focus on young people

3.15

The Belfast Skills Barometer shows that educational underachievement levels are lower in Belfast than in any other council area in Northern Ireland. The underachievement is most stark in particular areas of the city – including those where levels of disadvantage are also at its highest. Our youth interventions focus on supporting educational attainment at GCSE level – particularly focusing on English and Maths. They also include opportunities for work placements and mentoring support to help young people to achieve their potential. This will include working with those at risk of falling out of formal education or those already in alternative educational provision.

3.16	In the coming academic year, our GCSE English and Maths revision programme will support engagement with 270 young people. Our Youth Support programme will engage with 120 young people aged 14-24 who are identified as “at risk”. We will work closely with partner organisations such as the Education Authority’s Educational Welfare Officers in order to ensure that we focus our efforts on those in most need of support and to lever resources from those other partners. Contracts for both initiatives are already in place with local delivery partners and this will ensure that delivery can be maximised for the coming year,
3.17	3. <u>Strategic Engagement</u> One of the key strengths of the council is the ability to convene partners to focus on key issues impacting on the city. In the field of employability and skills, this presents particular opportunities in terms of both strategic employer engagement and stakeholder collaboration. On the employer side, we have built strong working relationships of with key employers based on our ability to deliver and to help them do business. There are opportunities to expand these relationships to bring on board new employers, particularly in growth sectors – many of which appear inaccessible to those with low skills. This is not just about addressing a CSR agenda but rather creating a pipeline of loyal talent that will help the business meet their growth ambitions. On the stakeholder engagement side, we have been working very closely with both the Department for Communities (DfC) and the Department for the Economy (DfE) and will continue to develop joint areas of working to facilitate better alignment between regional employment and skills programmes and the needs of the Belfast labour market. This will include the development of new “test and learn” pilots with the Department for Communities as they continue to shape their new intervention for the economically inactive “Employability NI”. One emerging area of collaboration is a new programme to support the economically inactive and long-term unemployed to start a business. This programme started in January 2020 and will run until July 2021. In the coming year, it is expected that we will engage 35 people in enterprise awareness training with 20 people progressing through a supported pathway to start a business leading to the creation of 20 new businesses by July 2021.
3.18	Another area of strategic engagement is considering how our employability interventions can be aligned to the major development schemes in the city. We have already developed a Memorandum of Understanding (MoU) with Translink to support employment opportunities associated with the Weaver’s Cross development. We are also working with developers on schemes such as Waterside and Tribeca to support the delivery of employability

	interventions as part of the developer contributions. We also have an MoU with Belfast Harbour and we will work closely with them in the coming year to scope out opportunities for collaboration, taking account of the range of employers located on the Harbour Estate and in keeping with Belfast's Harbour's commitment to "responsible business".
3.19	In the coming year, the outline business cases for the key projects under the Belfast Region City Deal (BRCD) will be drafted. Consideration will be given in all of the business cases to the employability and skills implications of each of the projects, in order to ensure that there is a sufficient pipeline of skills to meet demand and maximise the benefits of investment. There will also be an employability and skills strand within the BRCD programme. This is likely to focus on both "skills for inclusion" – initiatives to upskill those with lower skills levels to help them move into employment and to progress in their career – and "skills for growth" – focusing on those areas that require graduate and post-graduate qualifications in key growth areas and which offer the greatest potential to enhance productivity levels in the city region area. This is a key objective of the BRCD programme and is a condition for the allocation of resources through the programme.
3.20	Another key platform for collaborative engagement will be through our participation in the Working and Learning group as part of the Community Planning activity. 2021 will mark the end of the first series of stretch goals that were established in 2017. There will therefore be an opportunity to reflect on whether the individual and collective deliverables have helped "move the dial" in addressing some of the specific employment and skills challenges. These include reducing the levels of economic inactivity (commitment to reduce to 23% from the current 28% average), reducing the proportion of working age population with no qualifications to less than 10% and increasing the proportion of the working age population with level 2 and above/level 4 and above qualifications. There are also commitments to increase the percentage of school leavers entering employment, education or training and reducing the gap in educational attainment.
3.21	4. <u>Policy Influence and Guidance</u> In addition to direct delivery, we will also continue to work with internal and external partners to use all tools at our disposal to maintain a focus on the city's employability and skills challenges and to lever resources to support additional delivery, focusing on the council's inclusive growth ambitions. There are a number of key mechanisms through which this can be achieved:

- **Developer Contributions:** the Strategic Policy and Resources Committee approved the council's Developer Contributions Framework in December 2019. These contributions are a planning tool that can be used to mitigate or manage the impacts of new development. They may be used, for example, to ensure that new development is supported by the right infrastructure or to make sure that the environmental impacts of proposals are appropriately managed. When assessing development proposals that result in the loss of employment land or for larger developments where there would be a skills shortage, the council will consider the appropriate use of Developer Contributions. Officers have been working with individuals and organisations that are bringing forward a number of key development proposals for the city – such as Waterside and Tribeca. They are providing advice on employability-related Developer Contributions and also working with developers to provide solutions to help them meet their obligations. In some instances, this may involve the developers contributing to council employability initiatives such as the Employment Academies or Youth Support Programme. Officers have also agreed a protocol for early engagement with those bringing forward major development schemes in order to ensure foresight of key proposals emerging and to provide advice on possible solutions that can be delivered by the council and/or other partners
- **Social Value Procurement:** at the January 2020 meeting of the Strategic Policy and Resources Committee, members agreed to take forward the development of a Social Value Procurement Framework. The purpose of this framework is to govern how social value can be incorporated into the council's procurement and contractual processes. The Committee agreed to establish a task and finish group of elected members which will advise on the content of the framework. Officers will support this work by looking at how procurement can be used to support local economic and social regeneration including helping small businesses to access public procurement and addressing environmental sustainability.
- **Strategic Site Assessment:** the council has a range of land and buildings assets. While many are already developed, there are opportunities to bring forward new development schemes, particularly on some of the land assets. One recent example is the Giant's Park development. In order to inform submissions, officers are exploring opportunities to incorporate employability and skills requirements as part of any future developer briefs. This ensures that these issues are considered as part of the assessment process and provide another mechanism through which to lever

	additional investment to address inclusive growth opportunities. As additional development opportunities arise, officers will continue to inform the brief and work with developers to bring forward relevant schemes, in line with our inclusive growth priorities.
3.22	In order to ensure that our activity remains focused on areas of most need and to enable us to explore new and emerging areas of work, a research budget will be set aside as part of this financial allocation. This will include council support for Ulster University's Economic Policy Centre (UUEPC) (annual contribution is £40,000) as well as stand-alone research and insights work.
3.23	While the focus of our delivery interventions is generally on those who are furthest from the labour market, we continue to engage with partners to explore how we can take a collaborative approach to addressing the wider challenges in the Belfast labour market, namely: • A significant gap in the supply of individuals with level 3/level 4 qualifications: these are largely the vocational skills areas that do not require graduate skills but do need more than the basic skills. There are challenges around pathways into these roles and the tendency of young people to either stop at level 2 or continue right through to graduate level. However there are also opportunities to develop new Higher Level Apprenticeships through which young people can earn and learn – and ultimately improve their employment prospects through positive career progression opportunities • Challenges around graduate retention: currently, almost 30% of those who finish their A level studies in Northern Ireland take up a university place outside of Northern Ireland. Attracting those individuals back to the region once they have completed their studies presents challenges. Invest NI is working with the Department for the Economy on a new “Attract In and Attract Back” strategy to address skills shortages in key areas, particularly in jobs requiring a level of professional, post-qualification experience.
3.24	<u>Finance and Resource Implications</u> The activities outlined in this report will be resourced from the 2020/21 budget for the Employability and Skills section and Business Research and Development section of the

	Place and Economy Departmental budget that was within the cash limit agreed for the City Growth and Regeneration Committee at its meeting on 15th January, 2020.
3.25	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> Each of the proposed projects referenced in this report is informed by statistical research, stakeholder engagement and complementary policies and strategies. New projects or service areas are equality screened and a rural needs assessment completed. Considerations given to equality and good relation impacts at the initial stages of project development. Officers will work closely with the Equality and Good Relations Team on this activity.
4.0	Documents Attached
	N/A



Subject:	East Belfast Translink Depot – Outcome of Site Search Process
Date:	4th March, 2020
Reporting Officer:	Sean Dolan, Acting Director of City Regeneration and Development
Contact Officer:	Richard Griffin, Development Manager, City Regeneration and Development Alice McGlone, Regeneration Project Officer, City Regeneration and Development

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of Report/Summary of Main Issues
1.1	To report the findings of a site search exercise for a potential alternative location for the East Belfast Translink Depot.
2.0	Recommendation
2.1	The Committee is requested to: - note the findings of the site search process; - agree that the Council writes to the Minister for Infrastructure requesting that the findings of the site search and the operational requirements of Translink are given further consideration in the context of the impact of the current depot location on neighbouring residential amenity.

3.0	Main Report
	<u>Background</u>
3.1	At its meeting on 10th October, 2018, the Committee granted approval for officers to meet with Translink representatives to discuss the potential relocation of the East Belfast Translink Depot. Following a series of discussions, a letter was received from Ms. S. Kerr, Director, DfI, Public Transport Division and this was reported to the Committee on 5th June 2019. The letter explained that, at present, Translink had no plans to relocate the East Belfast Translink Depot and stated that it continues to play a central role in delivering urban public transport, as it is ideally based to keep operational costs to a minimum. It went on to say that DfI would not rule out the relocation of the depot in the longer term but would need reassurance that an alternative site would offer a similar level of efficiency and cost effectiveness and could be achieved with no financial detriment to Translink. The Committee noted the response and agreed that a report be submitted to a future meeting, once a site search study had been completed.
3.2	In November 2019, Arup was appointed to undertake the site search (see attached - East Belfast Depot Site Search). The methodology involved a process which began with the identification of a list of potential sites which were then sifted based on: i. Constraints: Areas of open space, residential areas and other land use zonings that would not be appropriate for such a facility; ii. Environmental Considerations: Areas of flood risk and ecological designations, to avoid sites/areas with significant environmental constraints. iii. Site Sizes: Sites that were no smaller than the area of the existing bus depot site (ca. 13,700 sq. m / 1.37 hectares). iv. Ownership: identification of any suitable Council/ public sector owned land holdings which might facilitate delivery; v. Ownership: identification of any sites on the market for sale (predominantly privately owned land) or known to property agent Colliers who assisted Arup with the search (respecting the confidentiality of this work no enquiries would be made).
3.3	This stage also drew on previous work undertaken on behalf of Council for the Urban Capacity Study which identified derelict and underused land within Belfast's urban area as part of the Local Development Plan process. Sites identified which met the high-level requirements were mapped and progressed to the next stage for further consideration.

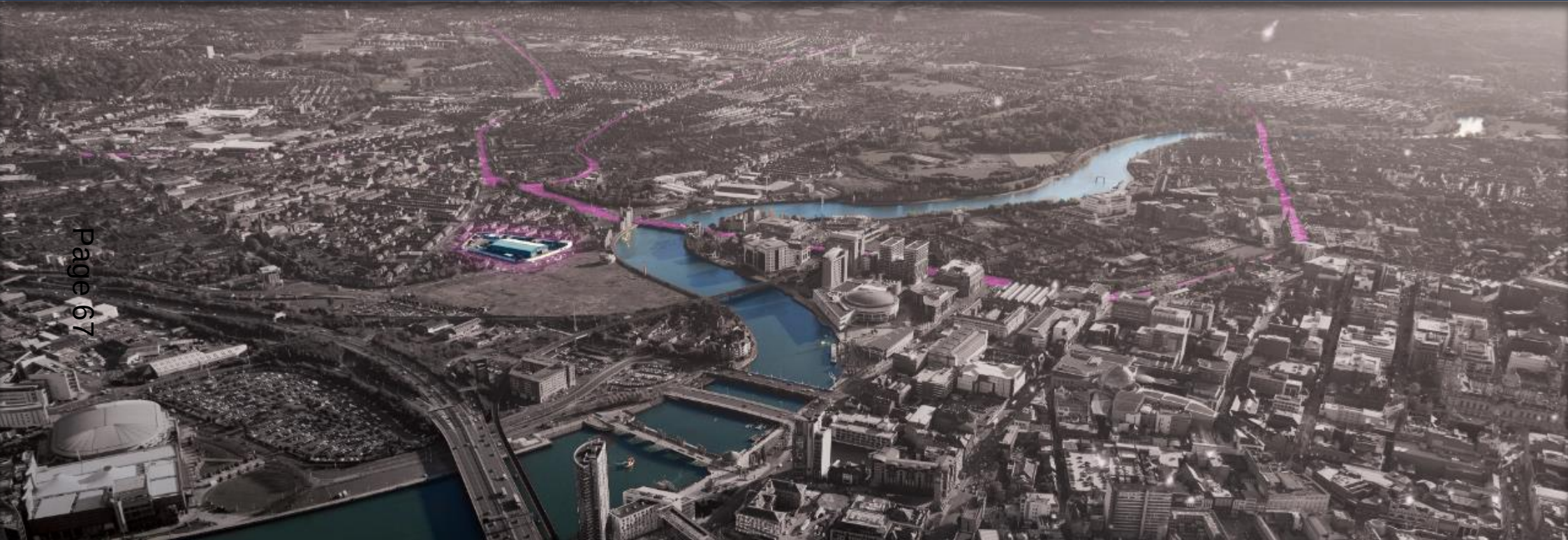
3.4	Having compiled a short list of potential sites for the relocation of the bus depot, the consultants undertook a more detailed assessment of each site against the following operational requirements, as defined by Translink: i. Location: includes consideration of minimising daily ‘dead mileage’, which is the distance travelled by a revenue-gaining vehicle without carrying or accepting passengers, such as when coming from a depot to begin its first trip of the day. To assess this, the following criteria were used in respect of each potential site; a. it should be accessible from more than one approach route; b. it should be on, or close, to an arterial route served from the existing depot; c. general traffic flows to and from the proposed site should not be subject to known regular delays or located on an existing network experiencing capacity issues; d. the topography of the site should be suitable for development as a depot, and e. it should be of sufficient size (a minimum of 1.37 ha) with adequate space to construct the required buildings or facilities, including Yard and Parking, Service Vehicle Fuelling and Washing Building, Engineering Workshop and Facilities, and Operations Offices and Facilities
3.5	Commentary was also provided on the planning context (land use zoning, site history and compliance with policy); any other environmental constraints; existing infrastructure; and proximity to established residential neighbourhoods.
	<u>Key Issues and Site Search Findings</u>
3.6	Page 10 of the report identifies routes served by the existing depot and the key arterial routes in the city centre (it also illustrates a one and two mile radius from the existing depot). In addition to the lands around these routes, pages 14 -16 illustrate how other available land to the north, south, east and west of the existing depot and north of the M3 (within the Belfast Harbour Estate) was assessed. This included consideration of the “salt storage site” off Airport Road, the Eastside Park and Ride and lands within the eastern section of the Belfast Harbour Estate.
3.7	Pages 17-23 of the report demonstrate how land close to the arterial routes (Ormeau, Woodstock, Castlereagh, Newtownards and Holywood Roads) was subdivided into five search areas to provide a further breakdown and assessment of suitable sites. Areas around the Ravenhill Road were also considered as it is an arterial route within East Belfast, between two routes served by the existing depot. To complete the exercise, the site search scoped

	available land at Holywood Road and Harbour Estate East (including land around Belfast City Airport and Holywood Exchange).
3.8	As a result of the assessment six potential locations were identified: i. East Twin Road (2.33 ha) ii. Titanic Quarter (70.3ha) iii. Heron Road A (10.77 ha) iv. Heron Road B (2:53ha) v. Heron Road C (2.20 ha) vi. Heron View (1.57 ha)
3.9	All of these sites are larger than the existing depot, suitable in terms of topography and within 3 miles of the current location and as such meet the majority of the search criteria. However, they are located further from the arterial routes the depot serves, and would therefore inevitably perform worse than the existing depot in terms of the key commercial consideration of minimising 'dead mileage'. Accordingly, all have been discounted as suitable alternative locations for a replacement depot by the Arup report, based on current Translink operational requirements.
3.10	However the City Growth and Regeneration Committee has previously raised concerns that the existing depot location, directly adjacent to an existing and emerging residential community, has a negative impact on the health and wellbeing of the local population. With this in mind it is recommended that the constraint of 'dead mileage' is reviewed and reassessed by the Department for Infrastructure and Translink when considered in the context of the health and wellbeing considerations of the local communities. The review of this constraint, along with additional infrastructure works currently planned for the Queens Island area, could effectively bring a number of the shortlisted sites back into consideration.
3.12	It is, therefore, proposed that the Council write to the Minister for Infrastructure requesting that the findings of the site search and the operational requirements of Translink are given further consideration in the context of the impact of the current depot location on neighbouring residential amenity. <u>Financial and Resource Implications</u>
3.13	None. <u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.14	None at this time.
4.0	Document Attached
	East Belfast Depot Site Search report

East Belfast Depot Site Search

Final Report

21 February 2020



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Detailed Assessment	Pages 26 - 38
Summary of Findings	Pages 40 - 41
Appendix A: Datasets used to support the site search	Pages 43 - 47

1. Introduction

Page 69

Belfast City Council appointed Arup in partnership with Colliers to examine the re-location options for the users of the Translink Bus Depot which sits on the edge of the East Bank Development Strategy area.

This Report

On 10 October, 2018, Belfast City Council's City Growth and Regeneration Committee approved the East Bank Development Strategy (EBDS). Its purpose was to coordinate development of key sites and realise a world class waterfront on the east bank of the Lagan, which delivered social, economic and environmental benefits to the area and the wider city centre.

The location of the Translink Bus Depot, which sits in the heart of a residential neighbourhood on the edge of the EBDS area, was raised in the context of its impact on residential amenity and perceived, potential negative effects on the health of those who live close to it. In response to a request from Committee, it was agreed that Council officers would meet with Translink representatives to discuss the potential relocation of the East Belfast Depot, with a report to be submitted to a future meeting.

On 5 June 2019, the results of that engagement were reported to the Committee. The Department for Infrastructure (DfI) Director of Public Transport Division had, in response to the Council's invitation, stated that Translink had no plans currently to relocate the East Belfast transport depot and that it continued to play a central role in delivering urban public transport, as it was ideally placed to keep operational costs to a minimum.

However, the Department would not rule out the relocation of the depot in the longer term but would need reassurance that an alternative site would offer a similar level of efficiency and cost effectiveness and could be achieved with no financial detriment to Translink.

DfI added that they were aware that the Council had commissioned a study to examine alternative sites and, should that identify realistic options, those would need to be given full consideration by Translink. DfI had concluded by stating that they would be content to meet with Council representatives to discuss the matter further.

The Committee agreed to proceed with the feasibility study and Arup was formally commissioned to undertake this work on 12 November 2019.

As part of the study a site search and assessment process was undertaken to examine if there are viable sites for a new East Belfast Depot.

The report is structured as follows:

- **Section 2. Methodology** – an overview of the approach taken to the site search exercise.
- **Section 3. Findings of the Site Search** – outlines the findings from the site search process.
- **Section 4. Assessment of Sites** – a review of the short listed sites against the operational criteria.
- **Section 5. Summary of Findings** – provides a summary of the outcomes from the site search process.

Existing site location

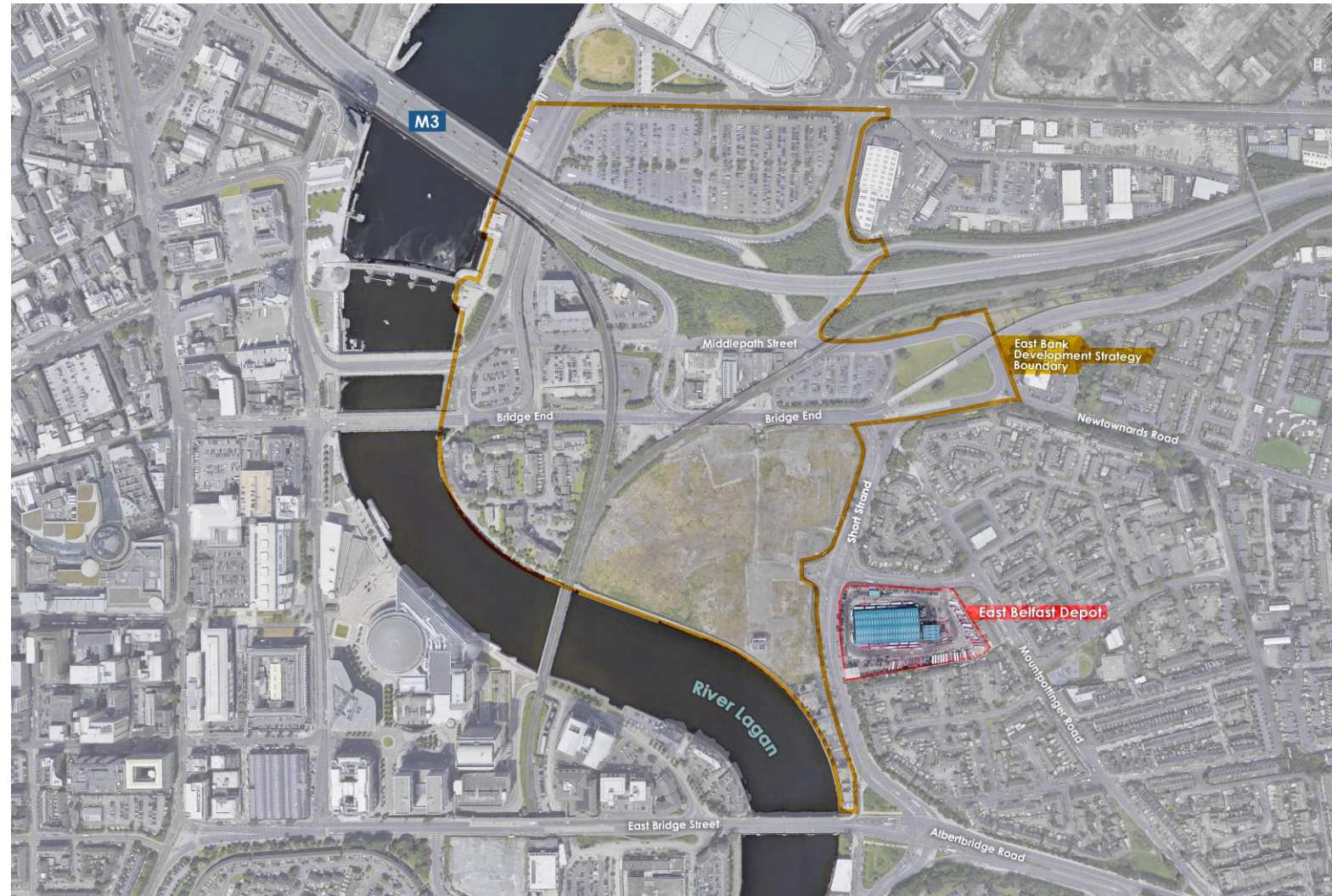
The existing depot site is owned by Translink. It is located in the Short Strand area of Belfast, bordered by Bridge End to the north and the Albertbridge Road to the south.

The existing depot is in the heart of a residential area bounded by Mountpottinger Road (with residential properties beyond it) to the north and east; to the south by residential properties located off Arran Street; and to the west by the B506. The outline planning consent for the Sirocco site opposite the depot proposes housing in the form of apartments, adjacent to Short Strand.

The main access to the site is off Mountpottinger Road. The existing site area is ca. 1.37 hectares (ca. 3.38 acres).

The existing site currently accommodates a yard and parking; service vehicle fuelling and washing building; engineering workshop; operations offices; and staff facilities.

An aerial photo identifying the location and extent of the existing site is shown opposite.



Site
Location



East Bank
Development
Strategy



Existing Depot

The existing bus depot plays an important role in the public transport network.

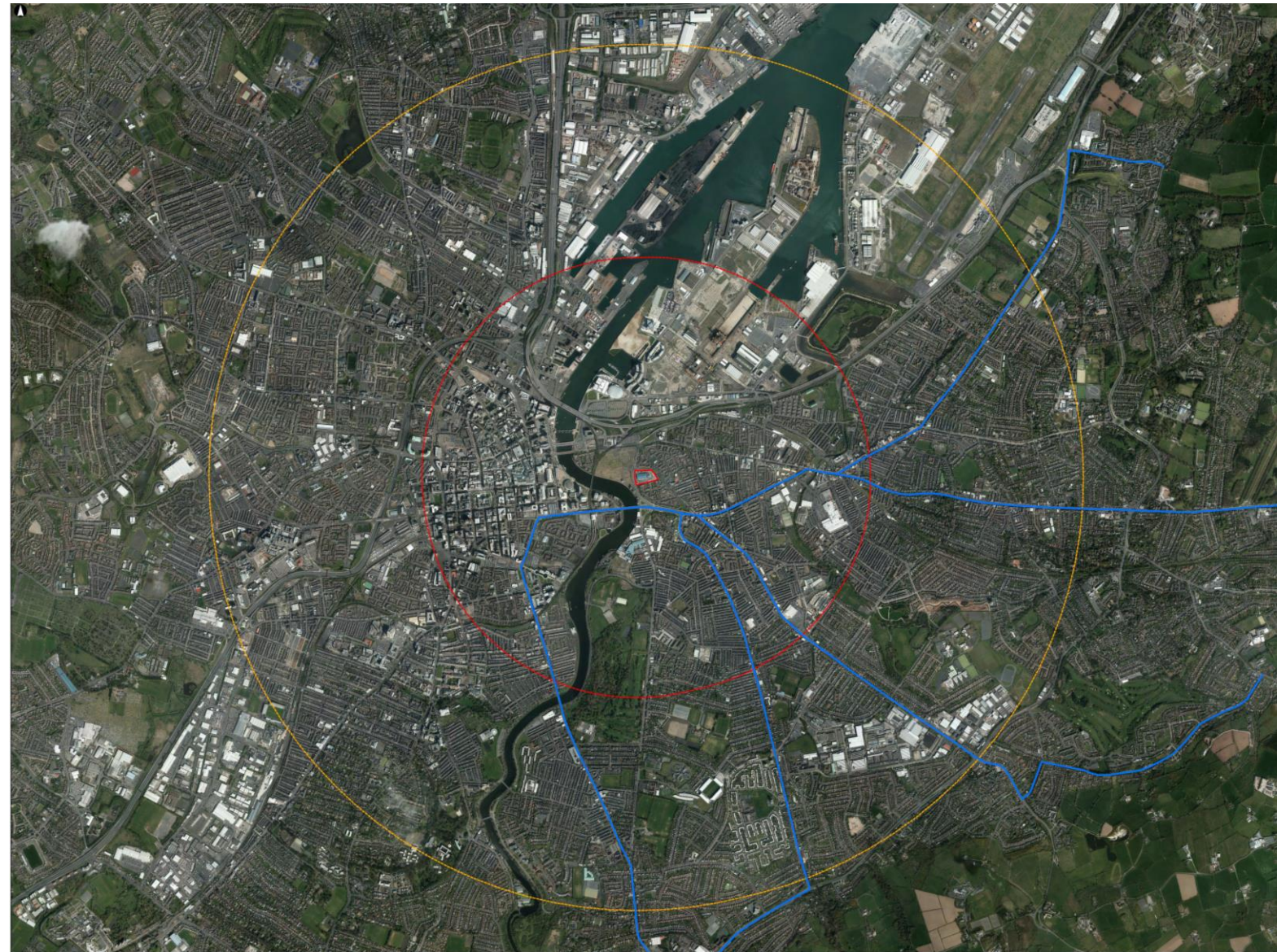
It is central and accessible to a number of key arterial routes, whilst also maintaining efficient operations with regards to minimising 'dead mileage' coverage.

Dead mileage in public transport terms is when a revenue-gaining vehicle operates without carrying or accepting passengers, such as when coming from a depot to begin its first trip of the day.

The depot is a major local employer with over 200 staff and has been in operation at this location since 1950.

The depot serves routes to the north east (Knocknagoney), east (Dundonald), south east (Tullycarnet) and south of the city (Cairnshill).

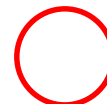
A plan showing the Area of Operation (the routes shown in blue) is shown opposite.



Site
Location



1 Mile
Radius



2 Mile
Radius



East Belfast
Depot Area of
Operation



2. Methodology

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Overview of Approach

TASK 1

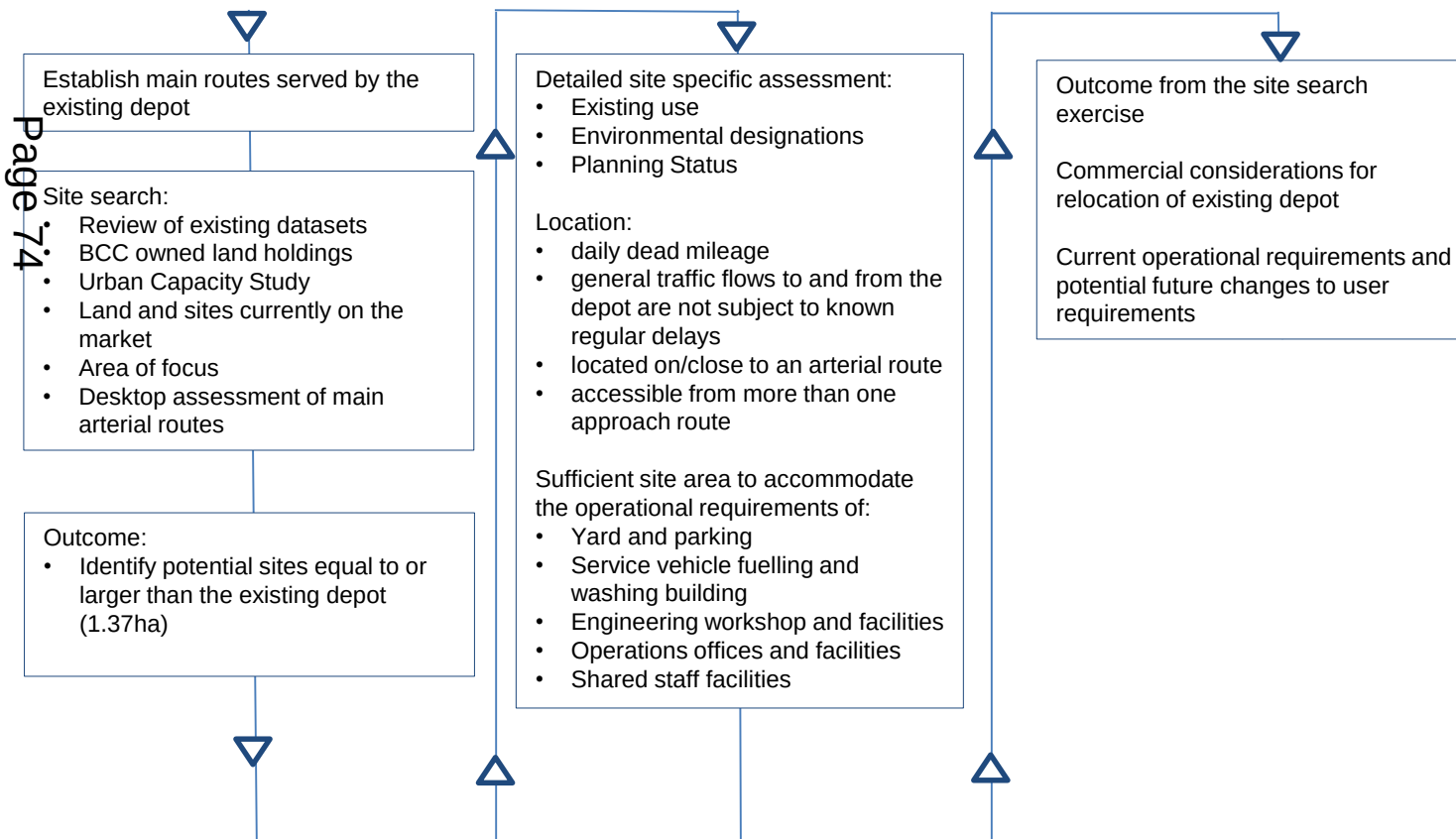
SITE SEARCH SIFTING AND IDENTIFICATION OF A SHORT LIST OF SITES

TASK 2

ASSESSMENT OF SHORT LIST OF SITES AGAINST OPERATIONAL REQUIREMENTS

TASK 3

REPORTING



Methodology

TASK 1: SITE SEARCH SIFTING AND IDENTIFICATION OF A SHORT LIST OF SITES

The first task was to 'focus' the area of search and undertake an initial sifting of sites. This was desk based, using aerial photography, base mapping, the existing bus depot site location, the area of operation and accessibility to the surrounding highway network.

Sites were sifted based on:

- Constraints using datasets from Department for Infrastructure (DfI); Department for Communities (DfC); and Department of Agriculture, Environment and Rural Affairs (DAERA).
- Zonings from draft Belfast Metropolitan Area Plan (2015).
- Environmental Considerations: Areas of flood risk and ecological designations, to avoid sites/areas with significant environmental constraints.
- Site Sizes: Sites that were smaller than the area of the existing Bus Depot Site (ca. 13,700 sq. m / 1.37 hectares) were sifted out.
- Identification of BCC / public sector owned land holdings.

- Identification of private land holdings currently on the market.
- Urban Capacity Study which identified derelict and underused land within Belfast's urban area.

A detailed list of all datasets used to support site search is included in **Appendix A**.

Requests were made to DfI and DfC for data on their land holdings to further refine the site search.

A desktop assessment was carried out to identify any potentially suitable sites. This search was undertaken along the roads that the existing depot serves: Ormeau Road; Woodstock Road; Castlereagh Road; Newtownards Road; and Holywood Road. Ravenhill Road was also assessed as it is an arterial route within East Belfast located between two routes served by the existing depot.

This stage of the assessment also considered land within the Belfast Harbour Estate and sites adjacent to roads around the existing depot, including those not served by bus.

The output from this stage was a short list of sites which could meet the high-level requirements. These were progressed to the next stage for detailed site specific assessment.

TASK 2: ASSESSMENT OF SHORT LIST OF SITES AGAINST OPERATIONAL REQUIREMENTS

Having compiled a short list of potential sites for the relocation of the bus depot, a more detailed site-specific assessment of each site was undertaken against the operational requirements for a new East Belfast Depot.

The key operational criteria assessed were:

Location

To ensure that:

- Daily dead mileage associated with roll out and roll in of services or staff shift changes is minimised;
- General traffic flows to and from the depot are not subject to known regular delays;
- Sites are located on/close to an arterial route due to the access/frequency of services and level of bus priority measures in place;
- The depot is accessible from more than one approach route.

Sufficient area to accommodate the operational requirements of the facility:

- Yard and parking
- Service vehicle fuelling and washing building
- Engineering workshop and facilities
- Operations offices and facilities
- Shared staff facilities

All shortlisted sites were assessed against the operational requirements.

Site visits to short listed sites were carried out to establish if there are any additional on-site constraints which would need to be considered. This helped to provide a more detailed analysis of the pros / cons associated with each shortlisted site.

The output from this stage was to establish whether there was a suitable site that could potentially meet the operational requirements for the East Belfast Depot.

TASK 3: REPORTING

This documents the process; the data used; the findings of the site search process; and the pros / cons associated with each shortlisted site.

The report sets out the outcome from the site search exercise; commercial considerations affecting the relocation of existing depot; and the current operational requirements and potential future changes to user requirements.

3. Findings of the Site Search

Page 76

Site Search (1)

Strategic Context

The existing depot is located just outside the city centre boundary as defined by the draft Belfast Metropolitan Area Plan.

This drawing shows:

- The key routes served by the existing depot (shown in blue).

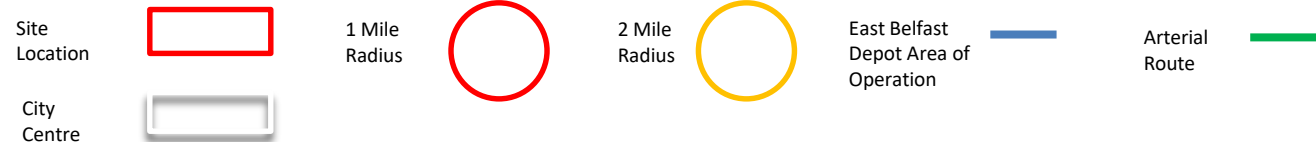
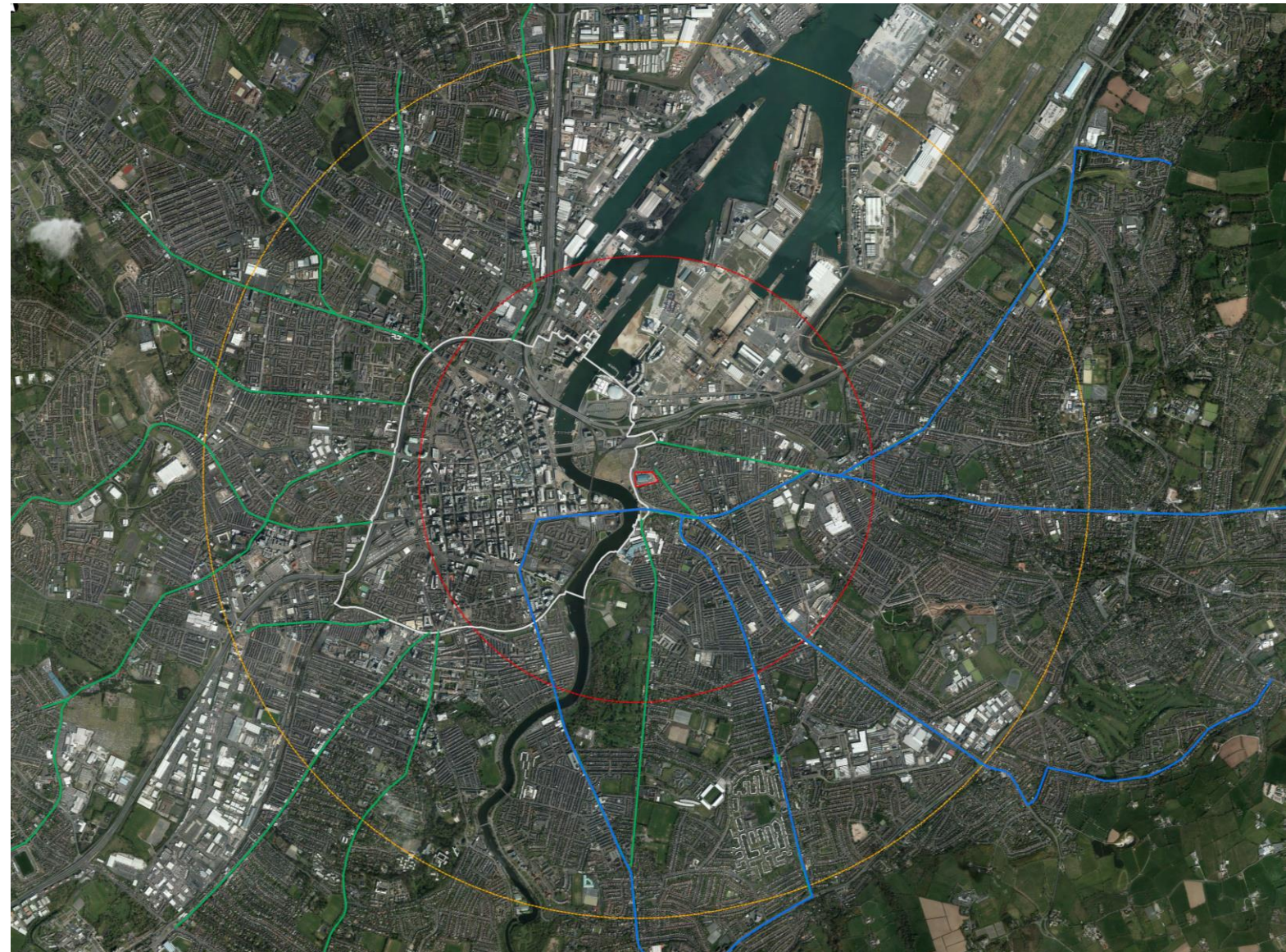
The key arterial routes in the city centre as defined by the draft Belfast Metropolitan Area Plan (shown in green).

The main routes served by the existing depot include:

- Ormeau Road
- Woodstock Road
- Castlereagh Road
- Newtownards Road
- Hollywood Road

Given the importance of locating an alternative depot as close as possible to the existing depot, a one mile radius and two mile radius was chosen to help focus the area of search.

For completeness, some sites beyond the 2 mile radius were also reviewed.



Site Search (2)

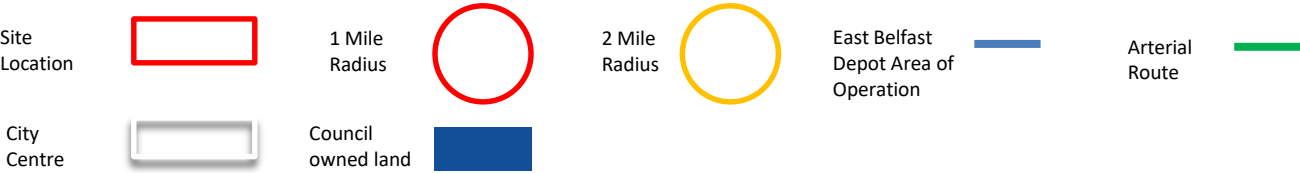
Public sector owned land

In terms of improving the deliverability of a relocated depot, it was decided to look at land in public ownership in the first instance. This plan identifies the BCC publicly owned land holdings across the city.

Each of these sites was reviewed to establish if they were suitable for a relocated bus depot.

The public sector owned assets in this case, were predominantly parks and open spaces. No suitable BCC owned land was identified as a suitable alternative location for the bus depot.

With regard to sites in the ownership of the Department for Communities (DfC), DfC has confirmed that they have no available land of sufficient size to accommodate the depot within the area of search in the east/south east of the city.



Site Search (3)

Urban Capacity Study

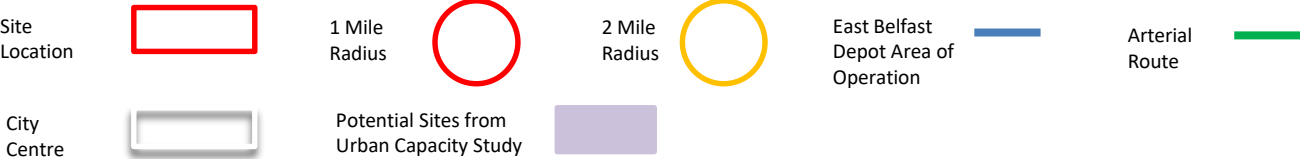
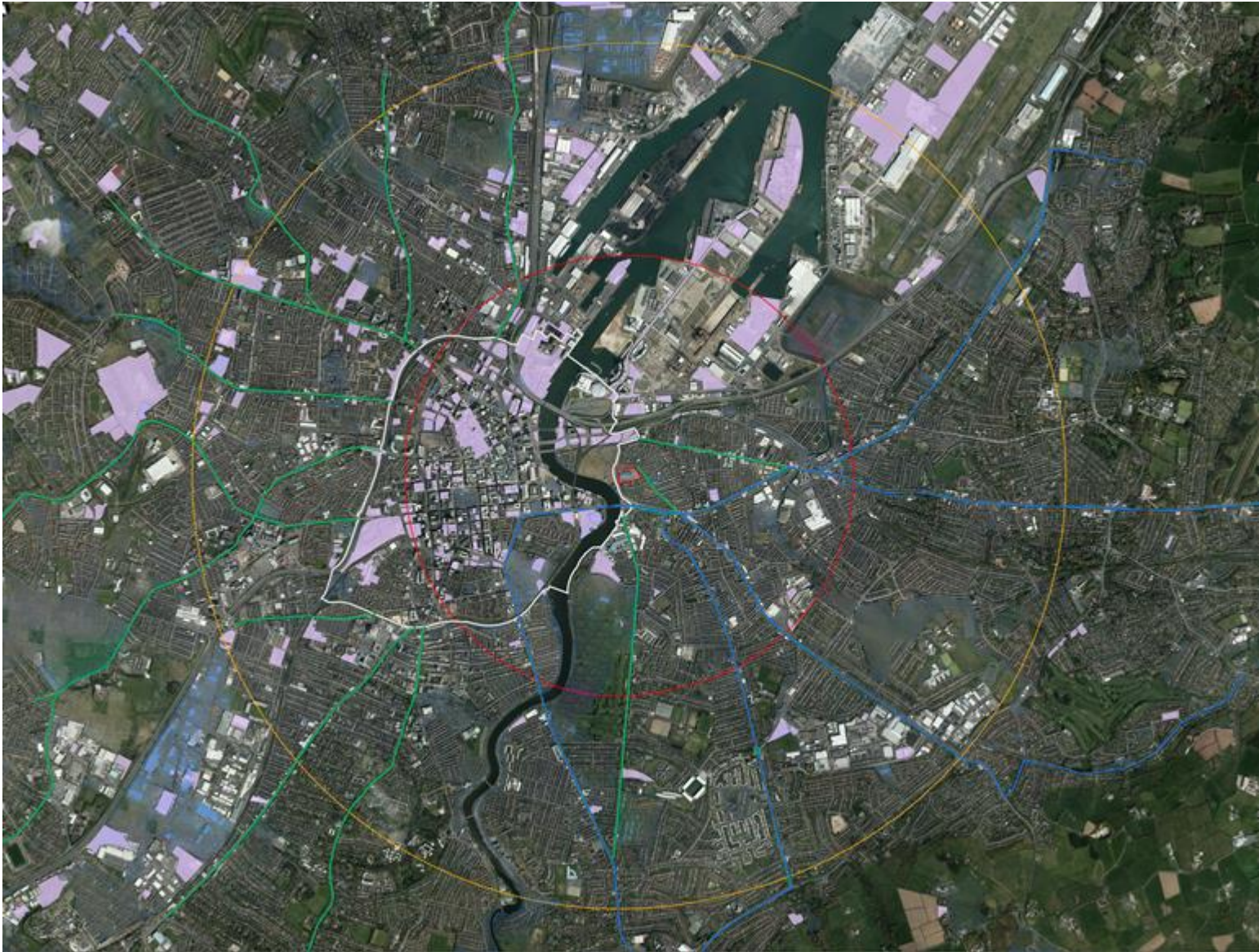
An Urban Capacity Study was carried out by Belfast City Council (March 2018) as part of the evidence base to inform the publication of the Draft Plan Strategy for the Local Development Plan (LDP),

Potential sites from the Urban Capacity study related to a comprehensive database of housing land through its annual housing monitor function. A similar database of employment land was also developed.

This monitoring information has been used to inform the site search.

A review of relevant sites from the housing and employment land monitor has been undertaken to see if there were any potentially suitable sites for inclusion in the site search.

Suitable alternative sites identified were found to be located towards the two mile radius of the area of search. These are detailed further in the next section of the report.



Site Search (4)

Review of Land and Sites

A review of property websites was undertaken to identify sites which were on the market. The review was carried out in December 2019.

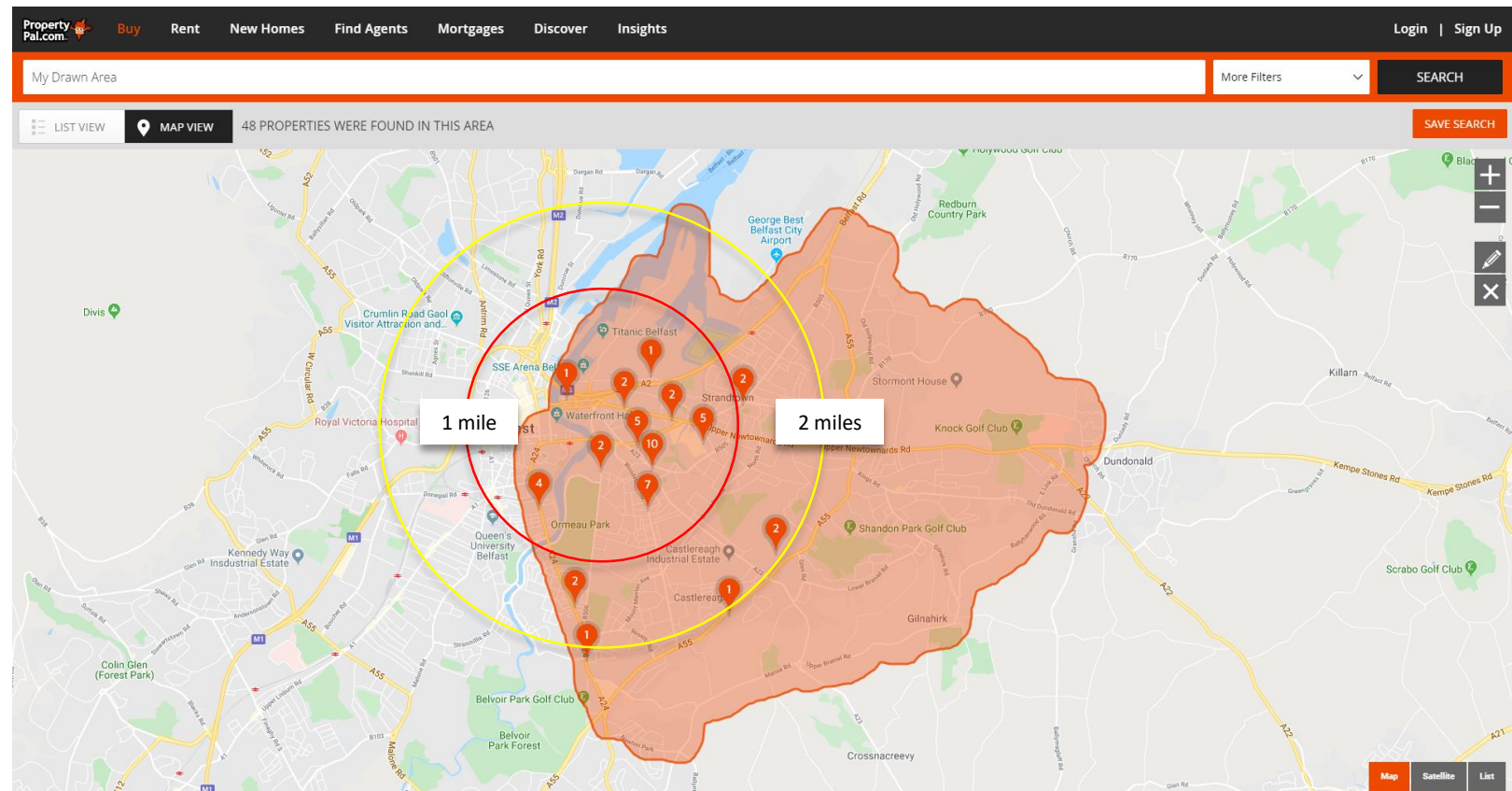
The review was carried out along the following routes:

- Ormeau Road:
- Ravenhill Road
- Woodstock Road / Cregagh Road
- Castlereagh Road
- Newtownards Road
- Holywood Road

Of the land and sites available, none were identified as being suitable.

The land and sites assessed were not considered suitable for the following reasons:

- Size: none of the available sites are large enough.
- No industrial land was listed for sale in the area of search.
- No commercial land was listed for sale in the area of search.
- The remaining available sites benefitted from outline / full planning permission for residential use.



Colliers were included as part of the project team to provide property market intelligence on any potential private sites or land known to them and not necessarily marketed for sale. No suitable land or sites was identified in the area of search.

In terms of creating a more refined area of focus, a number of factors that influence the site search were reviewed.

Site Search (5) - Area of Focus

To the north of the M3

The Belfast Harbour Estate covers an area of 2,000 acres representing 20% of the Belfast City area and comprises Belfast Port, the former Harland and Wolff Shipyard, lands on Queens Island ('Titanic Quarter'), and lands at Belfast City Airport.

and in the Belfast Harbour Estate is subject to an existing masterplan – the Titanic Quarter is identified as part of the city centre, having significant residential, commercial and leisure potential.

As shown overleaf, the land to the north, beyond the M3, contains large areas of operational land associated with Belfast City Airport and aerospace manufacturing on the Bombardier site.

The 'salt storage site' located off Airport Road was reviewed. It is an existing Operations and Maintenance facility for DfI, comprising a salt store, yard and parking as well as a traffic information and control centre.

Whilst this site is of a sufficient size (ca. 2.7ha) to accommodate a replacement depot, it remains an operational facility used by DfI. It has not been identified as a surplus public sector asset and accordingly it has not been subject to further assessment.

In addition to these practical constraints preventing alternative uses of these land holdings, the "salt storage site" and those located north of the M3, are not located on or adjacent to an arterial route served by the existing depot.

The local road network in this area experiences capacity issues at key junctions which connect to the city centre and the main routes served by the existing depot are subject to delays, particularly during peak traffic periods (07:30 – 09:30 and 15.30 – 18.30).

Accordingly the "salt storage site" sites and others north of the M3 were not considered as appropriate for a re-located bus depot.

Nevertheless, to ensure this stage of the process was as comprehensive as possible, a desktop appraisal of this wider area was carried out to identify if there were any other potential sites.

To the north of the existing depot

The EastSide Park and Ride is located to the south of the M3 and is identified for relocation in the East Bank Development Strategy (EBDS) once an alternative site further east has been evaluated and implemented. However, this site is only 0.6ha in area and less than half the size of the existing Translink depot. The site is also earmarked for re-development in the EBDS rather than as a location for a new bus depot.

To the west of the existing depot

Any potential re-location would be subject to planning policy and the parameters set out in the Belfast Agenda and emerging Local Development Plan, which prioritise growth of the economy and resident population in the city centre.

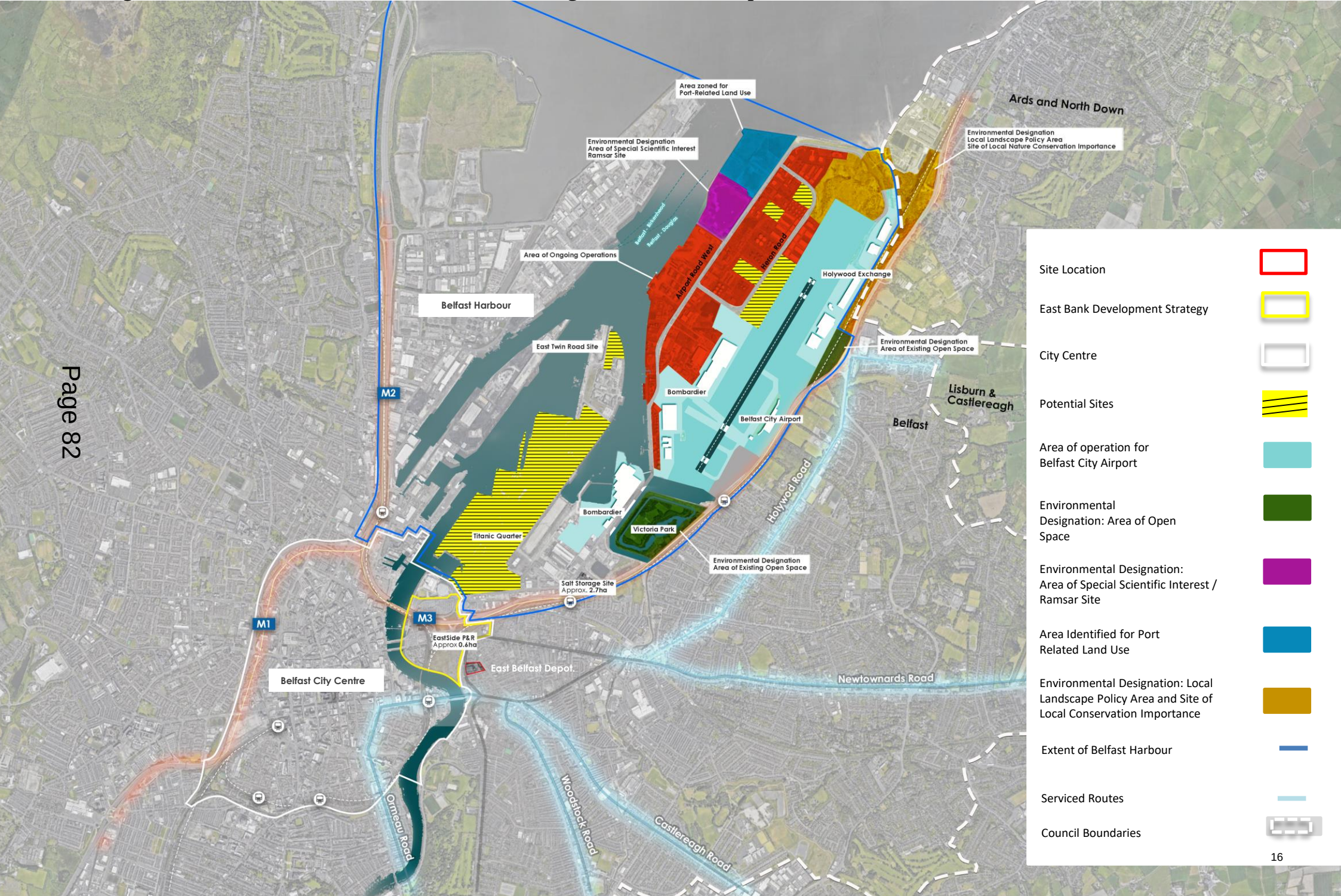
As such any potential locations to the west of the existing depot in the city centre boundary are judged to be too small or inappropriate in land use terms for use as a re-located bus depot. Sites along the Ormeau Road and further out of the city centre were also reviewed and no appropriate sites were identified.

To the south and east of the existing depot

The outcome from the review of existing datasets, identified no suitable sites on the routes to the south and the east of the existing depot.

A desktop appraisal of each route, and the area to the east of Belfast Harbour, is detailed in the subsequent pages of this section of the report.

Refining the area of focus to the north of the existing Short Strand Depot



Site Location	
East Bank Development Strategy	
City Centre	
Potential Sites	
Area of operation for Belfast City Airport	
Environmental Designation: Area of Open Space	
Environmental Designation: Area of Special Scientific Interest / Ramsar Site	
Area Identified for Port Related Land Use	
Environmental Designation: Local Landscape Policy Area and Site of Local Conservation Importance	
Extent of Belfast Harbour	
Serviced Routes	
Council Boundaries	

Site Search (6): Desktop Assessment

Desktop Assessment

To ensure a comprehensive approach, the site search focused on lands and sites which serve the key routes highlighted opposite.

Area Overview

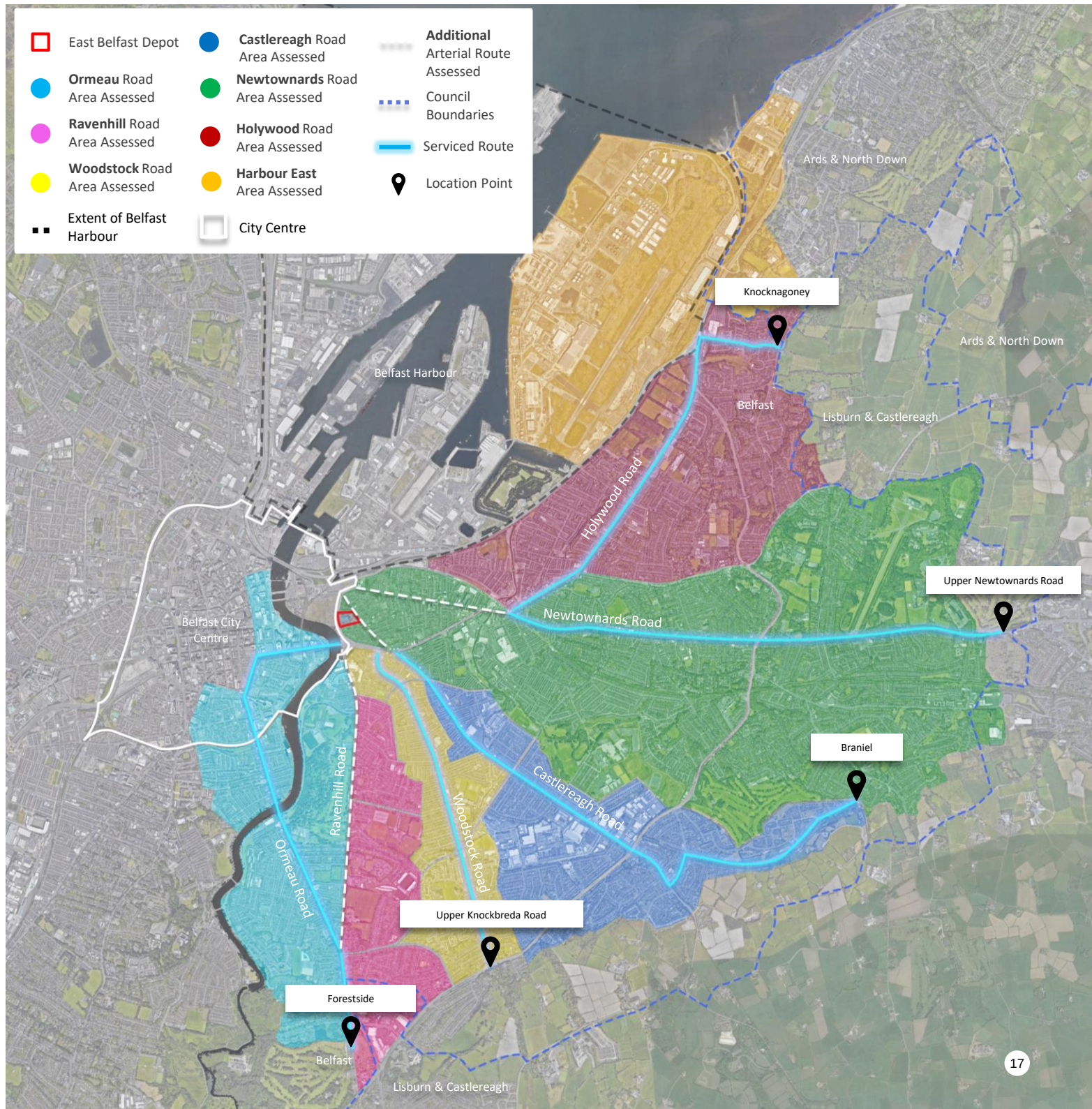
This search was undertaken along the routes that the existing depot serves:

- Ormeau Road
- Woodstock Road
- Castlereagh Road
- Newtownards Road
- Hollywood Road

In addition to the five highlighted routes which are served by the East Belfast Depot, the search also considered the Ravenhill Road as it is an arterial route within East Belfast, located between two routes served by the existing depot.

The area comprising the eastern part of Belfast Harbour land holdings was also assessed.

The lands serving each route were then subdivided into sections and a further assessment of each was undertaken.



Site Search (6)

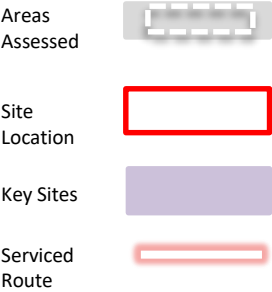
Ormeau Road

Section 1:
In terms of relocation, the city centre section of the Ormeau Road provides no viable sites. There is a vacant site at East Bridge Street but it does not reach the 1.37ha threshold required to accommodate a depot. The Raphael Street car park is zoned for housing.

Section 2:
South of the Botanic trainline, section 2 is predominately comprised by dense residential land use with no potential sites identified.

Section 3:
Section 3 is predominately comprised by established residential land use with a significant proportion of this area occupied by open space on the Ormeau Embankment. No potential sites for a relocated depot were identified.

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Site Search (6)

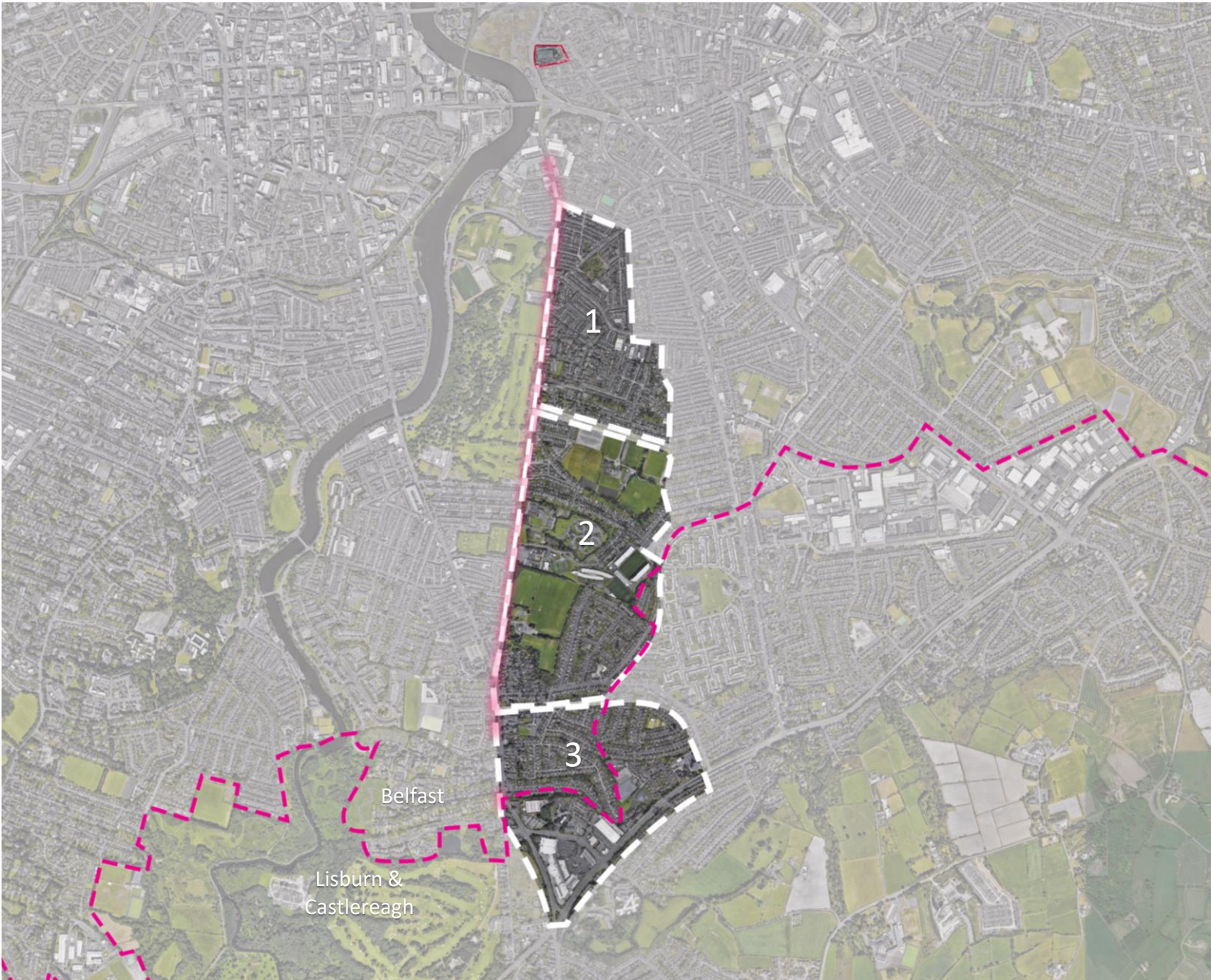
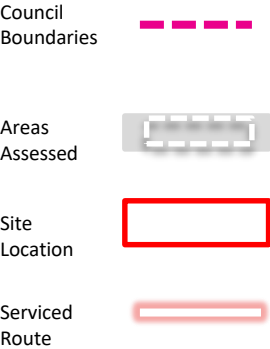
Ravenhill Road

Section 1:
Section 1 is predominately residential. No sites were identified within this area as a suitable alternative depot location.

Section 2:
Section 2 comprises predominately residential land use with several education, leisure and recreational sites including Cherryvale Playing fields that are well utilised. No appropriate sites were identified.

Section 3:
Predominately residential land use with land designated as a District centre to south. No appropriate sites were identified.

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Site Search (6)

Woodstock Road

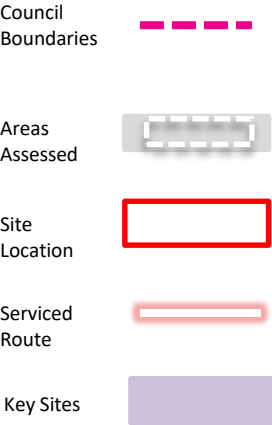
Section 1:
Section 1 is predominately residential. No appropriate sites were identified within this area.

Section 2:
Predominately residential with a fine urban grain. The site search process identified no sites in this area.

Section 3:
Section 3 comprises predominately residential land use. No potential sites were identified.

To the east and immediately adjacent to section 3 is a major area of existing employment and business uses. This is assessed in more detail overleaf on page 20 under Section 2 of the Castlereagh Road / Cregagh Road Area Assessed.

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Site Search (6)

Castlereagh Road / Cregagh Road

Section 1:

This section is characterised by existing residential land use with some larger sites for retail and commercial uses. No appropriate sites for a relocated bus depot were identified.

Section 2:

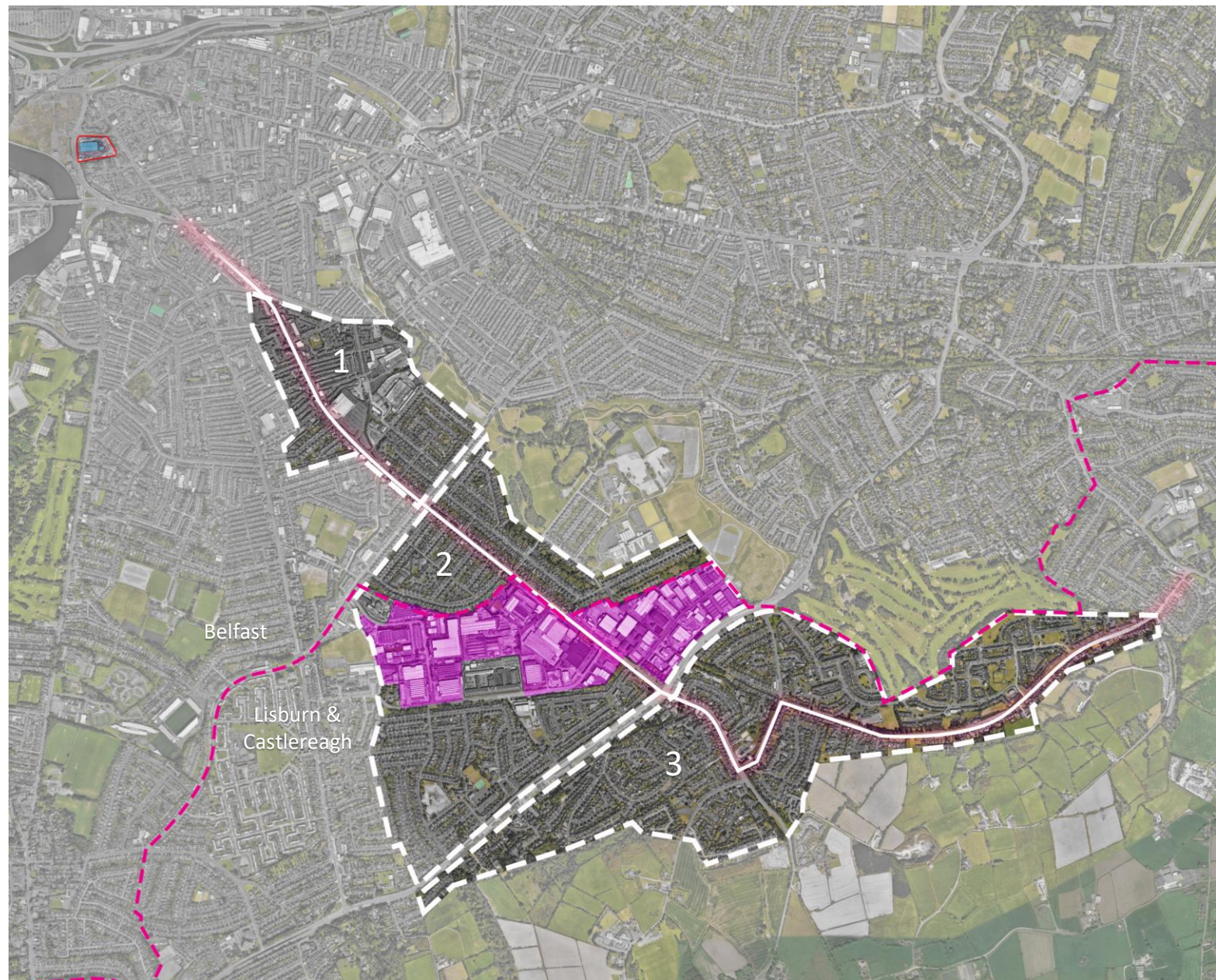
Section 2 is comprised of two pockets of residential use on either side of land zoned for existing industrial and employment generating uses (shown in pink on the aerial photograph).

The existing premises were reviewed. None were considered large enough to meet the site search requirement. For example, one former industrial site north of Alexander Road that sold recently was 0.49ha (1.2 acres). This site would represent just over a third of the site area required for the depot relocation.

To deliver an appropriate site at this location would be likely to require multiple plots. Most sites house established uses and are in operational employment use so any site assembly would require land acquisition by agreement or by use of vesting powers.

Section 3:

This section comprises a mixture of residential and employment generating land use. No appropriate sites were identified.



Council
Boundaries

Site
Location

Areas
Assessed

Served
Route

Area of existing
employment and
business use

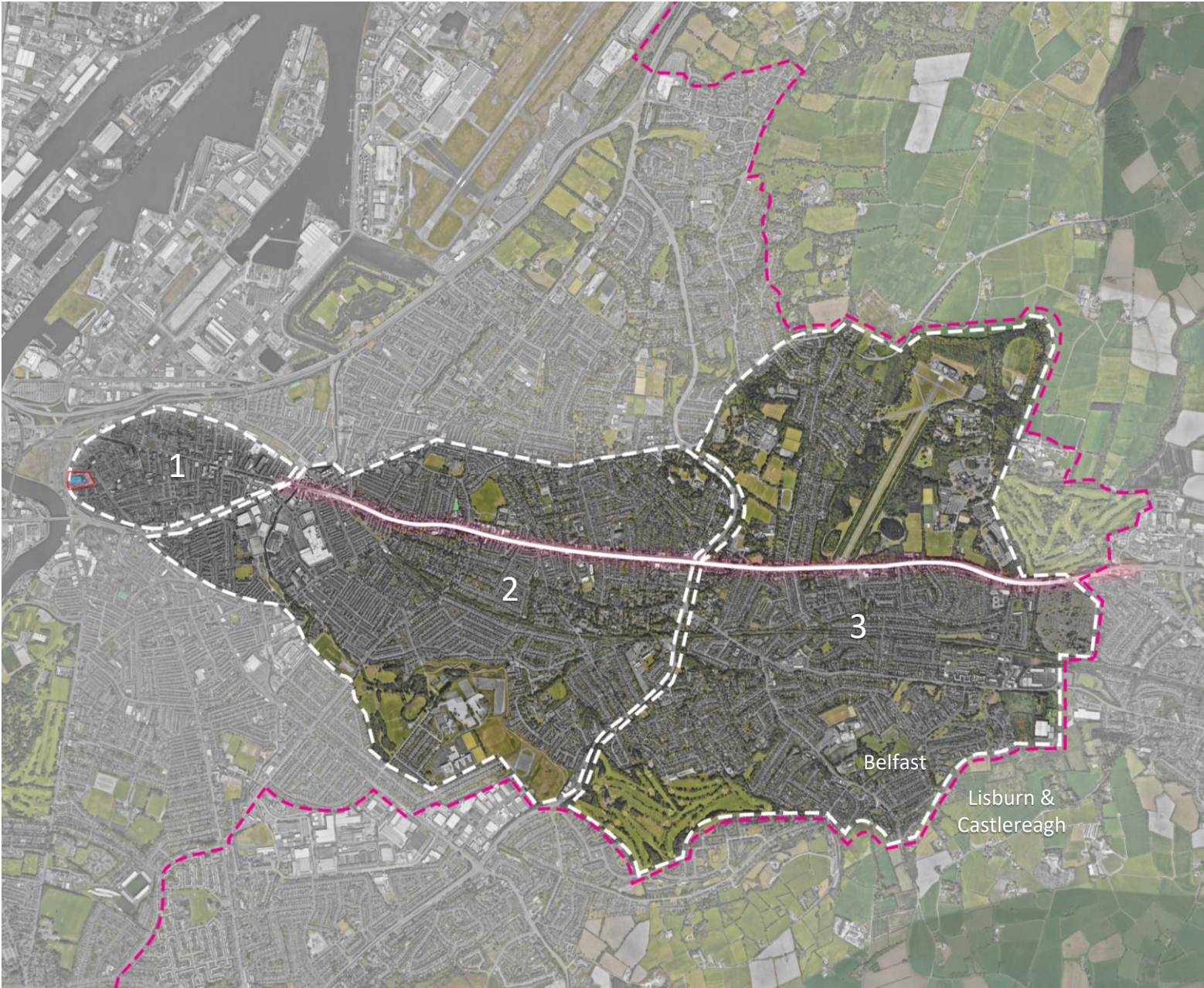
Site Search (6)

Newtownards Road

Section 1:
This section is characterised by existing residential and employment land use. No sites for a re-located bus depot were identified.

Section 2:
Predominately characterised by established residential land use with large areas of open green space to the south. No appropriate sites were identified.

Section 3:
Section predominately characterised by existing residential land use. Large areas of open green space are located to the south whilst the Stormont Estate comprises a majority of the northern portion. No appropriate sites were identified.



Site Search (6)

Hollywood Road

Section 1:

Predominately characterised by existing residential land use with areas of open space adjacent to the Oval football stadium. No appropriate sites for a re-located bus depot were identified.

Section 2:

Predominately comprises residential land use alongside several educational sites. No appropriate sites were identified.

Section 3:

This area comprises existing open and green space. The area includes the well used Danny Blanchflower Playing Fields, East Belfast FC and Harland and Wolff club grounds. No appropriate sites were identified.

Section 4:

Comprises primarily residential land use. No appropriate sites were identified.



Site Search (6)

Harbour East

Section 1:

This area is dominated by the operations of Belfast City Airport which takes up a significant proportion of the area assessed alongside that occupied by Bombardier.

A Local Landscape Policy Area and Site of Local Conservation Importance is located to the North of the runway.

The Hollywood Exchange retail development is located within the east of section 1 parallel to the main A2 road. No suitable sites for a replacement bus depot were identified in this section.

Section 2:

Predominately characterised by existing industry and employment land use. Four potential sites were identified in this area for further assessment.

Section 3:

Section 3 is designated as a Rural Landscape Wedge and predominately comprises open space. No sites were identified within this area.

Section 4:

Section 4 comprises the southern section of Palace Barracks and Kinnegar Waste Water Treatment Works. No sites were identified within this section.



Council
Boundaries

Site
Location

Areas
Assessed

Serviced
Route

Sites for
further
assessment

4. Detailed Assessment

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Outcomes from the site search exercise

Proximity to Existing Depot

Six sites were identified in the initial review of data sites for further assessment. They comprised:

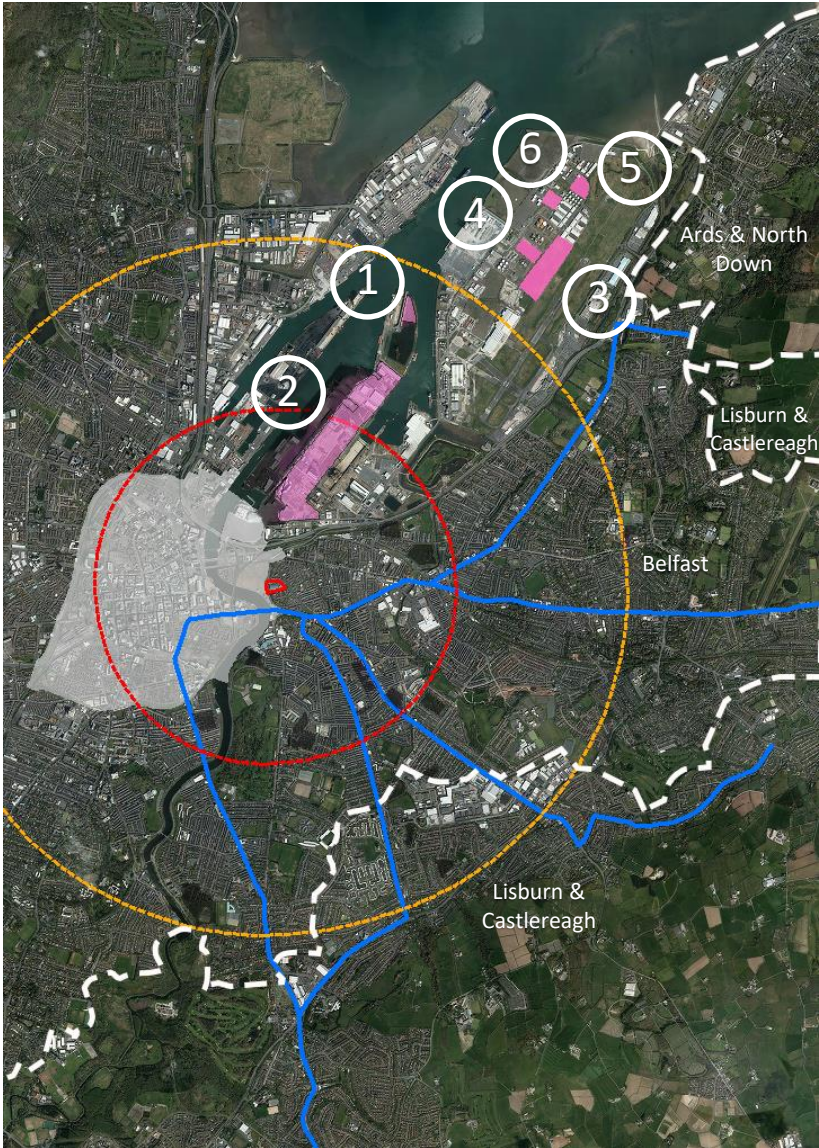
- Site (1): East Twin Road
- Site (2): Titanic Quarter
- Site (3): Heron Road 'A'
- Site (4): Heron Road 'B'
- Site (5): Heron Road 'C'
- Site (6): Heron View

Sites shortlisted for further assessment

The identified sites have subsequently been subject to further assessment, in terms of:

- A review of each site and its surrounding context.
- Relevant planning, and environmental designations.
- Specific site considerations, e.g. topography, access, etc.
- Operational requirements regarding location and area available to accommodate Translink's operational needs.

	Address	Source	Area (Hectares)	Distance to Existing Depot (miles)
1	East Twin Road	New Sites	2.33	1.62
2	Titanic Quarter	Housing Monitor	70.3	0.35
3	Heron Road 'A'	New Sites	10.77	2.25
4	Heron Road 'B'	New Sites	2.53	2.46
5	Heron Road 'C'	New Sites	2.20	2.92
6	Heron View	New Sites	1.57	2.75



Shortlisted Sites



Site 1: East Twin Road

Site	Vacant lands north of East Twin Road	
Existing Use	Derelict / vacant	
Surrounding Land Use	Belfast Harbour - Heavy industrial	
Environmental Designations	N / A	
Planning Status	Planning application	No
	Site part of masterplan	No – this site is identified as within the 'Titanic Quarter': http://www.belfastcity.gov.uk/business/investinginbelfast/Titanic-Qtr.aspx
	dBMAP 2015	Site zoned as existing employment (Zoning BHA 06)

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East Belfast Depot



Shortlisted Site





Shortlisted Site



Page 94

Criteria	Assessment	
Location		
<i>(i) daily dead mileage associated with roll out and roll in of services or staff shift changes is minimised;</i>	The site is located 1.6 miles to north of the existing depot which would result in daily dead mileage associated with services and staff shift changes. The site is located further away from all routes currently served by the existing depot.	
<i>(ii) general traffic flows to and from the depot are not subject to known regular delays;</i>	The local road network experiences capacity issues, particularly at Dee Street, Sydenham Road and Queens Road. This would impact general traffic flows from the Titanic Quarter to the city centre and the Area of Operation.	
<i>(iii) the depot is accessible from more than one approach route.</i>	The site is accessible from East Twin Road only. There is one point of vehicle access / egress and one pedestrian access via East Twin Road.	
Sufficient area to accommodate the operational requirements of the facility	The site is 1.67 hectares (4.13 acres) – which is 0.3 hectares (0.74 acres) larger than the existing site. It is considered that the operational requirements of the facility could be accommodated within this site.	
Topography	The site is relatively flat.	

This site has been discounted.

This route is not located on or adjacent to an arterial route served by the existing depot.

The local road network experiences capacity issues and traffic flows can be subject to delays.

The site location lacks network accessibility and is accessible from one approach route only.

This site has been included within the Belfast Harbour Estate, which is subject to an existing masterplan.

The Titanic Quarter is identified as part of the city centre as having significant residential, commercial and leisure potential.

Site 2: Titanic Quarter

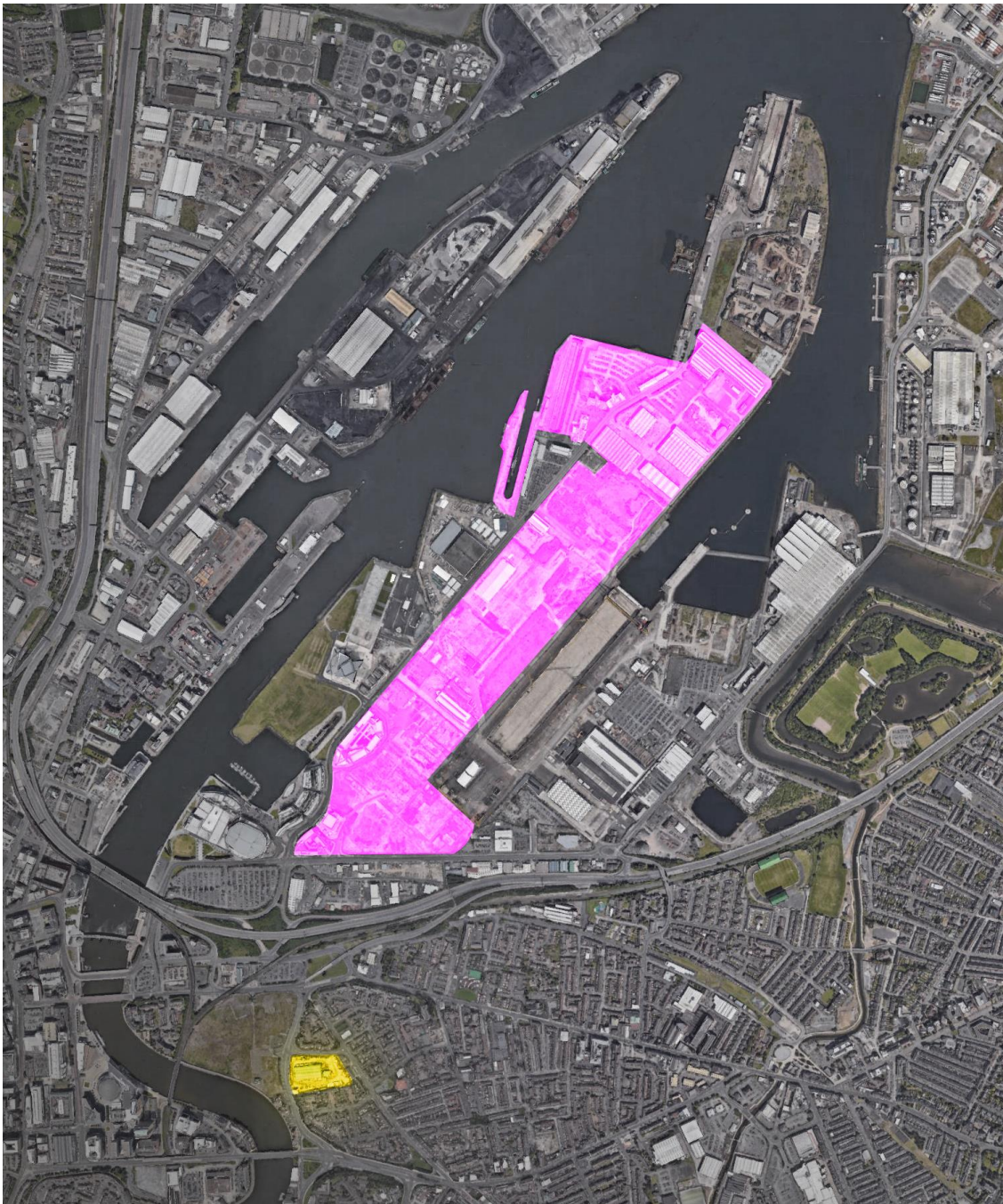
Site	The site comprises several cleared lands alongside established industrial uses.	
Existing Use	Employment	
Surrounding Land Use	Belfast Harbour industrial uses and Titanic Quarter	
Environmental Designations	N / A	
Planning Status	Planning applications	Multiple, including: Proposed Titanic Exchange Data Centre Proposed Belfast Aquarium Approved Titanic Studios (7-8) - Z/2013/1509/F
	Site part of masterplan	Yes – this site is identified within the ‘Titanic Quarter’ Masterplan Area’.
	dBMAP 2015	The site comprises white land (Zoning BHA 01).

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East Belfast Depot



Shortlisted Site





Shortlisted Site



Criteria	Assessment	
Location		
(i) daily dead mileage associated with roll out and roll in of services or staff shift changes is minimised;	The site at its closest point is located ca. 0.35 miles north of the existing depot which would result in relatively limited daily dead mileage associated with services and staff shift changes. The site is located further away from all routes currently served by the existing depot.	
(ii) general traffic flows to and from the depot are not subject to known regular delays;	The local road network experiences capacity issues, particularly at Dee Street, Sydenham Road and Queens Road. This would impact general traffic flows from the Titanic Quarter to the city centre and Area of Operation.	
(iii) the depot is accessible from more than one approach route.	The site would be accessible mainly from Queens Road. Primary vehicle access / egress and pedestrian access would be from Queens Road.	
Sufficient area to accommodate the operational requirements of the facility	The area is significant comprising 70 hectares with several cleared sites alongside established industrial uses. It is considered that the operational requirements of the facility could be accommodated within this broad area.	
Topography	The site is relatively flat.	

This site has been discounted.

This route is not located on or adjacent to an arterial route served by the existing depot.

The local road network experiences capacity issues and traffic flows can be subject to delays.

The site location lacks network accessibility and is accessible from one approach route only.

This site has been included within the Belfast Harbour Estate, which is subject to an existing masterplan and planning permission for a range of commercial, recreational and media related uses.

The Titanic Quarter is identified as part of the city centre as having significant residential, commercial and leisure potential.

Potential re-location sites would be subject to planning policy and the parameters set out in the Belfast Agenda, which prioritise the growth of the economy and resident population where development opportunities present themselves in areas like this.

Site 3: Heron Road A

Site	The site comprises vacant and cleared land	
Existing Use	vacant	
Surrounding Land Use	Belfast City Airport, employment and industry	
Environmental Designations	Breeding Waders 2008-2011	
Planning Status	Planning applications	No
	Site part of masterplan	No
	dBMAP 2015	Site is zoned for employment (Zoning BHA 06).

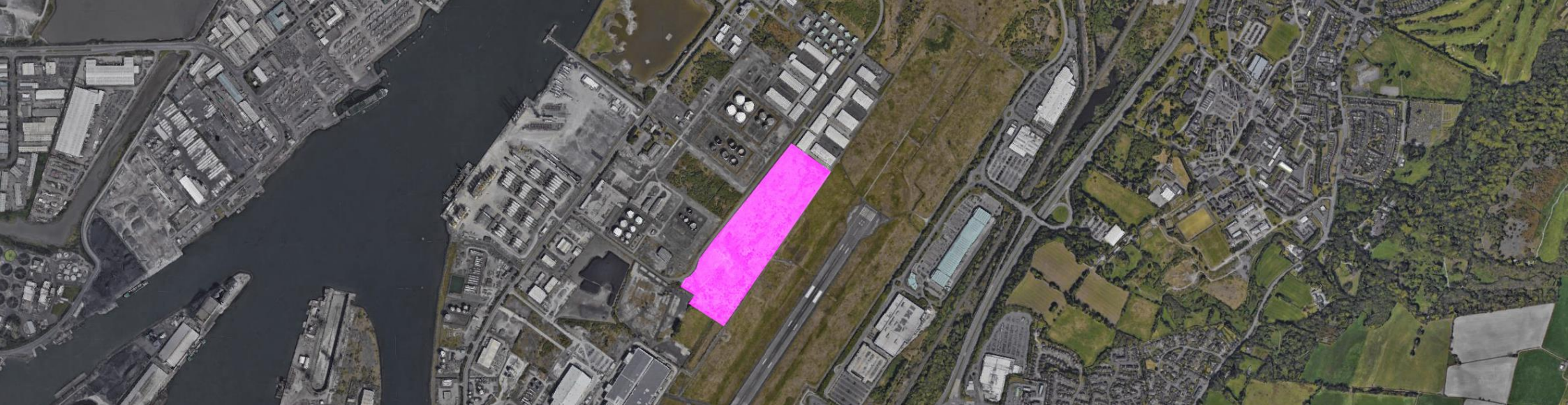
Page 97

East Belfast Depot



Shortlisted Site





Shortlisted Site



Criteria	Assessment	
Location		
(i) daily dead mileage associated with roll out and roll in of services or staff shift changes is minimised;	The site at its closest point is located ca. 2.25 miles north east of the existing depot which would result in significant daily dead mileage associated with services and staff shift changes. The site is located further away from all routes currently served by the existing depot.	
(ii) general traffic flows to and from the depot are not subject to known regular delays;	The local road network experiences capacity issues, particularly on the Sydenham By Pass at peak times.	
(iii) the depot is accessible from more than one approach route.	The site would be accessible via Heron Road. The site does not appear to comprise formalised access / egress points.	
Sufficient area to accommodate the operational requirements of the facility	The area is significant comprising 10.77 hectares with a cleared site. It is considered that the operational requirements of the facility could be accommodated within this broad area.	
Topography	The site is relatively flat.	

This site has been discounted.

This route is not located on or adjacent to an arterial route served by the existing depot.

The local road network experiences capacity issues and traffic flows can be subject to delays at peak times (Sydenham By Pass).

The site location lacks network accessibility and is accessible from one approach route only.

The site has been cleared and void of any existing uses.

The site which would result in significant daily dead mileage associated with services and staff shift changes.

The site does not appear to comprise formalised access / egress points.

The site has been cleared and void of any existing uses.

Site 4: Heron Road B

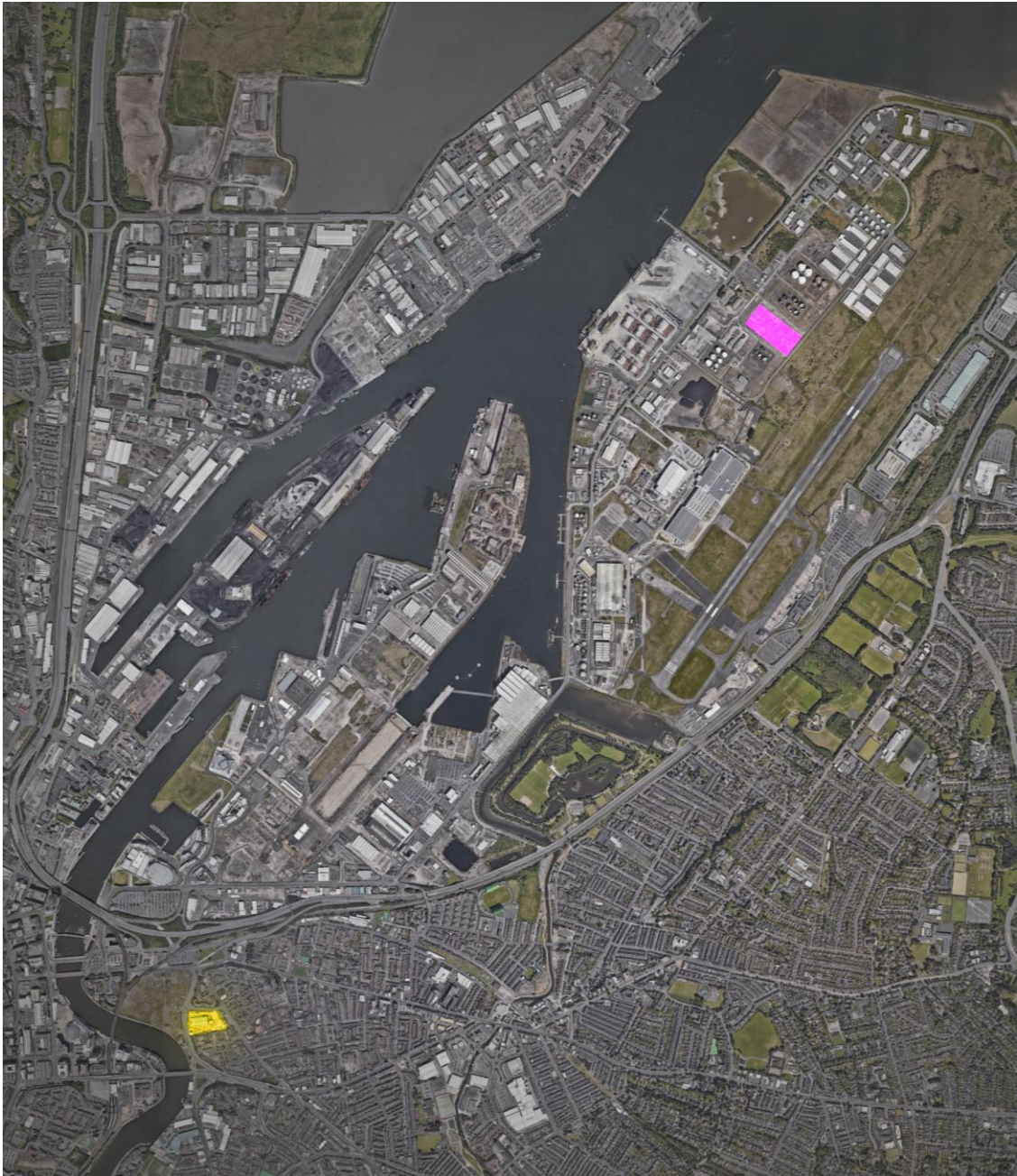
Site	The site comprises vacant and cleared land	
Existing Use	Vacant site, heavily overgrown.	
Surrounding Land Use	Employment and industry	
Environmental Designations	Breeding Waders 2008-2011	
Planning Status	Planning applications	No
	Site part of masterplan	No
	dBMAP 2015	Site is zoned for employment (Zoning BHA 06).

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East Belfast Depot



Shortlisted Site





Shortlisted Site



Page 100

Criteria	Assessment	
Location		
(i) daily dead mileage associated with roll out and roll in of services or staff shift changes is minimised;	The site at its closest point is located ca. 2.46 miles north east of the existing depot which would result in significant daily dead mileage associated with services and staff shift changes. The site is located further away from all routes currently served by the existing depot.	
(ii) general traffic flows to and from the depot are not subject to known regular delays;	The local road network experiences capacity issues, particularly on the Sydenham By Pass at peak times.	
(iii) the depot is accessible from more than one approach route.	The site would be accessible mainly from the Sydenham By Pass, Airport Road West, then Heron Road. The site does not appear to comprise formalised access / egress points.	
Sufficient area to accommodate the operational requirements of the facility	The area is significant comprising 2.53 hectares. It is considered that the operational requirements of the facility could be accommodated within this broad area.	
Topography	The site is relatively flat.	

This site has been discounted.

This route is not located on or adjacent to an arterial route served by the existing depot.

The local road network experiences known capacity issues and traffic flows can be subject to delays at peak times (Sydenham By Pass).

The site location lacks network accessibility and is accessible from one approach route only.

The site which would result in significant daily dead mileage associated with services and staff shift changes.

The site does not appear to comprise formalised access / egress points.

The site appears to be significantly overgrown.

Site 5: Heron Road C

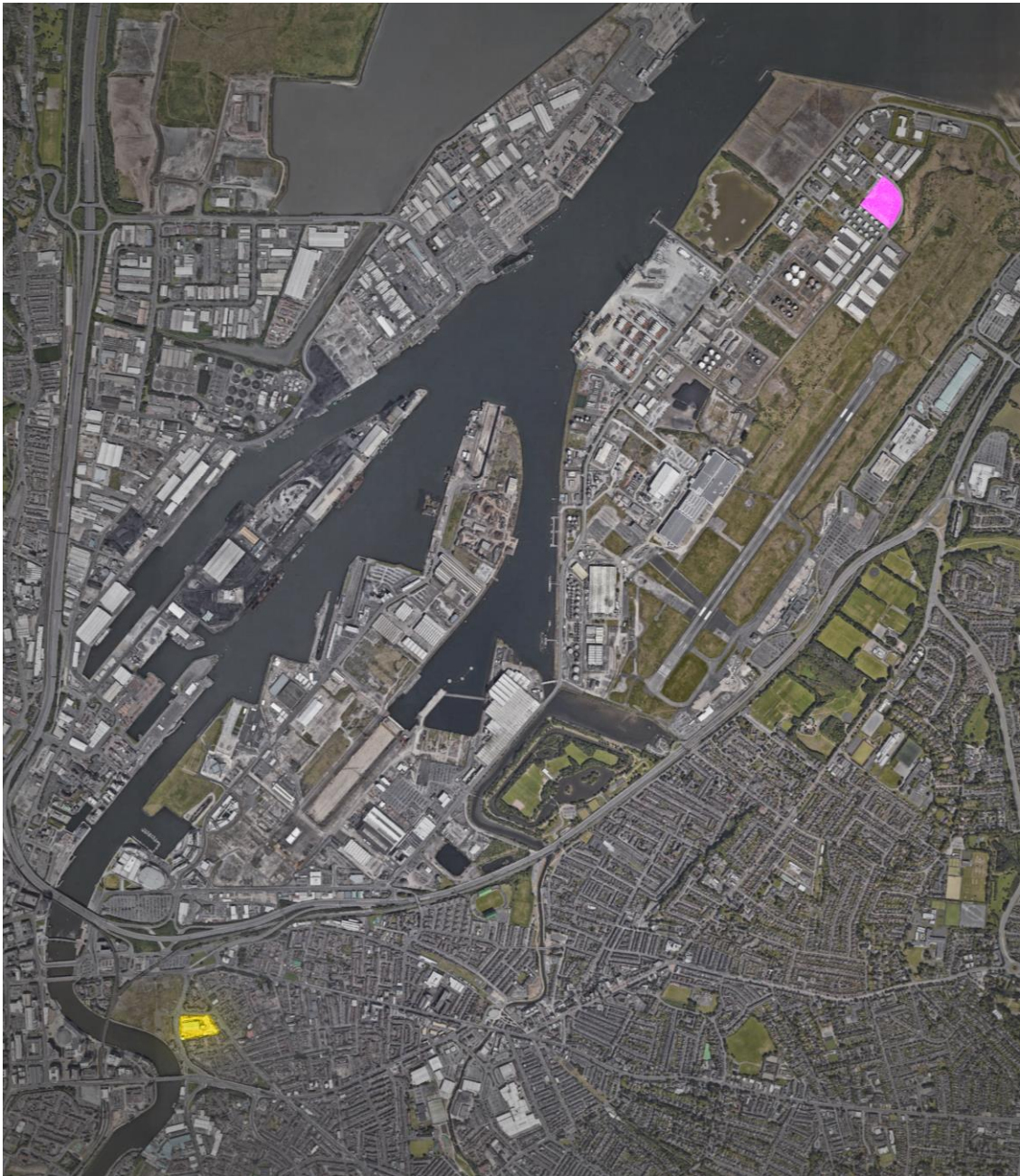
Site	The site comprises vacant land	
Existing Use	Vacant site, heavily overgrown.	
Surrounding Land Use	Employment and industry	
Environmental Designations	Breeding Waders 2008-2011	
Planning Status	Planning applications	No
	Site part of masterplan	No
	dBMAP 2015	Site is zoned for employment (Zoning BHA 06).

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East Belfast Depot



Shortlisted Site





Shortlisted Site



Page 102

Criteria	Assessment	
Location		
<i>(i) daily dead mileage associated with roll out and roll in of services or staff shift changes is minimised;</i>	The site at its closest point is located ca. 2.92 miles north east of the existing depot which would result in significant daily dead mileage associated with services and staff shift changes. The site is located further away from all routes currently served by the existing depot.	
<i>(ii) general traffic flows to and from the depot are not subject to known regular delays;</i>	The local road network experiences capacity issues, particularly on the Sydenham By Pass at peak times.	
<i>(iii) the depot is accessible from more than one approach route.</i>	The site would be accessible mainly from the Sydenham By Pass, Airport Road West, then Heron Road. The site does not appear to comprise formalised access / egress points.	
Sufficient area to accommodate the operational requirements of the facility	The area is significant comprising 2.20 hectares. It is considered that the operational requirements of the facility could be accommodated within this broad area.	
Topography	The site is relatively flat.	

This site has been discounted.

This route is not located on or adjacent to an arterial route served by the existing depot.

The local road network experiences capacity issues and traffic flows can be subject to delays at peak times (Sydenham By Pass).

The site is only accessible via one approach route.

The existing depot which would result in significant daily dead mileage associated with services and staff shift changes.

There are no formalised access / egress points to this site.

The site appears to be significantly overgrown.

Site 6: Heron View

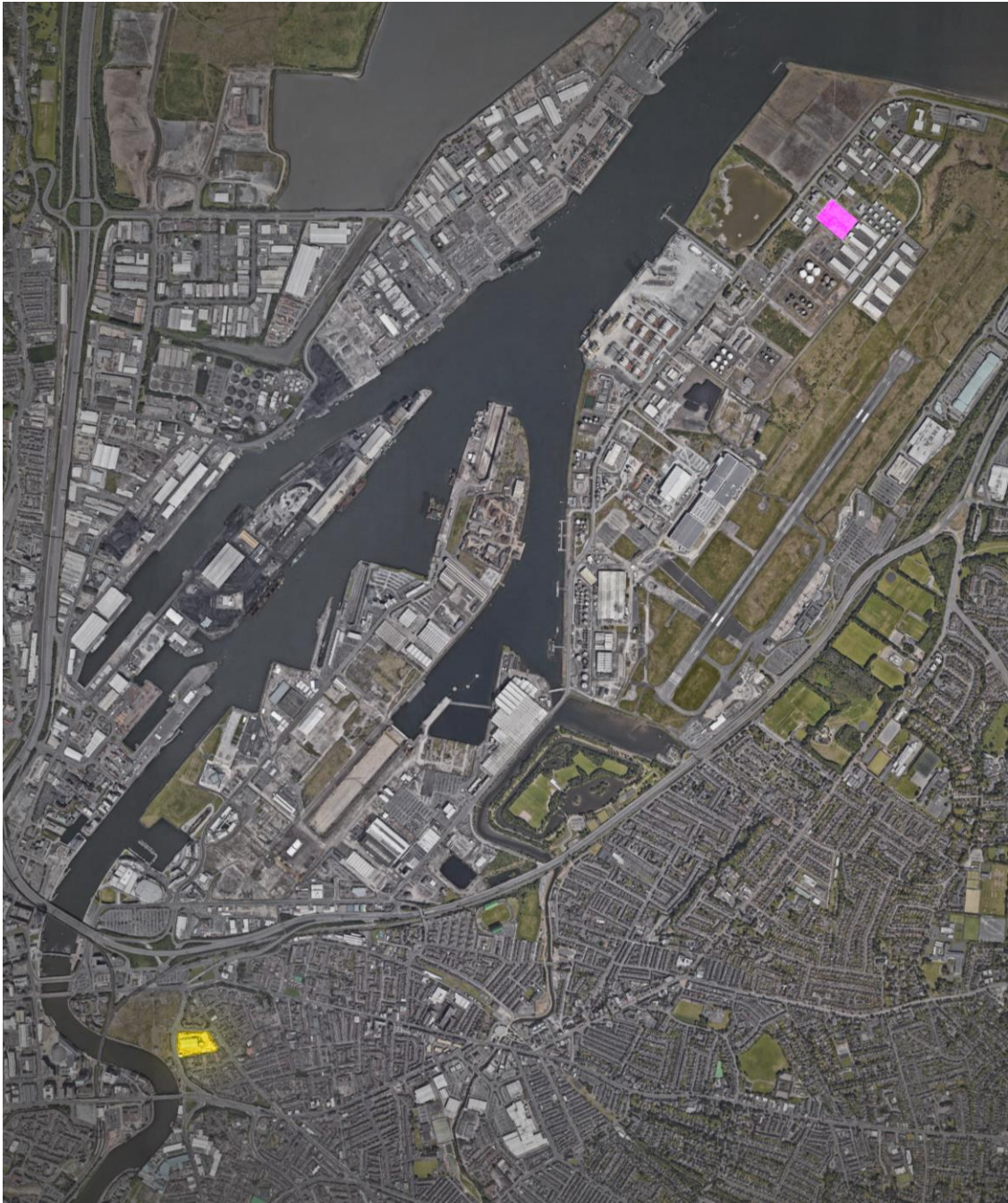
Site	The site comprises vacant land	
Existing Use	Vacant site, heavily overgrown.	
Surrounding Land Use	Employment and industry	
Environmental Designations	Breeding Waders 2008-2011	
Planning Status	Planning applications	No
	Site part of masterplan	No
	dBMAP 2015	Site is zoned for employment (Zoning BHA 06).

Page 100

East Belfast Depot



Shortlisted Site





Shortlisted Site



Criteria

Location

(i) daily dead mileage associated with roll out and roll in of services or staff shift changes is minimised;

(ii) general traffic flows to and from the depot are not subject to known regular delays;

(iii) the depot is accessible from more than one approach route.

Sufficient area to accommodate the operational requirements of the facility

Topography

Assessment

The site at its closest point is located ca. 2.75 miles north east of the existing depot which would result in significant daily dead mileage associated with services and staff shift changes. The site is located further away from all routes currently served by the existing depot.

The local road network experiences capacity issues, particularly on the Sydenham By Pass at peak times.

The site has only one approach route via Heron View. The site does not appear to have previously developed formalised access and egress points.

The area is significant comprising 1.57 hectares. It is considered that the operational requirements of the facility could be accommodated within this broad area.

The site is relatively flat.

This site has been discounted.

This route is not located on or adjacent to an arterial route served by the existing depot.

The existing depot which would result in significant daily dead mileage associated with services and staff shift changes.

The local road network experiences capacity issues and traffic flows can be subject to delays at peak times (Sydenham By Pass).

The site is only accessible via one approach route.

There are no formalised access / egress points to the site.

The site appears to be significantly overgrown.

5. Summary of Findings

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Findings from the site search exercise

Sites shortlisted for further assessment

As outlined in the previous sections, six sites were shortlisted from the site search exercise for further assessment (pages 25-37). None were considered to meet the current operational requirements of Translink, in terms of being a suitable site for a relocated depot.

The site search sought to establish whether any BCC or other publicly-owned land could offer a suitable viable alternative for the Short Strand depot.

Searches have also been undertaken to identify any private land holdings on the market; and the evidence supporting the Urban Capacity Study which identified derelict and underused land within Belfast's urban area was utilised as part of the site search process.

A desktop assessment of the key arterial routes has also been undertaken, which outlines the limited availability of sites of a suitable size to meet the specific requirements of Translink.

The outcome is that the site search has been unable to identify a suitable alternative location for the Short Strand depot.

Surplus public sector property

The Disposal of Surplus Public Sector Property in Northern Ireland (Land & Property Services) identifies two pathways for disposal of publicly owned land.

- (1) The Internal Market refers to the transfer of an asset for reuse / redevelopment for public benefit.
- (2) The External Market route entails the sale of an asset to an individual entity or organisation on the open market.

It is possible that surplus public landholdings may be identified in the future which are capable of meeting Translink's operational requirements but this is currently not the case.

Commercial considerations for relocation of existing depot

In addition to the operational considerations associated with finding an appropriate alternative site, Translink, or any other business would be expected to consider the financial implications of such a move.

Such an assessment would be expected to consider if the relocation would deliver a better operational facility and provide an additional positive financial receipt to the landowner / business occupier and/or deliver business efficiencies.

In the absence of a suitable alternative site being available, an alternative strategy would require to be developed, for example, to separate the functions of the existing depot and locate them across a number of smaller sites. However, this would generate additional operational costs as duplication could occur in providing identical amenities at each new location and increase the potential for "dead-miles" when bus routes reach their termination point.

Moreover, another consideration is that potential re-location sites will be subject to planning policy and the parameters set out in the Belfast Agenda, to grow the economy and resident population. This seems likely to present additional challenges in terms of identifying an appropriate alternative depot site. These challenges also apply to areas of land currently occupied by businesses or other employment-generating uses as well as to areas of vacant or "un-zoned" white land.

In the event that a suitable alternative site for the depot was located and Translink agreed to re-location, it is anticipated that at least some of the relocation costs would require to be funded by the re-development of the existing depot site.

In terms of the amount of revenue this could raise, it should be borne in mind that the redevelopment of any site which has been home to industrial-type use has the potential to involve significant supplementary site preparation costs which are likely to reduce its value as a development site.

The alternative, which would be to consider selling the existing facility with no planning consent in place for alternative uses, seems unlikely to maximise the value of the asset or attract an adequate capital receipt to help facilitate a relocated depot.

Therefore in addition to the practical considerations around finding a suitable, alternative location for a depot which meets Translink's operational requirements which have been explained elsewhere in this document, the commercial considerations set out above also appear to mitigate against relocation being actively pursued by Translink at this time.

Outcomes from the site search exercise

Existing Depot and Operational requirements

Strategically located bus depots are important to Translink's existing services.

The current site location allows Translink to operate and maintain an efficient service, with the main arterial corridors readily accessible from the Short Strand area, thus reducing operational overheads on dead mileage. However, its location at the heart of a residential neighbourhood appears somewhat incongruous with the East Bank Development Strategy's stated objective of delivering environmental benefits to the area and the wider city centre.

Operational Certainty

The demand for Public Transport in Northern Ireland is at an all time high, with 80 million passengers using public transport modes within the last year.

Translink are currently planning to construct a new fully integrated Transport Hub for Northern Ireland, to allow future proofing of bus and rail network and to accommodate continued growth.

Translink operations are sensitive to disruption, and whilst the existing Europa Bus Station will remain open during construction of the Transport Hub, it will require a managed approach through to 2025, to maintain the passenger experience until completion.

Further disruption on the network within this timeframe would be challenging for Translink to overcome, and may result in loss of revenue.

Potential Future Changes to User Requirements

Transport is currently going through a rapid process of change on a global level, responding to emerging technology and an increasing modal shift to sustainable transport. In September 2019 Belfast declared a climate emergency. There is a renewed focus on ensuring a sustainable approach to emissions from vehicles, with the UK Government seeking to stop producing all diesel vehicle by 2040.

In 2020, Translink will be testing new fuel types, on 3 prototype hydrogen vehicles. These vehicles can travel for much longer distances, are much cleaner and require lower maintenance. Adoption of emerging technologies and new fuels will undoubtedly have an impact on Translink's operational model – lending greatly towards improved air quality, especially in residential areas.

Whilst the impact at this point is far from certain with regards to necessity for their Short Strand Bus Depot, it may result in additional operational requirements for Translink, which will factor into future flexibility with regards to centrally located maintenance hubs.

Appendix A – Datasets used to support the site search

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Data to support site selection (inputs)

Type	FeatureDataset	Type	Date	Source
Basemapping	Aerial Imagery	ecw	2014	BCC through LPS sublicence
Basemapping	Road Centreline	Polyline	2017	BCC through LPS sublicence
Input	Existing Depot	Polygon		BCC / Translink
Input	Area of Operation	Polygon		BCC / Translink
Input	Potential Sites	Polygon	2017	BCC
Input	BCC Sites	Polygon		BCC
Input	Private Land Holdings			
Input	One mile radius			
Input	Two miles radius			
Input	Derelict and underused land from the Urban Capacity Study			

Data to support site selection (zoning)

Type	FeatureDataset	Type	Date	Source
Zoning	Housing	Polygon	2015	BMAP 2015
Zoning	Mixed Use	Polygon	2015	BMAP 2015
Zoning	Health Use	Polygon	2015	BMAP 2015
Zoning	Office	Polygon	2015	BMAP 2015
Zoning	Industrial	Polygon	2015	BMAP 2015
Zoning	Existing Park & Open Space	Polygon	2015	BMAP 2015
Zoning	Proposed Open Space	Polygon	2015	BMAP 2015
Zoning	Local Landscape Policy Area	Polygon	2015	BMAP 2015
Zoning	Area of Townscape Character	Polygon	2015	BMAP 2015
Zoning	Protected Route	Polyline	2015	BMAP 2015
Zoning	Arterial Route	Polyline	2015	BMAP 2015

Data to support site selection (zoning)

Type	FeatureDataset	Type	Date	Source
Zoning	Character Areas	Polygon	2015	BMAP 2015
Zoning	Conservation Areas	Polygon	2015	BMAP 2015
Zoning	Local Centre	Polygon	2015	BMAP 2015
Zoning	District Centre	Polygon	2015	BMAP 2015
Zoning	Strategic Centre	Polygon	2015	BMAP 2015
Zoning	Landscape Wedge	Polygon	2015	BMAP 2015
Zoning	Lagan Valley Regional Park	Polygon	2015	BMAP 2015
Zoning	Sites of Local Nature Conservation Importance	Polygon	2015	BMAP 2015

Data to support site selection (constraints)

Type	FeatureDataset	Type	Date	Source
Constraint	River Flooding	Polygon	2017	BCC through DFI sublicence
Constraint	Surface Flooding	Polygon	2017	BCC through DFI sublicence
Constraint	Tidal Flooding	Polygon	2017	BCC through DFI sublicence
Constraint	Area of Outstanding Natural Beauty	Polygon	2017	DEARA
Constraint	Area of Special Scientific Interest	Polygon	2017	DEARA
Constraint	Nature Reserves	Polygon	2017	DEARA
Constraint	National Natures Reserves	Polygon	2017	DEARA
Constraint	Listed Building	Point	2017	DFC
Constraint	Historic Parks & Gardens	Polygon	2017	DFC
Constraint	Special Area of Conservation	Polygon	2017	DEARA
Constraint	RAMSAR	Polygon	2017	DEARA

Data to support site selection (constraints)

Type	FeatureDataset	Type	Date	Source
Constraint	Special Protection Area	Polygon	2017	DEARA
Constraint	Sites and Monuments Record	Point	2018	DFC
Constraint	Landscape Character Area	Polygon	2017	DEARA
Constraint	Northern Ireland Regional Seascape Character Areas	Polygon	2017	DEARA
Constraint	Scheduled Zones	Polygon	2016	DFC
Constraint	Industrial Heritage Record	Point	2016	DFC
Constraint	Defence Heritage Sites	Point	2017	DFC
Constraint	Known Wreck sites	Point	2016	DFC
Constraint	Area of Significant Archaeological Interest	Point	2016	DFC



Subject:	Update on City Centre Revitalisation Programme
Date:	4th March 2020
Reporting Officer:	Alistair Reid, Strategic Director of Place and Economy
Contact Officer:	Sean Dolan, Acting Director of City Regeneration and Development John Greer, Director of Economic Development

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in
Is the decision eligible for Call-in? Yes ☒ No ☐

1.0	Purpose of Report/Summary of Main Issues
1.1	To update Members on the progress of the Revitalisation Programme and the City Centre Regeneration Task Force.
2.0	Recommendations
2.1	The Committee is asked to note: i. the progress on the City Revitalisation Programme; ii. the status of the Bank Buildings cordon; and iii. the future governance structures and procedures to deliver the Regeneration Task Force (RTF) Action Plan.

3.0	Main Report
3.1	City Centre Revitalisation Programme update Members are reminded that, at the meeting of the Strategic Policy and Resources Committee on 22nd February 2019, approval was given to move ahead with a range of activities focused on city centre revitalisation. The work was built around three key strands, namely: • Physical and Environmental Improvements • Enhanced Animation Programme • Marketing and Communications
3.2	The work was intended to build on the learning from and consolidate some of the initiatives that had been developed to mitigate against the most significant impacts of the fire at the Bank Buildings. The broad objectives were to: • Create and enhanced city centre offering to drive footfall across all sectors • Improve attractiveness and vibrancy • Enhance connectivity and permeability • Maximise tourism and cultural opportunities and attract visitors • Encourage more families and young people to use the city centre • Support existing businesses and augment ongoing programmes of activity.
3.3	Following on from the November 2019 update on this programme to the City Growth and Regeneration Committee, details on activity and key outputs since that time are set out below.
3.4	<u>Physical and Environmental Improvements</u> <u>i. Pop- Up Park</u> Work is continuing on delivering a multi-functional family-friendly pop up park in Cathedral Gardens with a completion date of Spring 2020. A bid to DfC for additional funding was successful which will enable the enhancement of the initial proposals. Park Hood, the appointed design team, carried out engagement with key stakeholders including St Anne's Cathedral, Cathedral Quarter BID, Cathedral Quarter Trust and Ulster University during October / November 2019. In addition sessions were facilitated with children and young people, all of which has shaped a final design that aims to create a 'meanwhile use' that caters for a broad range of users. The project is expected to be in place for a period of up to two years as a pilot project informing design development of the permanent Cathedral Gardens works.

3.5	ii. <u>City Lighting and Dressing Strategy</u> Work is underway to develop a City Lighting and Dressing Strategy, including the definition of key principles and mapping of distinct character areas within the city. A number of lighting pilots have been progressed which will trial approaches and opportunities for collaborative working to inform the development of the strategy. These include an interactive projection onto shop frontages in Castle Street (phase 1 install February 2020), a bespoke lighting feature in Castle Arcade (installed December 2019), and the Christmas projections on Royal Avenue. Evaluations of the pilots are currently being undertaken. An anti-graffiti artwork treatment to multiple shutters/frontages along College Street and Fountain Lane is also underway. A Lighting and Dressing Strategy will be prepared to incorporate all findings from the above work and map potential delivery routes for future initiatives. A further report on the City Lighting and Dressing Strategy will be presented to Committee in Spring 2020.
3.6	iii. <u>Belfast Entries</u> The appointment of sub-contractors is underway to complete Phase 1 works during March 2020, subject to planning. The environmental improvement works comprise painting, new lighting, surface repairs, artwork and new wayfinding features. Phase 1 Entries include Castle Arcade, Winecellar Entry, Crown Entry, Wilson's Court, Joy's Entry, Pottinger's Entry and Cole's Alley. Design concepts are also being developed for a potential second phase, should funding become available.
3.7	iv. <u>Deep Clean and Graffiti Removal</u> The cleanliness and physical appearance of the city centre was a key issues that was consistently raised by the majority of stakeholders. The City and Neighbourhood Services Department is continuing to operate a hot water washer to provide a deep underfoot clean to the public realm, and have a dedicated team working on the deep clean throughout the city centre. The initial focus for this work is on the underfoot cleaning (pavements/granite) and the gable walls.
3.8	v. <u>Enhanced Animation Programme</u> In keeping with the commitment to develop more family-friendly activities in the city centre, a programme of Christmas animation was developed and delivered. This comprised an engagement hub located on Royal Avenue, a programme of light projections on derelict properties and on the shipping containers at Bank Buildings and a programme of musical performances across all of the city centre, with a focal point within a vacant unit in

	Castlecourt. The engagement hub was a significant attraction, welcoming more than 5,300 visitors over the month. There were 43 musical performances over the Christmas period, drawing audiences in excess of 4000 people. Royal Avenue – the key location for much of the activity – was the one area of the city that experienced an increase in footfall over the Christmas period. <u>Marketing and Communications</u>
3.9	Working collaboratively with city partners to create awareness of Belfast’s unique Christmas offering, we developed and implemented an integrated marketing and public relations campaign “This Christmas Make it Belfast” building on the “Make it Belfast” campaign which ran earlier in the year. The integrated public relations and marketing plan which ran from 16th November through to w/c 9th December used a mix of tactical media (Outdoor, Radio, Digital, Ad-Walkers) to target audiences in Belfast and the Greater Belfast area whilst traditional PR was utilised targeting key press and broadcast outlets. Due to the vast and varied programme of activities, an always-on approach was adopted for social media throughout the months of November right through to the start of January to promote the animation programme. The investment helped reach over 6.2m people online and generated over 5,000 online interactions. <u>Site Hoarding</u>
3.10	Primark presented to the City Centre Reference Group (CCRG) in November 2019, providing an update on the work at Bank Buildings. This included advising that the line of the hoarding would be kept under review throughout the project, but that it was unlikely that it could be reduced before 2022.
3.11	Given the Council’s role as a civic leader, the Strategic Director for Place and Economy instructed officers to procure a consultant to undertake an independent view on the site and the hoarding. The independent assessment has been completed and is line with the findings of Primark. The City Centre Reference Group was advised of this at their meeting in January. It was agreed that the City Centre Stakeholder Group (chaired by BCTC, membership consists of BCCM and 3 BIDs) would consider the impacts of the longer term hoarding on the city centre and report back at a future date.
3.12	Council officers will continue to work with officials in DfI to engage with Primark site management staff regarding the location of the site hoarding on Castle Place and will update the committee as appropriate.

3.13	<u>Next Steps/Way forward</u> Whilst the City Centre Revitalisation Programme and its associated budget allocation will soon come to an end, it is clear that there is a need for a longer-term approach to create a safe, vibrant and sustainable city centre. This is particularly the case given the changing roles of city centres across the world driven, to a large extent, by the decline in High Street retailing and the growth of online business. As reported to the Committee in February 2020, officers are working across the Place and Economy Department and with city stakeholders to develop a Future City Centre Programme. Taking this approach will give greater visibility to the work, will allow greater alignment of resources and will maximise the effectiveness of our investment. It will also enable us to engage external partners to secure buy-in to this wider programme of activity.
3.14	<u>City Centre Regeneration Task Force update</u> The Regeneration Task Force (RTF) was established in November 2018 to address the longer-term challenges of the city centre. Quarterly progress updates were reported to the City Growth and Regeneration Committee. The Task Force comprised the Chief Executive, the Strategic Director of Place and Economy and the Director of City Regeneration and Development in Belfast City Council as well as the Head of the Civil Service and the Permanent Secretaries of the Department for Infrastructure (DfI), Department for Communities (DfC), Department of Finance (DoF) and the Department of the Economy (DfE).
3.15	As reported to this Committee in November 2019, the Task Force agreed that it would stand down in its current format by the end of March 2020 but that the priority activities and the commitment to collaborative action would continue. The strategic partnership approach of the Task Force has been integral to the progress made around priority areas within the RTF Action Plan and there are a number of examples of this including: • Processes are in place to address overcoming the obstacles to the city centre housing supply including the establishment of a city centre waiting list, procurement advice and position for Housing Associations, piloting and testing mixed tenure development, the definition of affordable housing with a view to bring forward additional products for affordable housing • The first phase of the Strategic Sites Assessment has completed the review of strategic public sector assets and appropriate governance is now in place to deliver this phase and subsequent phases of the project. A Phase 2 Strategic Sites

	Assessment with a city-wide approach will be carried out in line with this committee's priorities • The City Centre Connectivity Study and the production of the Bolder Vision for Belfast and progress towards Phases 2 and 3 • The review of non-domestic rates has commenced with Innovation Labs in July 2019, followed by a public consultation in autumn 2019. Officials in DoF have compiled an emerging issues report summarising the consultation response for review by the Minister • The delivery of the Revitalisation Programme across a range of statutory agencies.
3.16	At its meeting on 20 January 2020, the RTF formalised future governance arrangements, agreeing that the primary place for strategic collaboration should be under the Community Planning structures - specifically the Growing the Economy and City Development Boards. The Task Force agreed that the Joint Regeneration Group (JRG) comprising Belfast City Council, Department for Communities, Department for Infrastructure, Land and Property Services, Northern Ireland Housing Executive and Strategic Investment Board will have ongoing responsibility for monitoring and co-ordinating the delivery of the Action Plan, escalating where appropriate to the Growing the Economy and City Development Board and ensuring linkages with the City Centre Reference Group. The JRG is co-chaired by the Council's Director of City Regeneration and Development and DfC's Director of Belfast Regeneration Directorate.
3.17	An overview of key thematic areas of the Action Plan was provided to Committee in November 2019. Members will recall that the priority areas within the action plan align with the priorities of this Committee as agreed in February 2020. Members will therefore continue to be updated on progress at future meetings of the City Growth and Regeneration Committee.
3.18	<u>Financial and Resource Implications</u> All items of expenditure set out above are being delivered within the budget approved for the Revitalisation programme at the 22 February 2019 meeting of the SP&R Committee.
3.19	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> None associated with this report. The Council's Equality and Diversity Officers will be consulted on any future changes to strategies or plans that are currently in place.
4.0	Documents attached
	None



Subject:	Response to Department for Infrastructure Transport Consultations
Date:	4th March 2020
Reporting Officer:	Alistair Reid, Strategic Director of Place and Economy
Contact Officer:	Anne Doherty, Senior Planning Officer

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of ReportSummary of Main Issues
1.1	To consider the Council response to the Department for Infrastructure (DfI) consultations on the Better Bedford Street Project and other DfI consultations relating to new coach parking, proposed one way traffic systems and proposed waiting restrictions on various streets in Belfast.
2.0	Recommendations
2.1	The Committee is requested to consider the draft response to consultations and if appropriate agree for submission to the Department for Infrastructure.

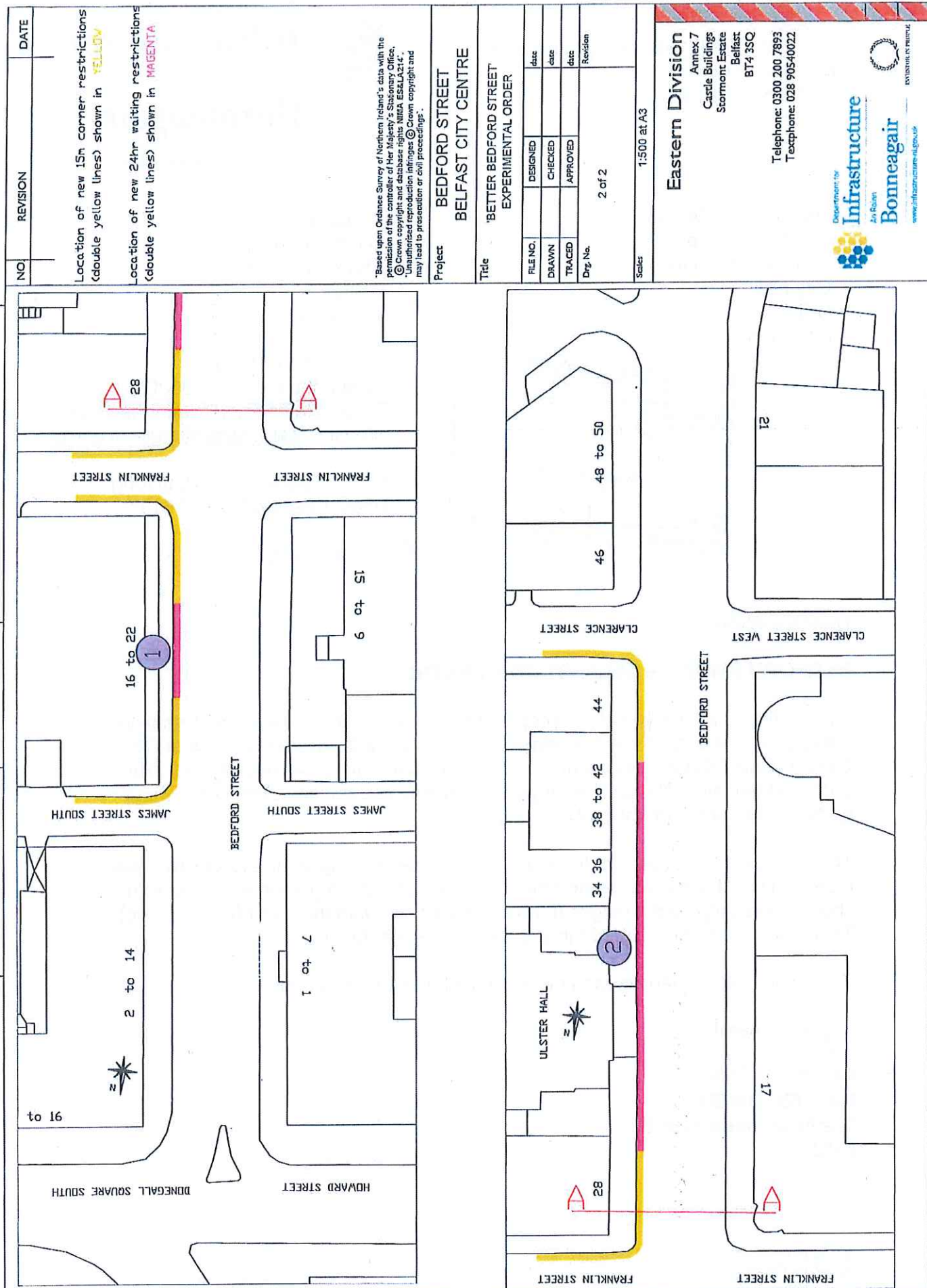
3.0	Main Report
	<u>Consultations with proposed response:</u> Bedford Street – Belfast City Centre 3.1 DfI proposes to take forward the necessary legislation to make permanent the current experimental order in Bedford Street. The order will remove 9no. parking bays permanently and replace them with 24 hour waiting restrictions (double yellow lines). 3.2 The Council is supportive of the proposal to make permanent the current experimental order in Bedford Street to remove 9no. parking bays permanently and replace them with 24 hour waiting restrictions (double yellow lines). 3.3 The Belfast Agenda, emerging Local Development Plan and BCCRIS all identify a vision of the city centre that is well connected and inclusive for all. There is a commitment in the Belfast Agenda to deliver on a city that is ‘greener’, which supports more sustainable forms of transport including walking and cycling, and the creation of safer, shared spaces for pedestrian use is noted as contributing to this agenda. 3.4 The Visioning Principles within the draft City Centre Connectivity Study <i>A Bolder Vision for Belfast</i> include: removing severance and barriers to movement between the centre of Belfast and the surrounding communities to improve access for all and fundamentally changing the centre of Belfast to prioritise integrated walking, cycling and public transport and end the dominance of the car. 3.5 The Linen Quarter Masterplan encourages pedestrian movement along the main north-south streets facilitating linkage between Queens University Campus and the City Centre and also east-west through to the new Transport Hub location. It sets out a vision to redefine streets and promote a different street hierarchy with pedestrian movement and animation to encourage dwell time a focus. 3.6 The proposal from DfI would create wider footpaths which provide more space for pedestrian flow and enhance accessibility for people with children / prams and mobility issues. Additional footpath space also allows for additional animation (café culture, cultural programming). 3.7 The Council is supportive of this proposal but would however recommend an upgrade to the temporary nature of the existing extended footpath and that this approach to creating space for pedestrian flow and enhancing accessibility is widened to other areas of the city centre.

	This could be considered as part of Belfast Streets Ahead Phase 5 and the emerging City Centre Connectivity Study. It is important to maintain visual form and consistency in line with the recommendations and re-balancing of hierarchy set out in the Linen Quarter Masterplan which states “the public realm should reinforce this hierarchy with a high quality palette of materials for these streets”. Enforcement of illegal car parking on the footpath will be required to maximise the impact of the scheme. Stranmillis Road – Proposed coach parking bays at the Ulster Museum
3.8	It is proposed to introduce the following waiting restrictions. Coach Parking All day with limited to 20 minutes and no return within the 1 hour between 8 am and 6 pm and no limit between 6 pm and 8 am.
3.9	The coach bay is welcomed and it will help coach operators to drop off and pick up passengers going to the Ulster Museum, Queens University and Botanic Gardens. <u>Other consultations include:</u>
3.10	It is proposed that the Council welcomes the proposed one way traffic system and proposed waiting restrictions on various streets in Belfast. The schemes have been requested by members, residents and businesses to improve road safety and traffic progression on the streets, improve access for council refuse vehicles and emergency vehicles and prevent all day commuter parking. Balfour Avenue – Propose waiting restrictions
3.11	This scheme is to address difficulties of Council refuse lorries getting access into Balfour Avenue from Ormeau Road due to levels of all day parking. It is proposed to introduce 15.5 metres of ‘No waiting at any time’ restrictions (double yellow lines). Cregagh Park at Dunbrae apartment – Proposed waiting restrictions
3.12	This scheme is to address difficulties of council refuse lorries getting access to the apartments. It is proposed to introduce 24 metres of ‘No Waiting at any time’ restriction. Wolff Close at Kenilworth Place – Proposed Waiting restrictions
3.13	This scheme is to address difficulties of council refuse lorries getting access to Wolff Close. Following neighbourhood consultation a resident has asked for more flexibility with the restriction times to lessen the effect on residents who need to park in these areas. It has been

	decided to introduce waiting restrictions Monday to Friday 8.30am – 4.00pm (previously considered Monday to Friday 8am to 6pm).
3.14	Great Georges Street – Changes to One Way system Dfl proposes to re-introduce traffic to part of Great Georges Street after residents were shown the temporary proposals for making the street two way as part of the York Street interchange project. Residents have requested for the proposal to be a permanent fixture as it will make it easier for emergency services etc to access their homes rather than driving the whole way around the current one way system.
3.15	Norglen Crescent and Monagh Crescent – Proposed one way traffic system The request was received from local elected representatives concerned about traffic progression and road safety issues in the area. The proposed one way system is intended to reduce congestion and improve traffic progression. The streets are short in length with low speeds and the proposed one way system will create relatively short diversions for residents.
3.16	Duncrue Street – Proposed waiting restrictions A number of restrictions are already on the ground and this proposal will introduce new ‘at any time’ waiting restrictions along Duncrue Street.
3.17	Orby Street – Proposed waiting restrictions Dfl received requests from residents to consider additional ‘At any Time’ restrictions on Orby Street to include revocation of the existing single yellow lines to be replaced with double yellow lines. Parked vehicles are causing traffic congestion and road safety issues in the area.
3.18	Castlereagh Road – Proposed waiting restrictions Concerns have been raised by a local MLA in relation to all day parking causing traffic progression issues and road safety concerns on the Castlereagh Road near the junction with Montgomery Road. The proposal is to introduce waiting restrictions at the location.
3.19	Castleview Road – Proposed waiting restrictions Parking to access Stormont estate and the new play park are causing traffic progression, access problems at drive-ways and footway parking that is affecting safety of pedestrians. It is proposed to introduce 89 metres of ‘No waiting at any time’ restrictions.

3.20 3.21 3.22 3.23 3.24	Glebe Road and Lenwood Drive Dunmurray – Proposed waiting restrictions Concerns have been raised about all day parking on Glebe Road between Upper Dunmurry Lane and the level crossing on Lenwood Drive. All day parkers are causing traffic progression issues and road safety concerns for pedestrians. It is proposed to introduce the following restrictions: 48 metres of single yellow line Monday to Saturday, 8am to 6pm and 76 metres of ‘No waiting at any time’ restrictions. Berry Street – proposed loading bay DfI proposes to take forward necessary legislation to introduce a loading restriction on Berry Street between the loading access for Castle Court to the junction of Chapel Lane. This proposal has been requested by a local business to provide access to the loading yard at Castle Court. The part-time loading restriction will operate Monday to Saturday 8am to 6pm. Durham Street and Barrack Street – Proposed waiting restrictions It is proposed to introduce waiting restrictions on Durham Street and Barrack Street. The proposals have been requested by local residents to address some of the issues being experienced with business hours parking. The Mount – Proposed single yellow line waiting restriction It is proposed to introduce legislation to allow the single yellow line which is in place to be enforceable. The proposal will improve traffic progression at this location. School Road - Removal of ‘School Keep clear’ road markings It is proposed to remove these markings as the school is closed.
3.25	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> None.
3.26	<u>Finance and Resource Implications</u> None.
4.0	Document attached
	Maps for each of the areas are as attached and more details on each of the traffic consultations are available on request from Anne Doherty, Senior Planning Officer

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DATE

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New coach parking bay on Stranmillis Road, 103 metres from its junction with the north kerbline of Landseer Street for a distance of 29 metres in a Southerly direction.

Project

STRANMILLIS ROAD BELFAST

Title

Coach Parking Bay at Ulster Museum

FILE NO.	DESIGNED	LB	dets	12/11/18
DRAWN	CHECKED		date	
TRACED	APPROVED		date	

Drg. No.

ND/TTI/SR/18

Scales

1:500

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Infrastructure
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Eastern Division
Traffic Management Section
Annexe 7
Castle Buildings
Stormont Estate
Belfast BT4 3SQ

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The site plan illustrates the proposed coach parking bay on Stranmillis Road, Belfast. The bay is located south of the intersection with Landseer Street, extending for 29 metres from the north kerbline. It is bounded by a 25m section of road to the west and existing bus stops to the east. A compass rose indicates North is towards the top-left. A legend specifies that coaches are permitted to park between 8 am and 6 pm, with a maximum stay of 30 minutes and no return within one hour. The map shows surrounding buildings, including the Ulster Museum, and other roads like Malone Road. House numbers 1 through 19 are visible along Stranmillis Road. A scale bar at the bottom left indicates a scale of 1:1250.

Scale 1:1250

Page 28

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Project
 BALFOUR AVENUE
 NEAR ORMEAU ROAD

Title
 NEW
 WAITING RESTRICTION
 'At any time'

FILE NO.	DESIGNED	J.A.	date	Nov 19
DRAWN	CHECKED		date	
TRACED	APPROVED		date	

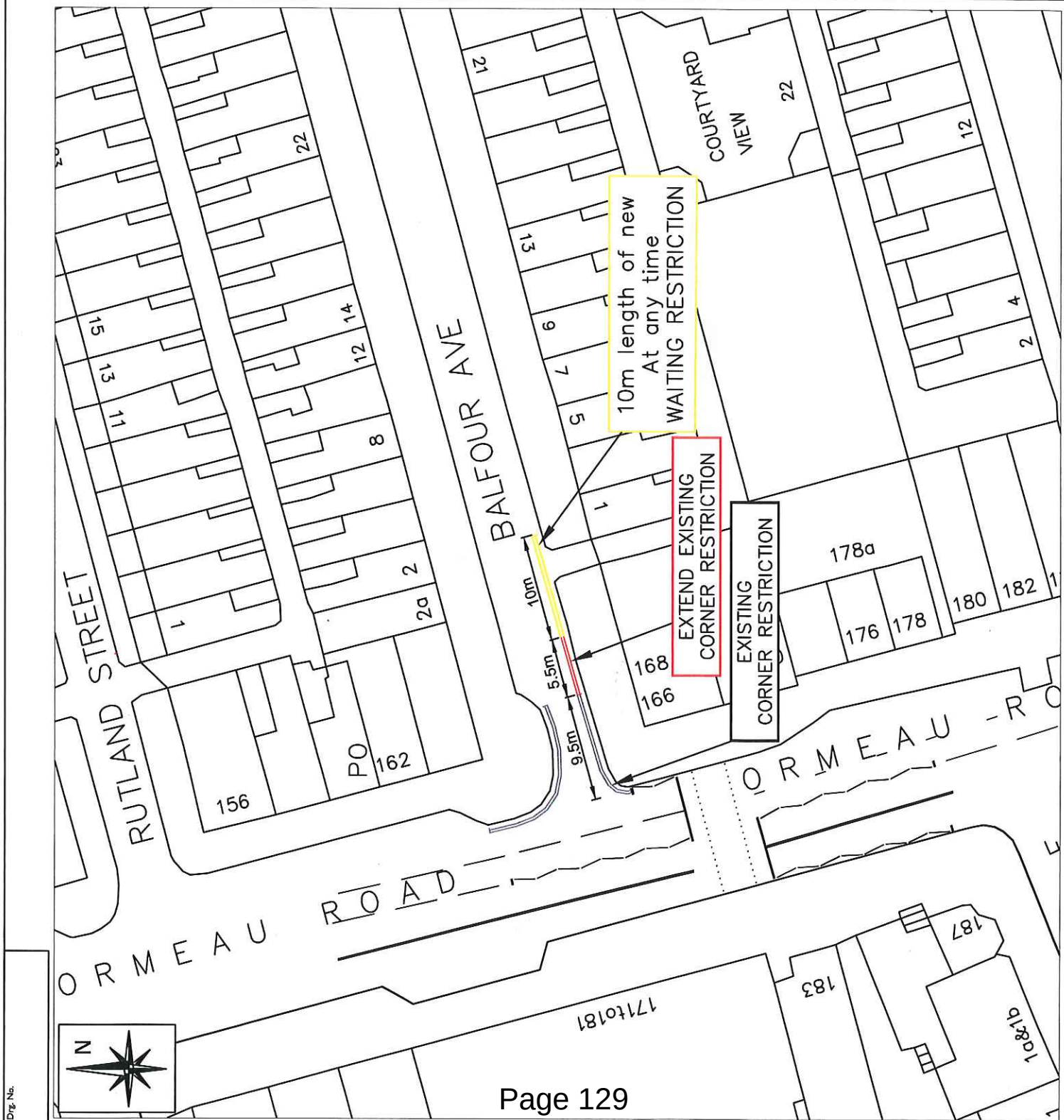
Drg. No.

Revision

Scales
 1:500

Eastern Division
 Annex 7
 Castle Buildings
 Stormont Estate
 Belfast
 BT4 3SQ
 Telephone: 0300 200 7893
 Textphone: 028 90540022

Department for
Infrastructure
 An Roinn
Bonneagair
 www.infrastructure-ni.gov.uk
 EXTENDING PEOPLE



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Project: CREGAGH PARK AT DUNBRAE APARTMENTS

Title: PROPOSED WAITING RESTRICTIONS 'At any time'

FILE NO.	DESIGNED	date	Oct 19
DRAWN	CHECKED	date	
TRACED	APPROVED	date	

Revision
 Drg. No.

Scales: 1:500

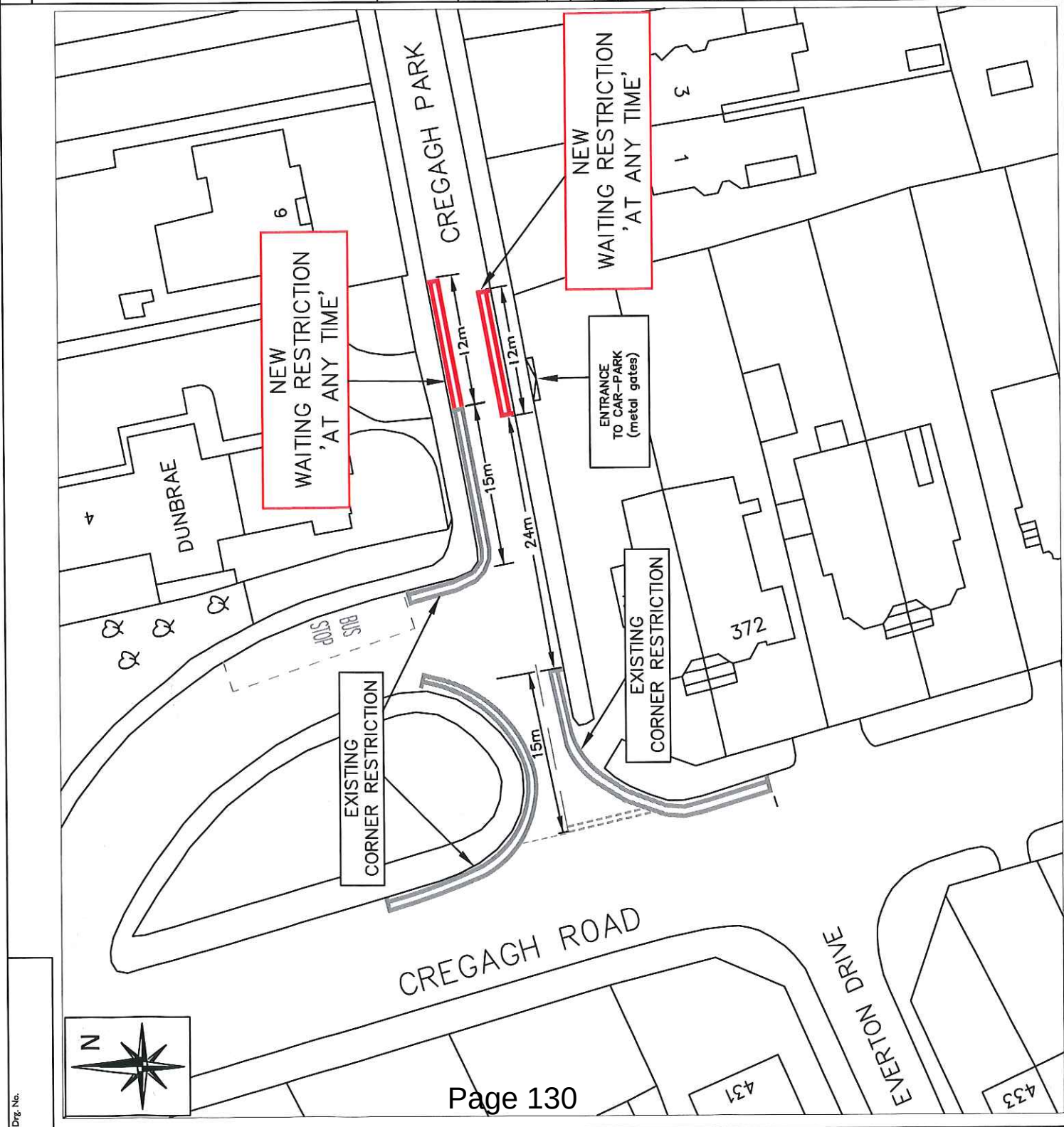
Eastern Division

Annex 7
 Castle Buildings
 Stormont Estate
 Belfast
 BT4 3SQ

Telephone: 0300 200 7893
 Textphone: 028 90540022

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Project: **WOLFF CLOSE AT KENILWORTH PLACE, BELFAST**

Title: **NEW WAITING RESTRICTIONS Monday-Friday 8am-6pm**

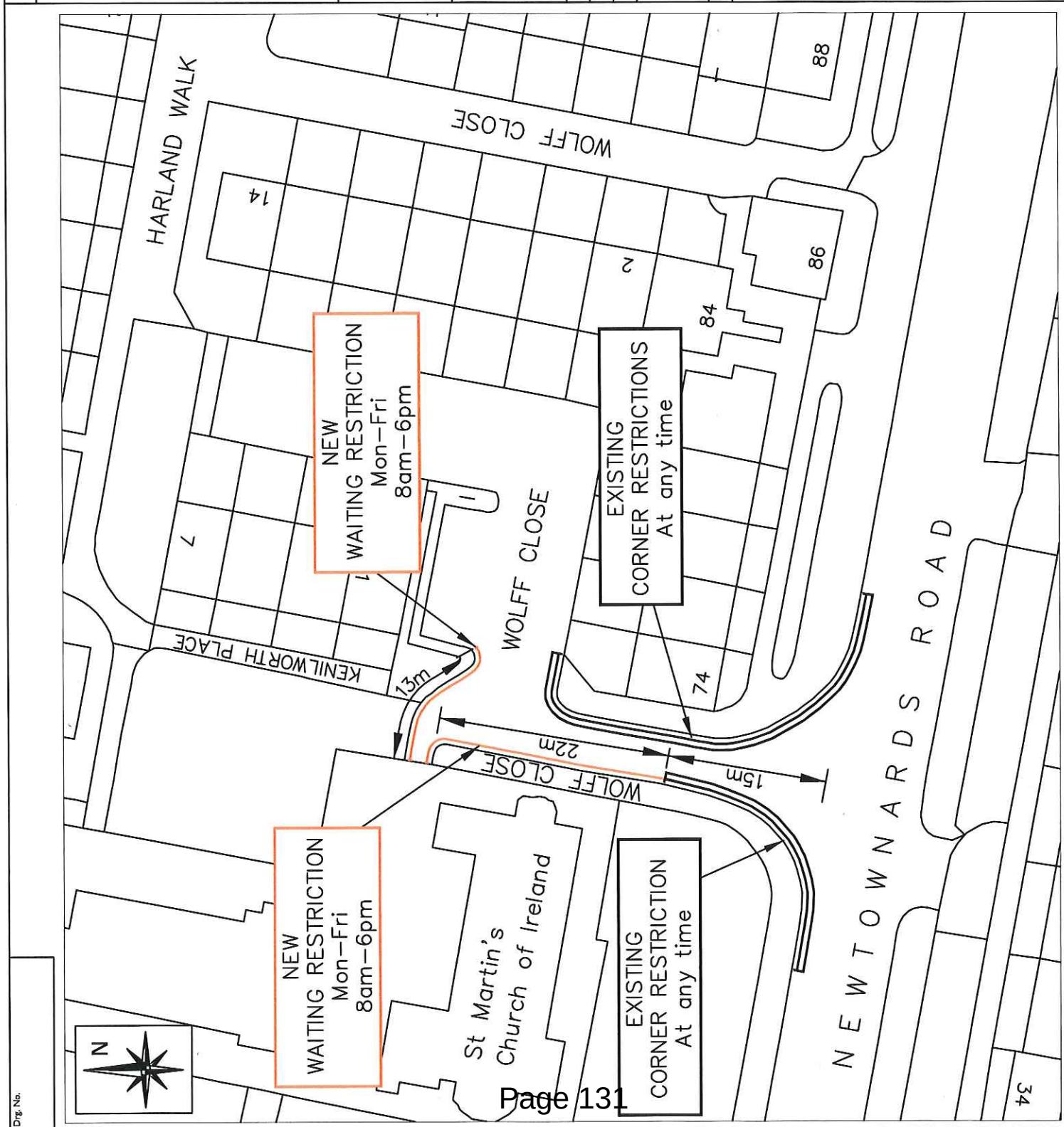
FILE NO.	DESIGNED	date	Nov 19
DRAWN	CHECKED	date	
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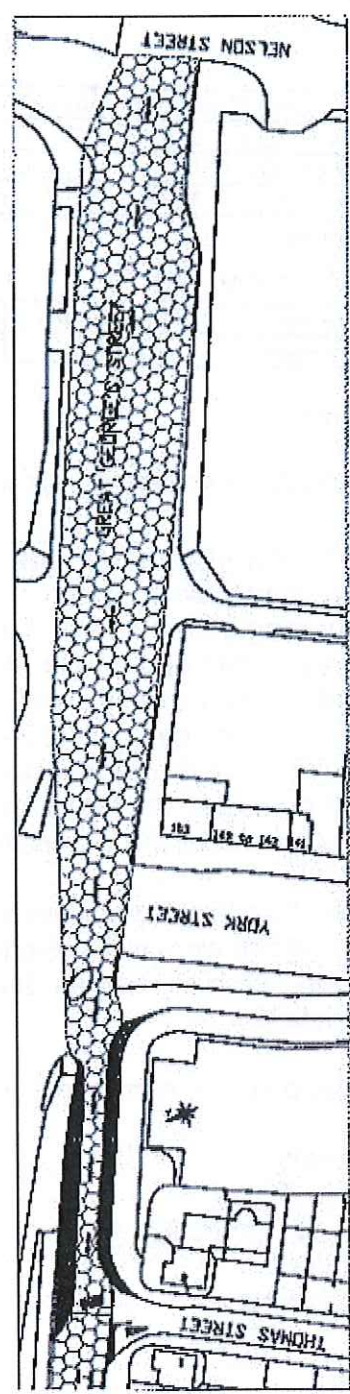
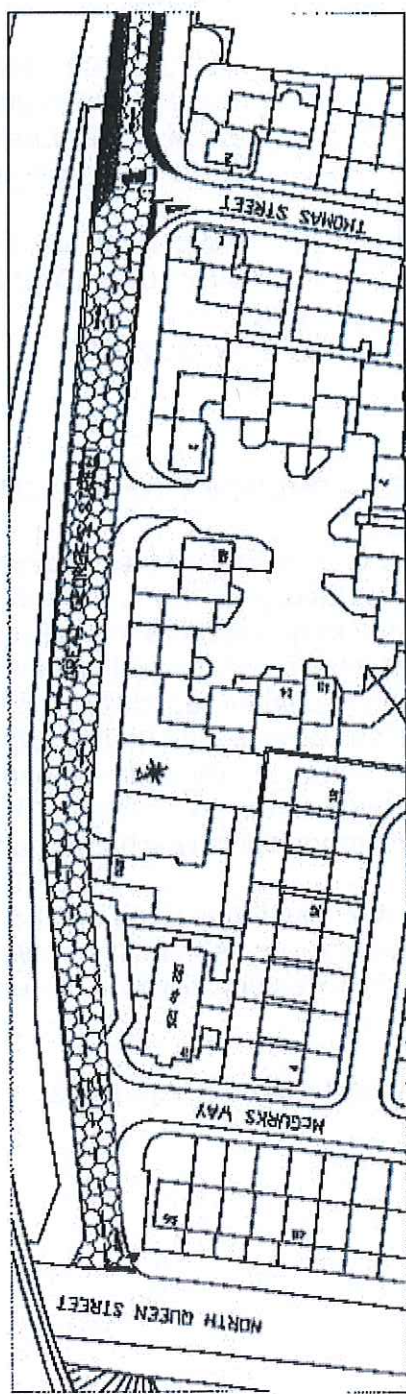
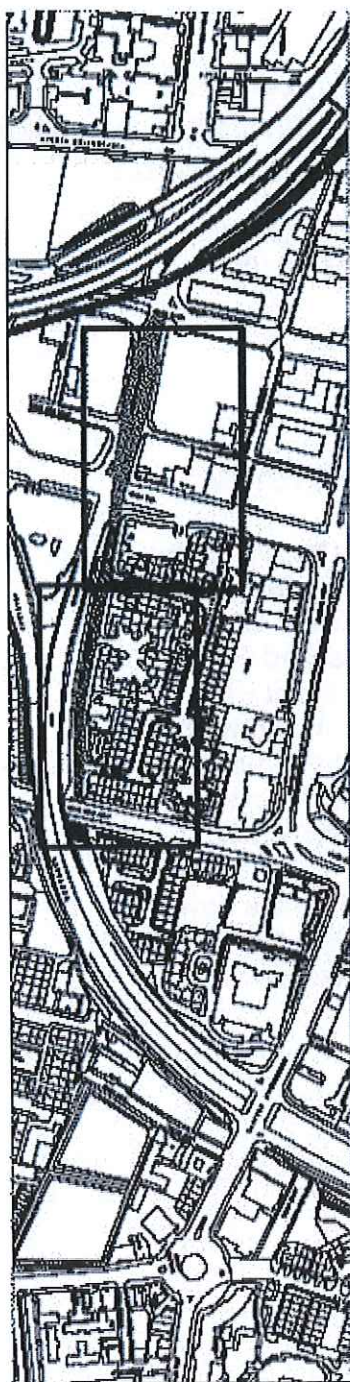
Dr. No.

Scale: **1:500**

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- Proposed two-way traffic shown in [Pattern]
- Existing one-way traffic shown in [Pattern]
- Proposed temporary build-out shown in [Pattern]

NO.	REVISION	DATE
*Based upon District Survey of Northern Ireland's roads and the information in the current and future Northern Ireland's roads. The information is for the use of the Department of the Environment and is not to be used for any other purpose. The information is for the use of the Department of the Environment and is not to be used for any other purpose. The information is for the use of the Department of the Environment and is not to be used for any other purpose.		
PROJECT GREAT GEORGE'S STREET		
TRAFFIC PROPOSED ONE-WAY TRAFFIC SYSTEM		
DESIGNED	CHECKED	APPROVED
DATE	DATE	DATE
Revision		
Scale 1:1250 (Main drawing)		
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KEY: - 
 PROPOSED ONE-WAY TRAFFIC.....

Project		MONAGH CRESCENT BELFAST	
Title		PROPOSED ONE-WAY TRAFFIC SYSTEM LEGISLATION	
FILE NO.	DESIGNED	date	DEC 19
DRAWN	CHECKED	date	
TRACED	APPROVED	date	
Dwg. No.	Revision		
Scale 1:1000			

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Project

DUNCRUE STREET, BELFAST

Title

NEW
 'AT ANY TIME'
 WAITING RESTRICTIONS

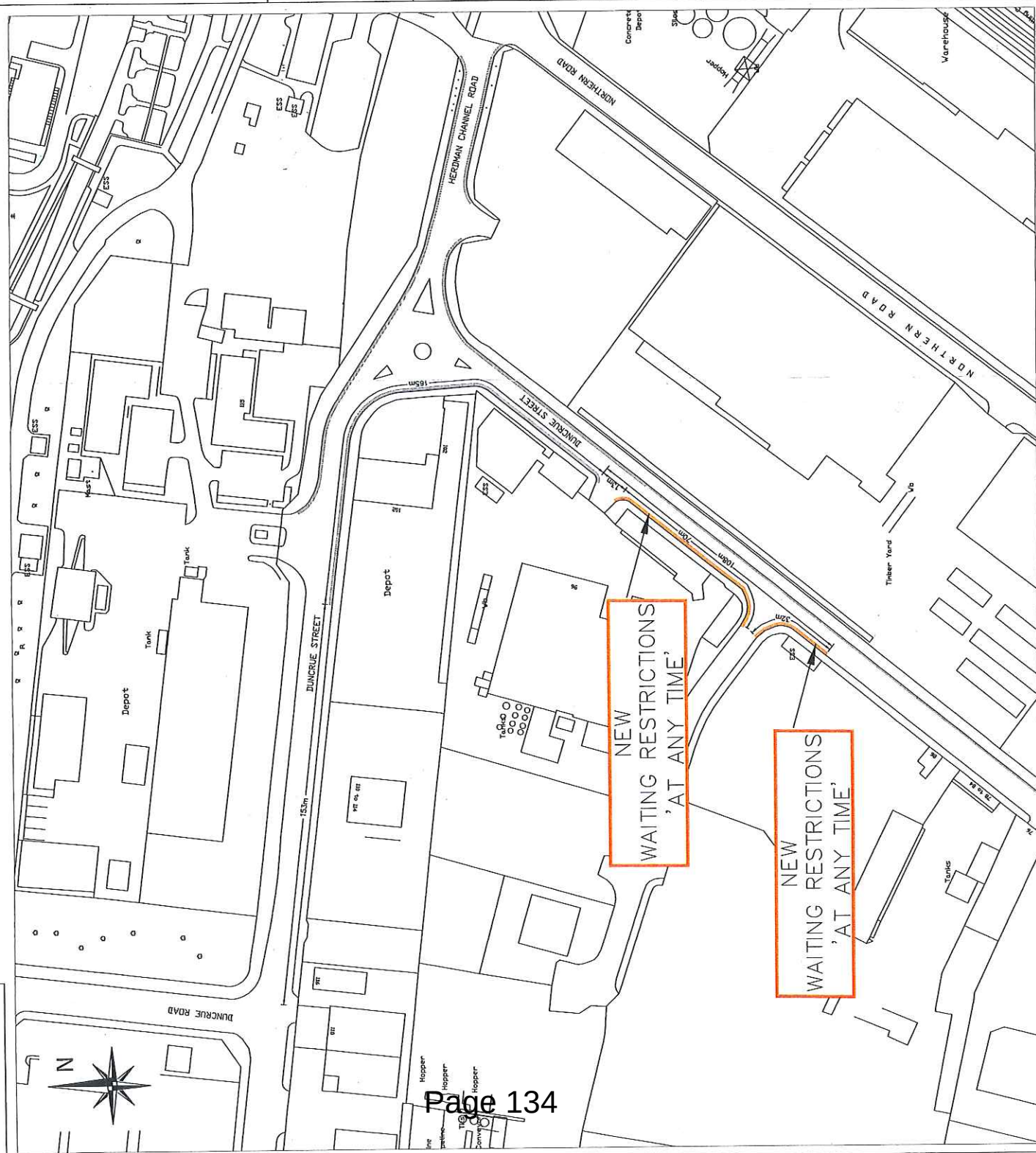
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Dwg. No.	Revision		

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 BT8 8JL

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 Fax: 02890 253220



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Project: **ORBY STREET BETWEEN ORBY DRIVE & CASTLEREAGH ROAD**

Title: **NEW WAITING RESTRICTIONS 'At any time'**

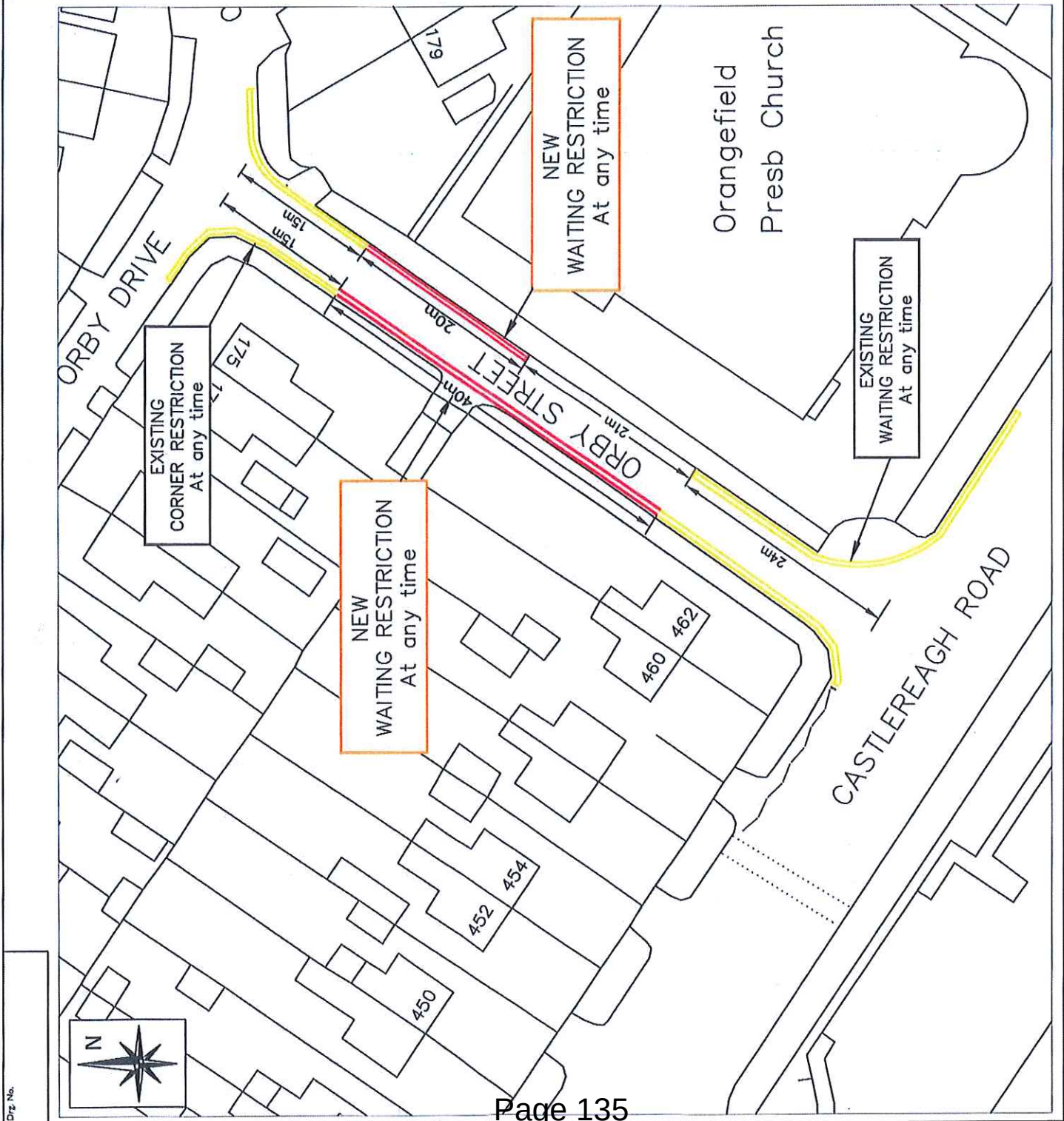
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Project
 CASTLEREAGH ROAD
 AT
 MONTGOMERY ROAD

Title
 WAITING RESTRICTION
 At any time

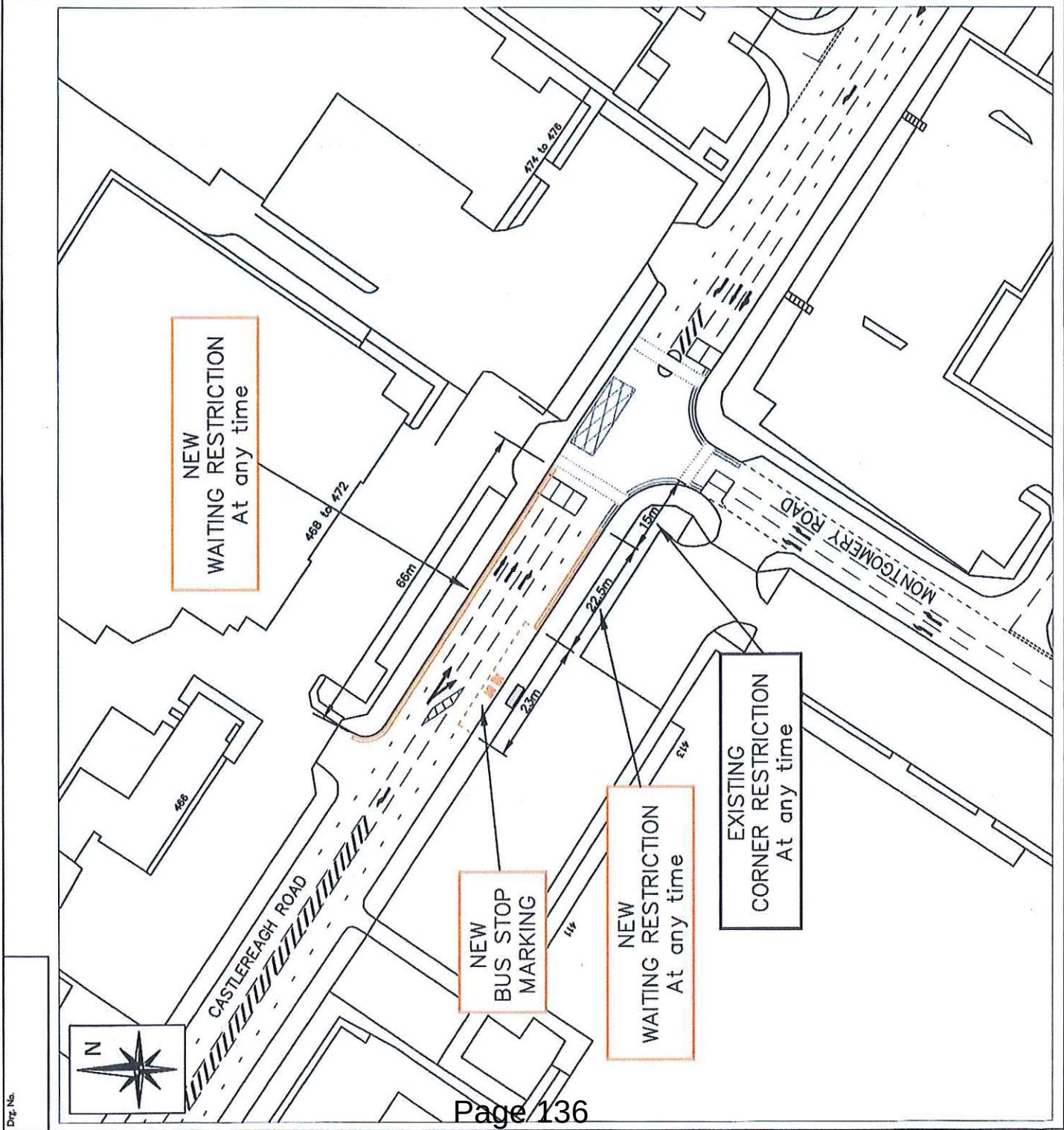
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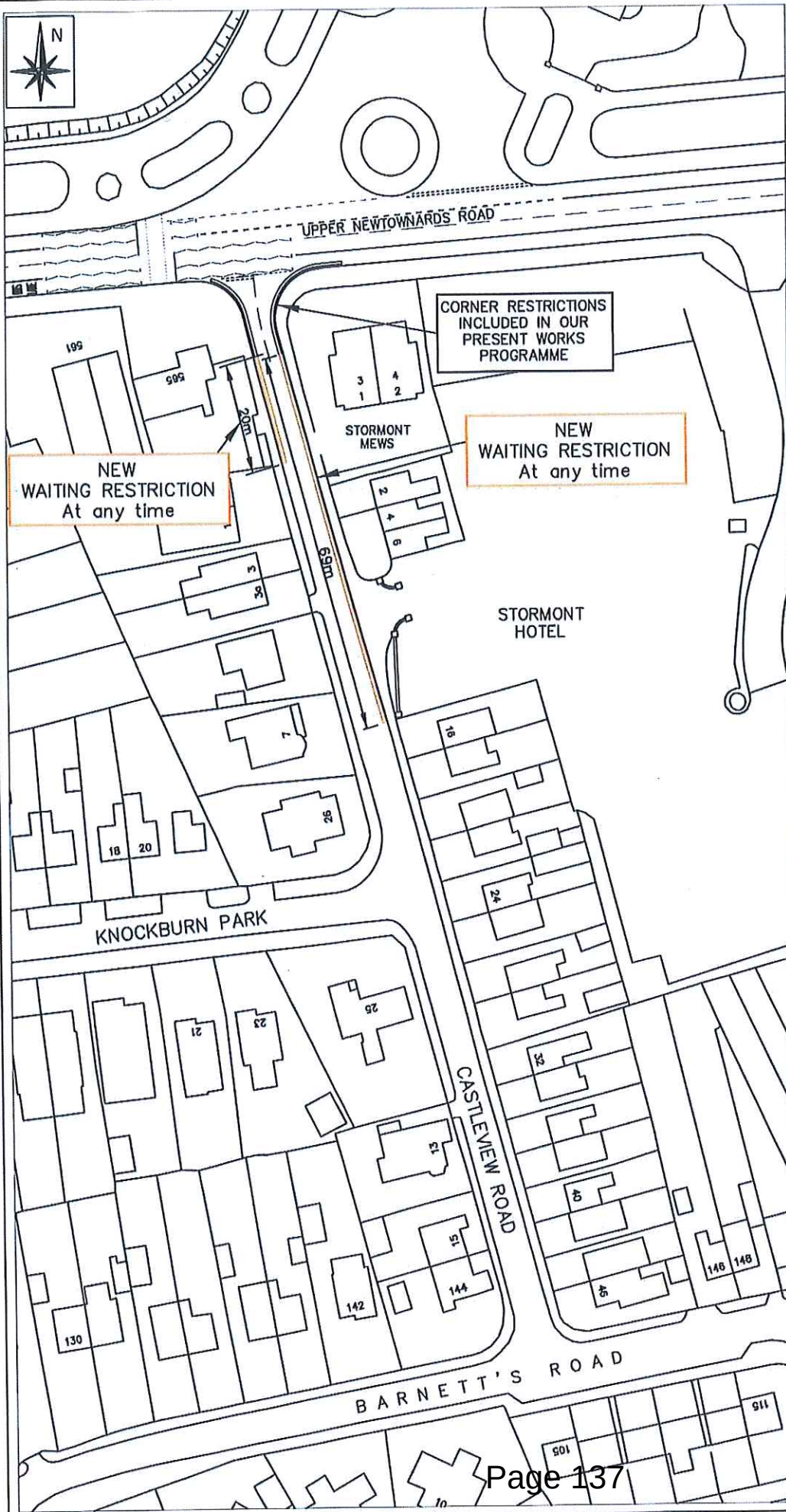
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INVENTION & FORCE





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Project

**CASTLEVIEW ROAD
BELFAST**

Task

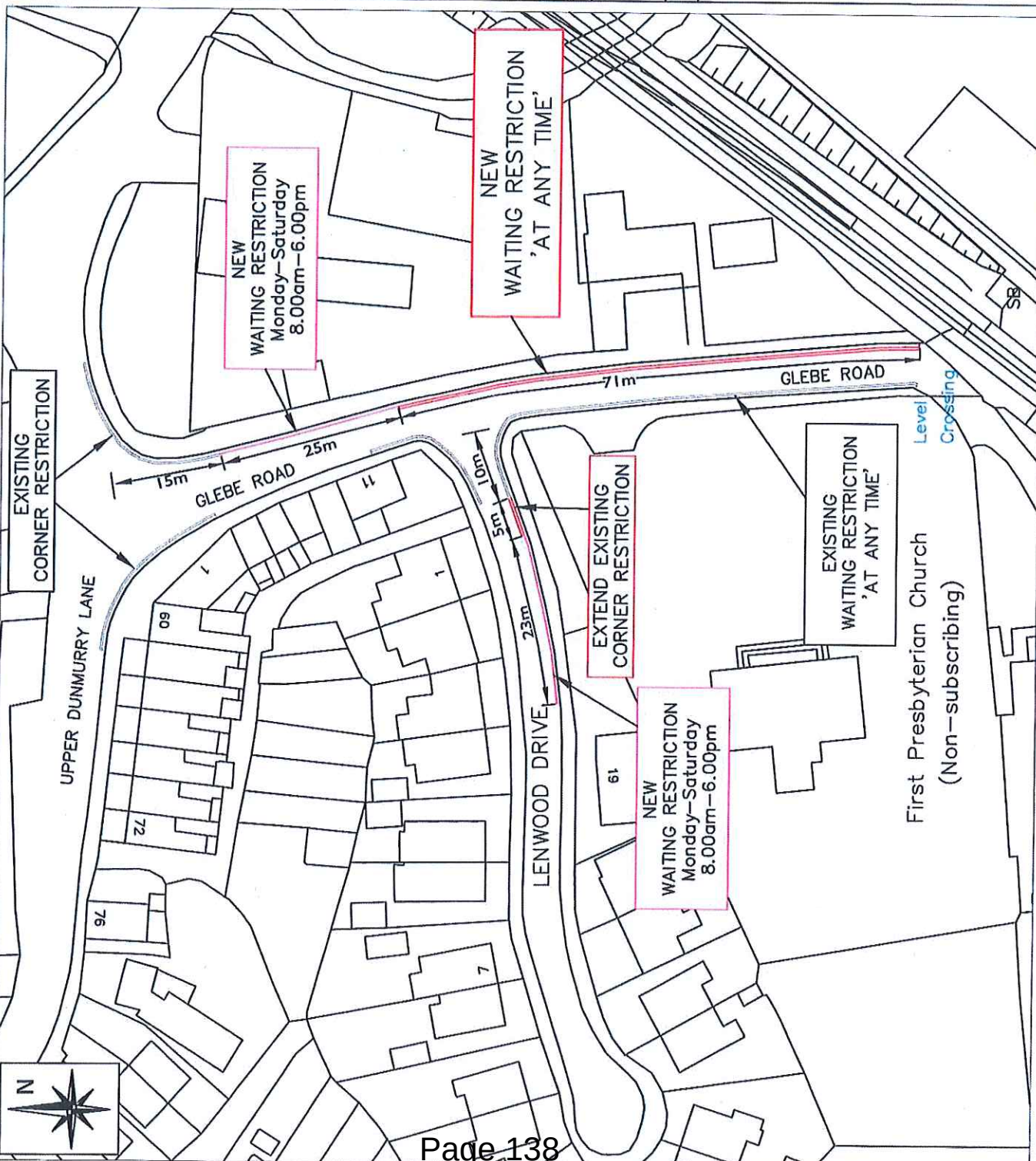
**PROPOSED
WAITING RESTRICTIONS
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Double yellow lines

 Single yellow line


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Project
GLEBE ROAD & LENWOOD DRIVE DUNMURRY

Title
NEW WAITING RESTRICTIONS Monday-Saturday, 8am-6pm and 'At any time'

FILE NO.	DESIGNED	date	Sept 19
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Existing 'part-time' waiting restrictions marked... —

Proposed part-time loading restriction marked... —

Proposed loading restrictions to operate Monday – Saturday, 8am – 6pm.

Other existing road markings shown in

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Project BERRY STREET

Title PROPOSED PART-TIME RESTRICTIONS

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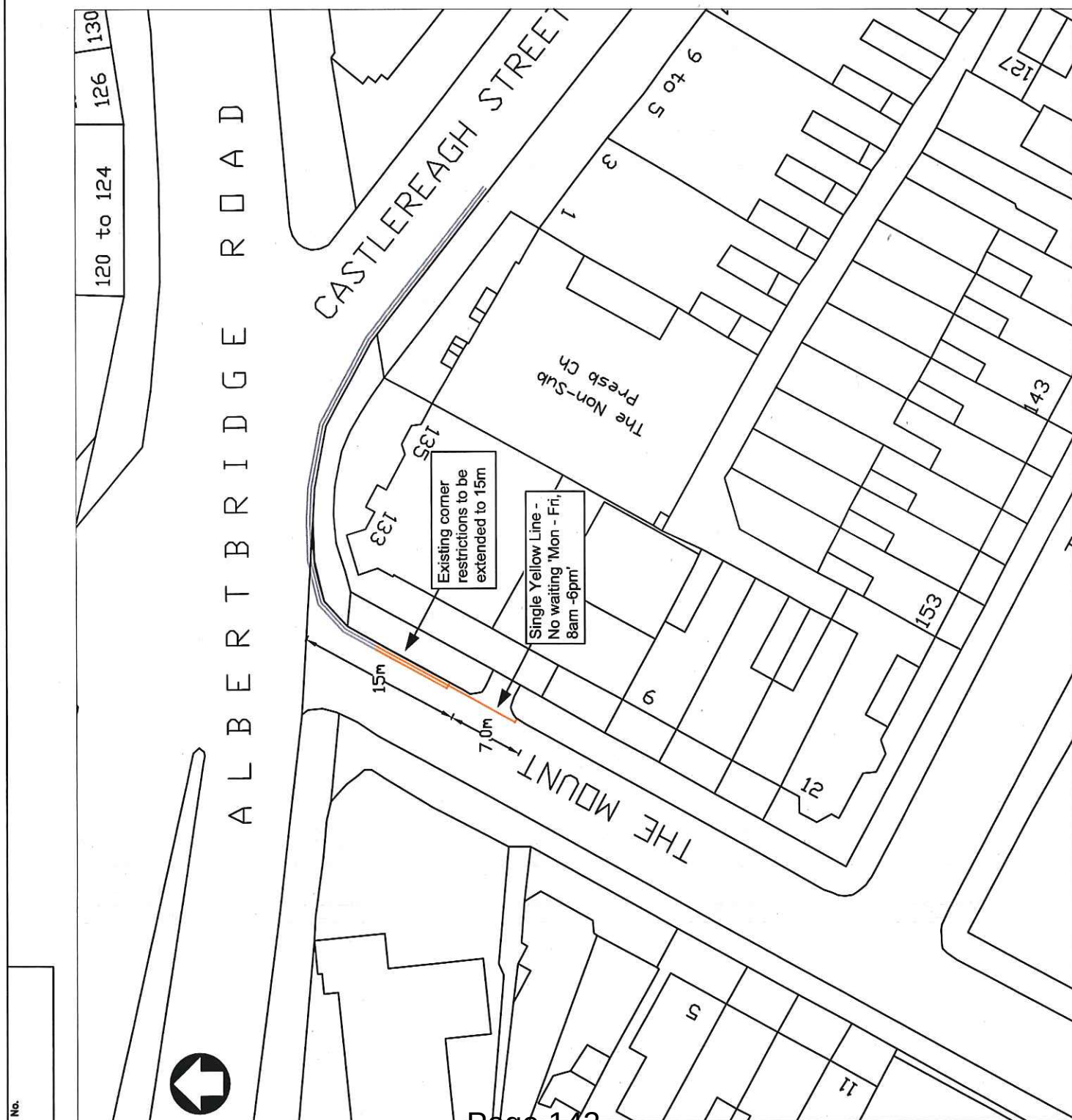


1. Extend single yellow line
2. Provide double yellow lin
3. Provide double yellow lin
central island for 92.3m



5.4m
or 39.3m
circling
or 12.8m

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Project		BARRACK STREET BELFAST		
Title		PROPOSED WAITING RESTRICTIONS		
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Proposed waiting restriction:							
Mon - Fri 8 am - 6 pm							
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Project The Mount, Belfast							
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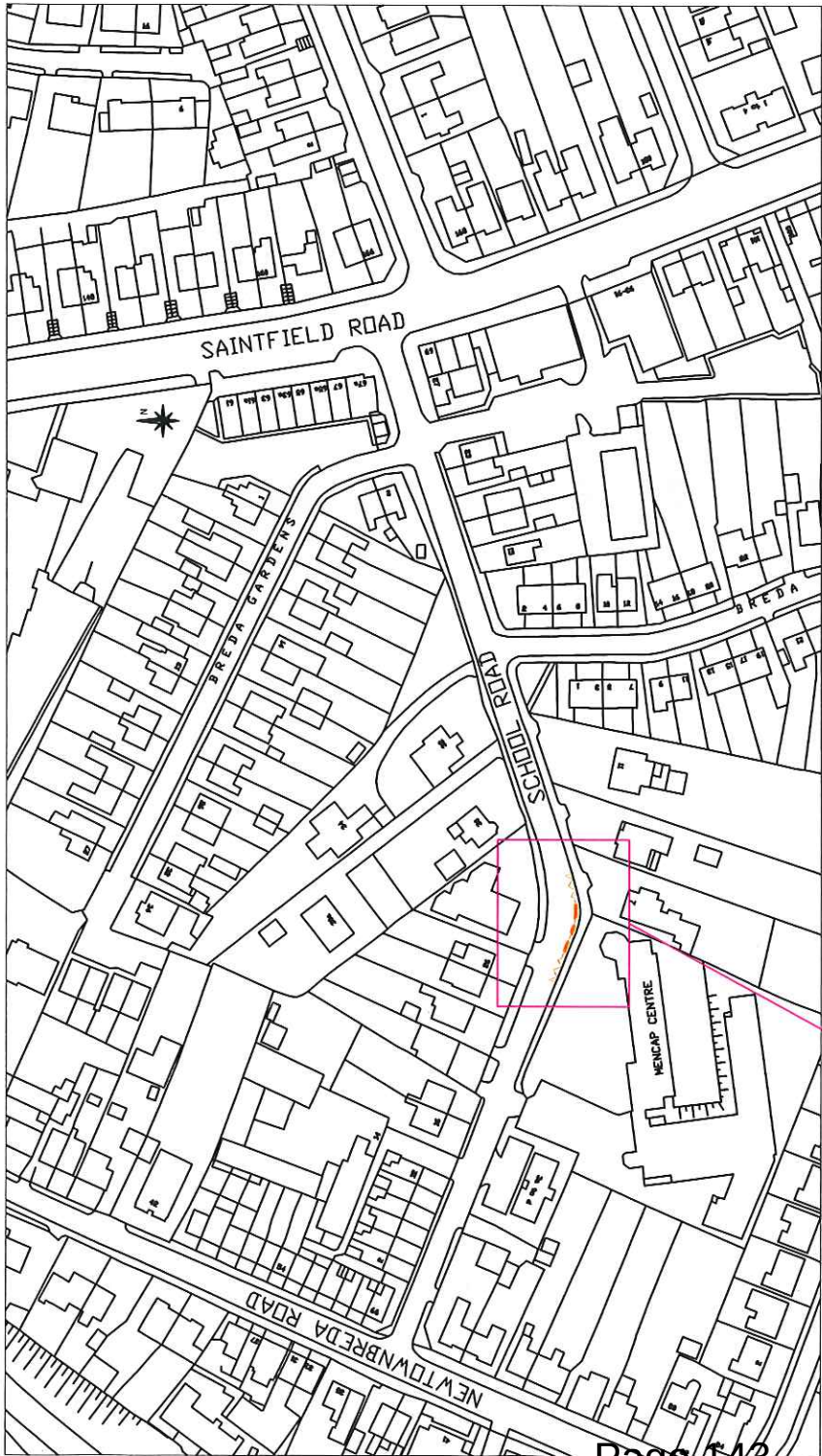
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Title			REMOVAL OF 'SCHOOL KEEP CLEAR' ROAD MARKINGS		
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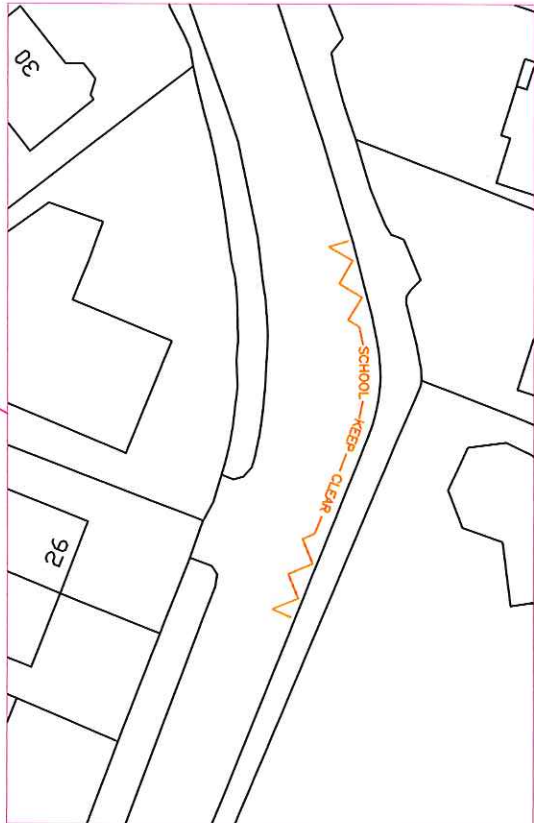



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1:2000

Proposed removal of 26m of 'School Keep Clear' road markings. Site of Newtownbreda Primary School, now cl Markings shown in **YELLOW**.



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Subject:	Inner North West Masterplan Action Plan
Date:	4th March, 2020
Reporting Officer:	Sean Dolan, Acting Director City Regeneration and Development
Contact Officer:	Callie Persic, Regeneration Project Officer

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of Report/Summary of Main Issues
1.1	The purpose of this report is to update Members on the development of the Inner North West (INW) Masterplan Action Plan.
2.0	Recommendations
2.1	The Committee is requested to: - note the engagement carried out to date to produce the draft Action Plan (appendix 2); and - approve the emerging draft Action Plan prior to finalisation.
3.0	Main Report
3.1	Background As part of the delivery of the Belfast City Centre Regeneration and Investment Strategy (BCCRIS) a number of more detailed plans were to be commissioned to help support and shape city centre developments. The Inner North West (INW) Masterplan is part of the

	implementation of BCCRIS and, following a 12-week public consultation, the City Growth and Regeneration Committee approved the updated INW Masterplan in December, 2018.
3.2	The INW area, as shown in the Masterplan, forms a critical part of the city centre and is bounded by the Millfield / Carrick Hill road to the northwest, College Street to the south, Fountain Street to Fountain Lane to the south and Royal Avenue to the east and covers 17.2 hectares (42 acres). The area is located at the convergence of four different types of land uses: residential to the west and north; retail to the east; education to the north and mixed use to the south, including the new Transport Hub (See Location Map at Appendix 1)
3.3	The purpose of the Masterplan is to guide development in this part of the city. The Inner North West is experiencing significant change, mostly as a result of a number of approved and planned development opportunities in the wider area and will benefit from a more holistic consideration of the key issues associated with these emerging activities such as transport, connectivity, built heritage, mixed-use developments, residential accommodation, and design. At its core, the Masterplan is led by 10 urban design principles and aims to a new city centre mixed neighbourhood which: • incorporates a mix of uses, including residential, commercial, retail and leisure, all integrated through a strong and cohesive public realm; • takes into consideration the heritage of the area and the historic urban grain; • reinstates the historically vibrant economy of the Inner North West area; • promotes city centre living, with its social and environmental benefits; • strengthens the city centre's urban fabric and streetscapes; • supports and strengthens pedestrian connections within the city centre and to/from adjoining neighbourhoods; and • delivers the ambitions of the Belfast Agenda, in line with the Local Development Plan.
3.4	These principles shape the proposals outlined within the ten character areas highlighted in the Masterplan, which include: Queen Street, Castle Street and King Street, Bank Square, Smithfield Market, CastleCourt, North Street, North Street Public Space, Union Street Place Space, Donegall Street and Carrick Hill / Millfield. Emerging INW Action Plan
3.5	Development in the INW will be driven by investment from both the public and private sectors. Whilst private sector investment is essential there is also a significant role for the public sector, working with the private sector and other stakeholders, in helping to shape and deliver regeneration in this part of the city. There is a significant amount of publicly owned land in the area which provides the opportunity for the public sector to influence and drive

	development in a co-ordinated manner. The Masterplan has been produced in consultation with the Department for Communities (DfC) and the Department for Infrastructure (DfI) with a view towards collaboration in delivering the Masterplan's vision.
3.6	The Council and DfC are jointly developing the INW Action Plan to update and provide further detail on the initial proposals set out in the INW Masterplan, and to identify a number of short, medium and long term priorities and projects. Cross sector engagement took place with statutory partners, developers and community and voluntary organisations and elected representatives and consisted of one-to-one discussions, a stakeholder workshop in November 2019 and a site walk over in January 2020. A further workshop to review the final draft Action Plan took place on 25 February 2020 to discuss and agree the emerging draft Action Plan as attached in Appendix 2. Members from the adjacent DEAs, i.e. Court, Botanic and Old Park have been invited to attend all the engagement sessions. The final Action Plan will be completed by April 2020, taking on board comments from the final workshop, and this committee and presented to committee for endorsement in the near future.
3.7	In addition to the original proposals in the INW Masterplan, feedback from stakeholders covered a range of short, medium and long term initiatives such as: • Coherent plan of public realm initiatives along the central spine of the INW • On-street landscaping to reduce car dominance • Improved and creative lighting schemes coupled with greenery on key buildings and links such as Marquis Street • Dedicated programme for re-using buildings, to include external improvements and meanwhile uses for arts and cultural sectors • Monthly market in Smithfield car park • Create new pop up parks • Wayfinding strategy to support local trips, highlight offer and promote pedestrian routes • Temporary street closures, i.e. Sunday trials to create public space
3.8	It is also worth noting that the Council remains involved with a number of other strategic projects such as the City Centre Connectivity Study, Strategic Sites Assessment, Streets Ahead, York Street Interchange, Clarendon Masterplan, Clifton Street Gateway and Belfast Region City Deal, all of which will affect the INW and provide opportunities to increase connections, support coherent development and achieve the aspirations of the Masterplan.

3.9	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> Consultation on the draft EQIA Screening was held as part of the Inner North West Masterplan and the final Equality Screening will accompany the final masterplan. The Rural Needs Impact Assessment found that the masterplan involves the development of an inner city area and will have no direct impact in rural areas. The use of emerging spaces and facilities will be kept under review to ensure there is no adverse impact on rural areas and proposals for improved access to and within the area will help facilitate those visiting from rural areas.
3.10	<u>Finance and Resource Implications</u> None directly associated with this report.
4.0	Documents Attached
	Appendix 1 - Location map Appendix 2- Inner North West Masterplan Draft Action Plan

Appendix 1: Map of INW



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Inner North West Draft Action Plan

Page 151
28 February 2020



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Belfast
City Council

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Contents

<u>2</u>	Overview of the INW Action Plan
<u>3</u>	Action Plan Approach & Stakeholder Development
<u>4</u>	Outcomes from Stakeholder Engagement
<u>6</u>	Action Plan Projects
<u>22</u>	Levers for Delivery/Funding
<u>23</u>	Appendix A: Detailed Inner North West Action Plan: Projects

Overview of INW Action Plan

The Action Plan aims to establish a clear sequence of projects and interventions which will assist in the delivery of the INW Masterplan.

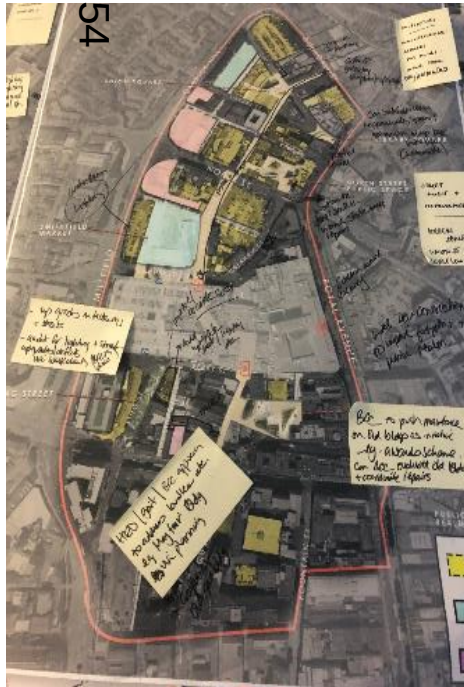
The Action Plan sets out the following:

- Defines the projects and interventions which have been established through stakeholder engagement and baseline review of the INW area and which support the Design Principles and Objectives which are established in the INW Masterplan;
- Priority (high, medium, low), timing and phasing of key interventions/ projects (short, medium and long term); and
- Responsibilities for delivery, including key stakeholders or partnerships.

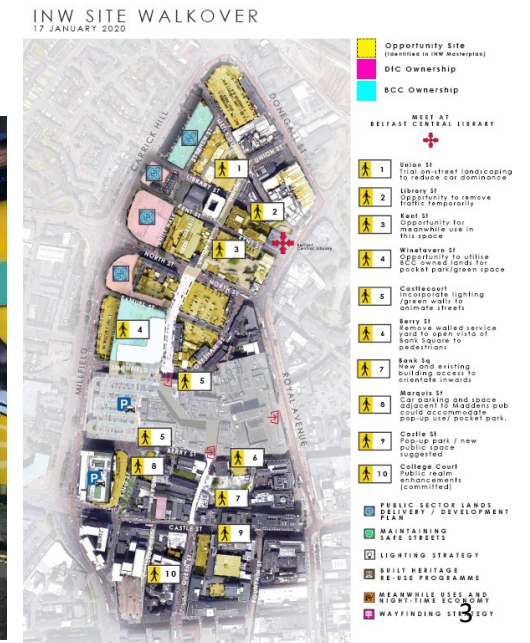
Action Plan Development

Finalise Action Plan

Page 154



INW Action Plan Programme/ Initiative	Feedback from Workshop	Key Initiative Actions	Referenced in MP/ New Initiative?	Existing Programmes/ Initiatives	Priority Score
 INW Central Spine Public Realm Design	Public realm initiatives proposed along the general route of the INW 'central spine' to capture and encourage pedestrians to travel through the INW when moving through the area and between the proposed Transport Hub (SE) and Ulster University (NW). A key objective of this initiative would be to create an attractive and safe environment by reducing car dominance through the removal of on street parking, introducing cycle lanes (and parking), greening streets and creating informal spaces to dwell (pop-up parks). Small-scale schemes along key pedestrian routes should be developed as stepping stones of green/ high quality spaces, linking to DfC public realm schemes where applicable. Specific streets / spaces identified by stakeholders include:	Site walkover to identify preferred locations (character area) and type of proposed public realm interventions with stakeholder group. Prioritisation and phasing of proposed interventions to be confirmed with stakeholders. Delivery mechanism and agents responsible to be established. Detailed design of priority interventions i.e. layout/ design of public spaces and pop-up parks.	P28: Improve North Street Connections- key principles for positive placemaking along 'Central Spine'. Due to be complete Feb/ March 2020.	DfC and BCC are producing a Belfast City Centre Material Palette document which sets out paving types to be introduced throughout Belfast, including the INW. (BCC) City Programme and Open Streets initiative could also provide a mechanism for delivery.	
Union Street	Trial on-street landscaping to reduce car dominance. (Trailled on Bedford Street). Take parking out of one side, extend footpath/ planters.	<i>This initiative also relies heavily on our proposed projects such as lighting/ meanwhile use strategies (below).</i>	P45: Secondary Street Design Principles P60: New open space proposed on Union St and high quality public realm.		
Library Street	Opportunity to remove traffic temporarily – i.e. Sunday trials to create public space. Complementary lighting to animate space.		P27: Create a Network of Open Spaces- Library Square identified.		
Union St/ Kent Street space	<i>Library Quarter to be pedestrianised in part via Smithfield to Union (Belfast Civic Trust).</i> Opportunity for meanwhile use in this space (opposite Sunflower Bar). <i>Previous meanwhile use attempts on this site to be considered.</i>		No MP proposals.		



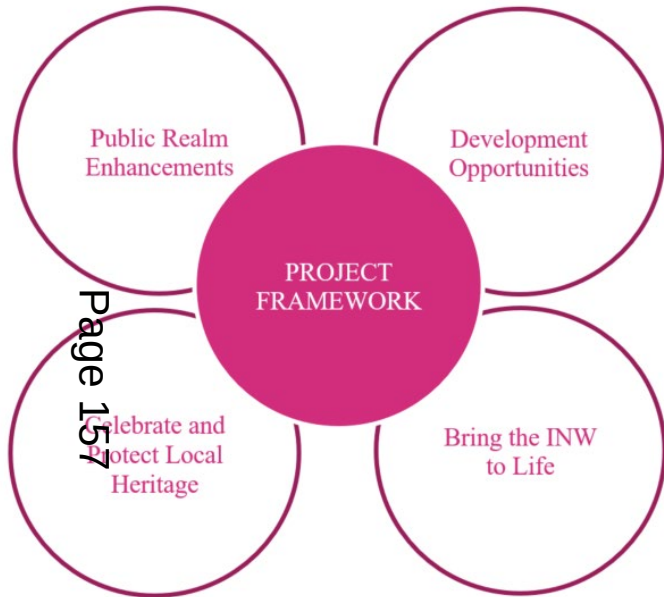
Outcomes from Stakeholder Engagement

Stage of Engagement	Key Messages from Stakeholders	Impact on Action Plan
Stage 1: 1:1 Meetings (September to November 2019)	Private developers currently operating in the INW indicated that there would be interest in the public-sector lands coming forward for development, potentially as a package. Recognition to the changing context of the INW area, with future opportunities for new social and leisure offer were also identified. Issues and barriers to development were considered as the existing infrastructure capacity of Belfast (including water) and licensing restrictions which could be a barrier to implementing meanwhile leisure uses and enhancing night time economy.	Interest from the private sector in public sector sites is encouraging and highlights the market interest in supporting the development and regeneration of sites in the INW. The willingness of the private sector to consider new leisure uses in the INW also highlights the appetite to develop and trial new types of development / uses.
Stakeholder Workshop 1 (November 2019)	The initial stakeholder workshop provided insight into interventions and projects which could be carried out in the short to medium term. During the workshop, stakeholders acknowledged the role the INW could play in the future, highlighting the importance of a safe and high-quality environment for users to walk and cycle through. Issues relating to the maintenance of the public realm were identified, along with the negative contribution vacant sites and surface level car parks create. The importance of retaining culture and heritage through the protection of buildings was also discussed, with the potential for these buildings to offer meanwhile use space was also explored. Emphasis was added to the short term dynamic actions that could speed change in the urban environment, e.g. the response to the Bank Buildings fire. The feedback provided was categorised under the headings of: INW Central Spine Public Realm Design; Public Sector Lands Delivery/ Development Plan; Maintaining Safe Streets; Lighting; Built Heritage Reuse; Meanwhile Uses and Night-time Economy as well as additional comments provided.	Feedback from the workshop was collated and shared with attendees prior to the site walkover. This feedback plus the site walkover has informed the projects that form the basis for the Action Plan, including public realm proposals and options to activate the INW. Stakeholders strong focus and request was for projects which could be delivered in the short term with the existing assets in the INW area.

Outcomes from Stakeholder Engagement

Stage of Engagement	Key Messages from Stakeholders	Impact on Action Plan
Stage 2: Site Walkover (January 2020)	Following feedback from Stakeholder Workshop 1, the site walkover enabled stakeholders to specify proposals on a street by street and site by site basis. This allowed discussion on the opportunities to create a better pedestrian environment on streets such as Union Street and Library Street through short term measures including temporary removal of traffic. The following areas were visited and interventions proposed: • Union St: Trial on-street landscaping to reduce car dominance • Kent St: Opportunity for meanwhile use in this space • Winetavern St: Opportunity to utilise BCC owned lands for pocket park/green space • Library St: Opportunity to remove traffic temporarily • Castlecourt: Incorporate lighting /green walls to animate streets • Bank Square: New and existing building access to orientate outwards into the Square • Marquis St: Car parking and space adjacent to Madden's pub could accommodate pop-up use/ pocket park. • Berry St: Remove walled service yard to open vista of Bank Square to pedestrians • Castle St: Pop-up park / new public space suggested • College Court: Public realm enhancements	The site walkover enabled the projects identified by stakeholders in Stage 1 to be developed further, allowing the Action Plan to attribute projects to specific streets.
Stage 3: Stakeholder Workshop 2 (February 2020)	The final workshop allowed the project team an opportunity to recap on the feedback provided and outcomes from the previous workshop and site walkover. The focus of this session was to discuss the priority rating associated with projects / initiatives for the Action Plan (High, Medium or Low Priority) and the proposed timescales for delivery (Short, Medium or Long term). Feedback from the workshop was collated and shared with attendees.	General agreement was received from stakeholders regarding short term, 'quick win' projects such as public realm street specific enhancements, specialist lighting, temporary space pilot at Library Street and heritage led projects. The group emphasised that success of the projects is dependant on effective delivery mechanisms, and a proactive, coherent approach, ensuring the long term co-ordination and success of the INW area. The Action Plan responded by attributing specific funding mechanisms against the four overarching Action Plan Projects.

Action Plan: Projects



Types of Projects

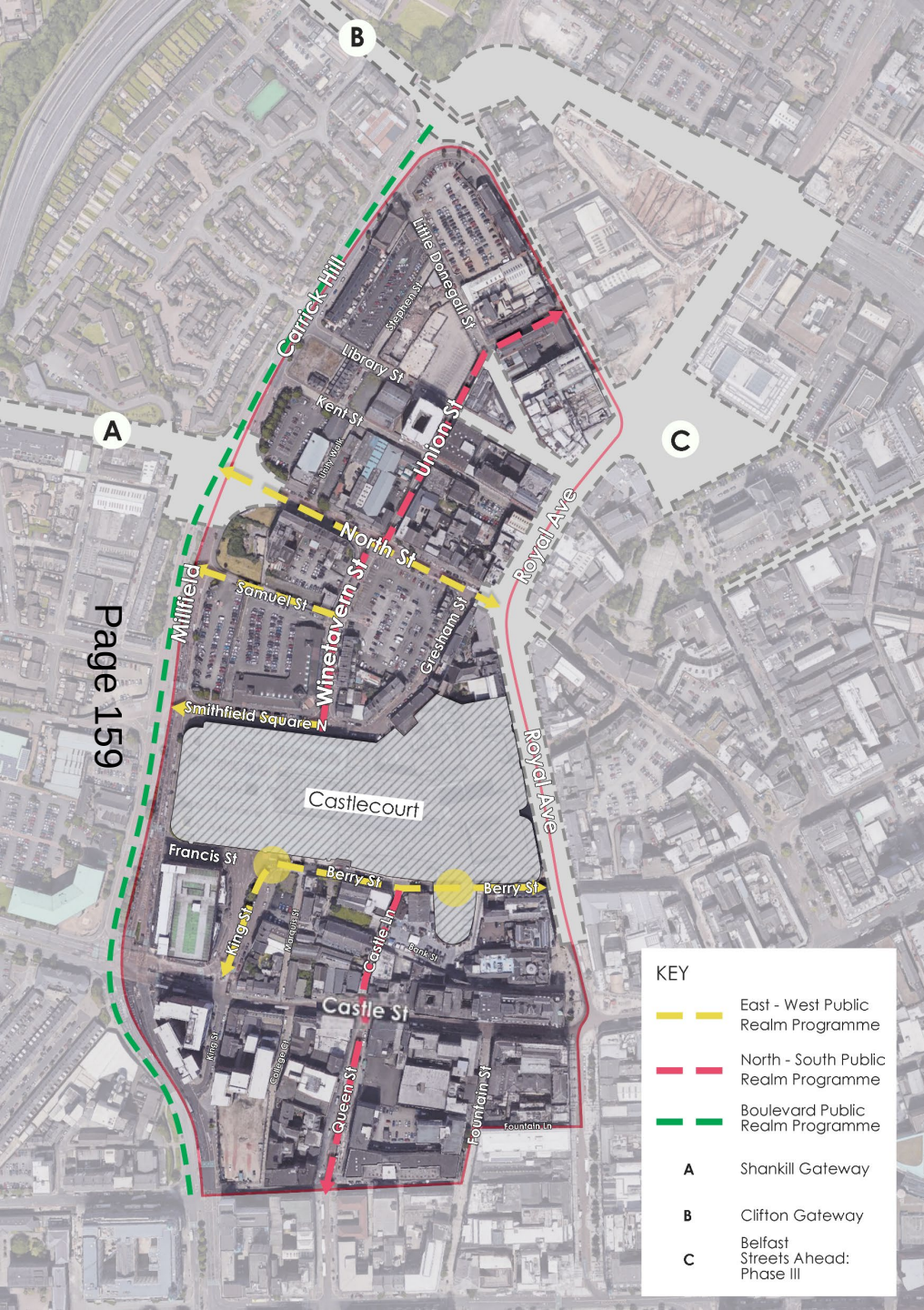
The projects and interventions for the Action Plan are organised into four categories which directly align with key **urban design principles** set out in the INW Masterplan:

- 1. Public Realm Enhancements:** *Create a pedestrian and cyclist friendly environment.*
- 2. Development Opportunities:** *Development to encourage the urban economy and City Centre living.*
- 3. Celebrate and Protect Local Heritage:** *Integrate and reuse historic buildings.*
- 4. Bring Streets and Spaces to Life:** *Promote mixed use development to encourage the urban economy.*

Action Plan: Projects

(Detail in Appendix)

1. Public Realm Enhancements		2. Development Opportunities		3. Celebrate and Protect Local Heritage		4. Bring the INW to Life	
1.1	INW Public Realm Upgrade Scheme	2.1	Public Sector Site Development: INW Northern Cluster • Little Donegall Street • Library Street • Kent Street	3.1	INW Heritage Stewardship	4.1	Temporary Open Space
1.2	Carrick Hill / Millfield Road Urban Boulevard	2.2	DfC Development Briefs: • Samuel Street • 83 – 87 Castle Street	3.2	Adaptive Reuse of Listed Buildings and ‘buildings of local significance’	4.2	Specialist Lighting
1.3	Street Specific Projects	2.3	Smithfield Market	3.3	Celebrate Local Culture and Heritage	4.3	Outdoor Activity / Events
1.4	Maintaining Safe Streets	2.4	Engage with private sector regarding schemes coming forward and s.76 Developer contributions	3.4	Adaptive reuse and redevelopment of Belfast Central Library	4.4	Link to arts / heritage trail
				3.5	Shopfront / Townscape Improvements		



1. Public Realm Enhancements

Create a Pedestrian and Cyclist Friendly Environment

	Project Title	Overview	Streets/ Spaces	Stakeholder Lead	Priority	Timescales
1.1	INW Priority Public Realm Upgrade Scheme	Implementation of high quality public realm to rationalise space and prioritise pedestrians and cyclists.	High Priority Streets/ Phase 1: Union Street College Court Winetavern Street Berry Street (removal of service yard) King Street (rationalise space adjacent to Castlecourt)	DfC	High	Medium term
			Medium Priority/ Phase 2: Queen Street Junction of Carrick Hill with North Street Junction of Millfield with Smithfield Square North Samuel Street		High	Medium to Long term

1. Public Realm Enhancements

Create a Pedestrian and Cyclist Friendly Environment



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01. These large streets, often with weak building frontage, should have a strong landscape structure of semi-mature trees.



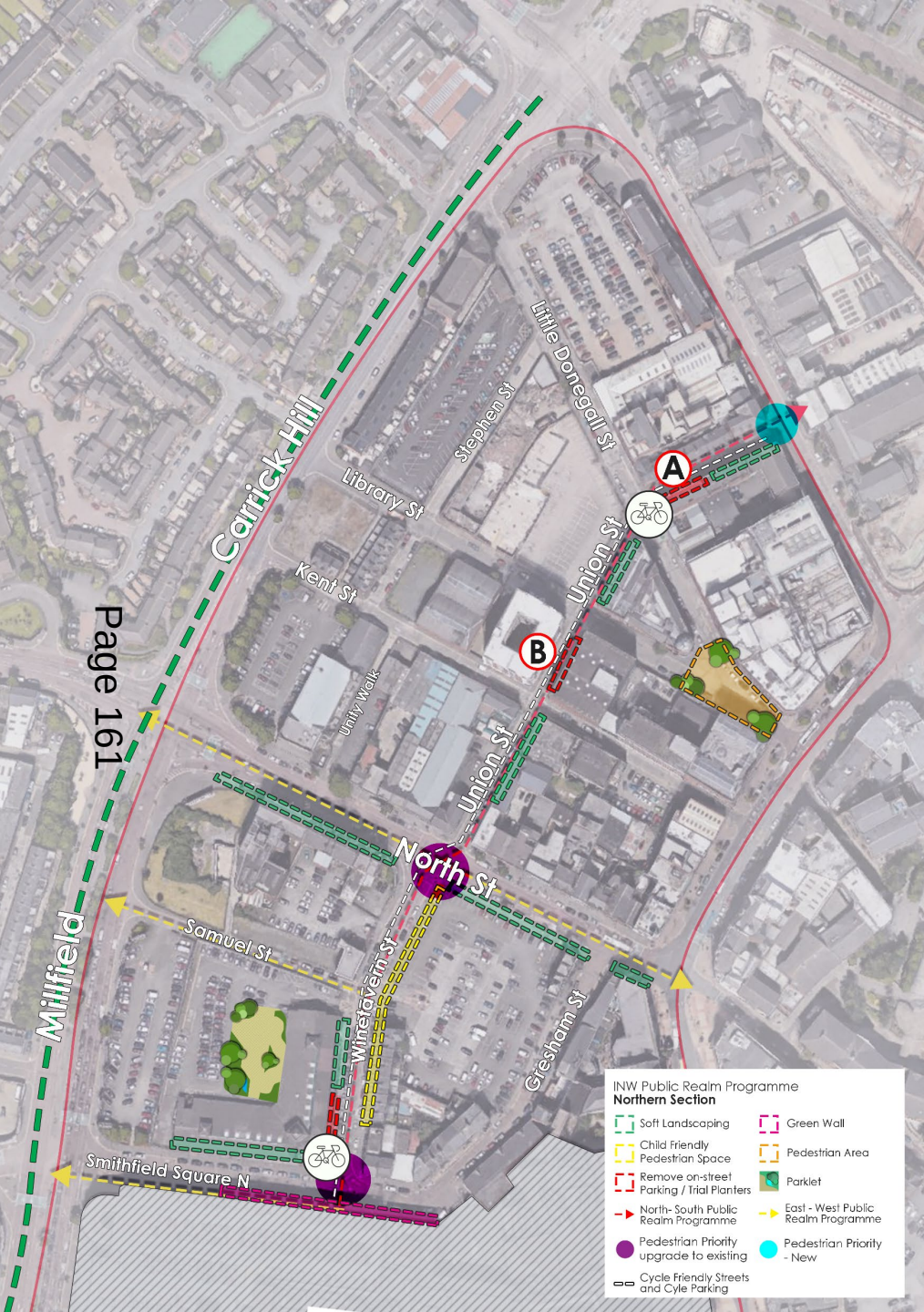
02. Major crossing points should be spacious and celebrated as gateways to the City.



03. As arrival points to the city centre, design quality and choice will make a statement.

INW Masterplan 2018: Transport Corridor (Millfield Road & Carrick Hill) Proposals

	Project Title	Overview	Streets/ Spaces	Stakeholder Lead	Priority	Timescales
1.2	Carrick Hill / Millfield Road Urban Boulevard	Transform both sides of Carrick Hill/Millfield Road into an urban boulevard with green planting and reduced road widths where possible accommodating pedestrians and cycle use.	Carrick Hill and Millfield Road	Dfl (with BCC/DfC)	High	Medium/ long term



Public Realm Programme Northern Section

Remove on street car parking and replace with planters / seating.

Union Street: South Side
(A) 3 spaces
(B) 4 spaces

Winetavern Street
4 spaces



Soft Landscaping

Union Street
North Street
Smithfield Square North
Winetavern Street



Child Friendly Pedestrian Area

Winetavern Street:
Pavement Painting,
Street Furniture



Parklet

Smithfield



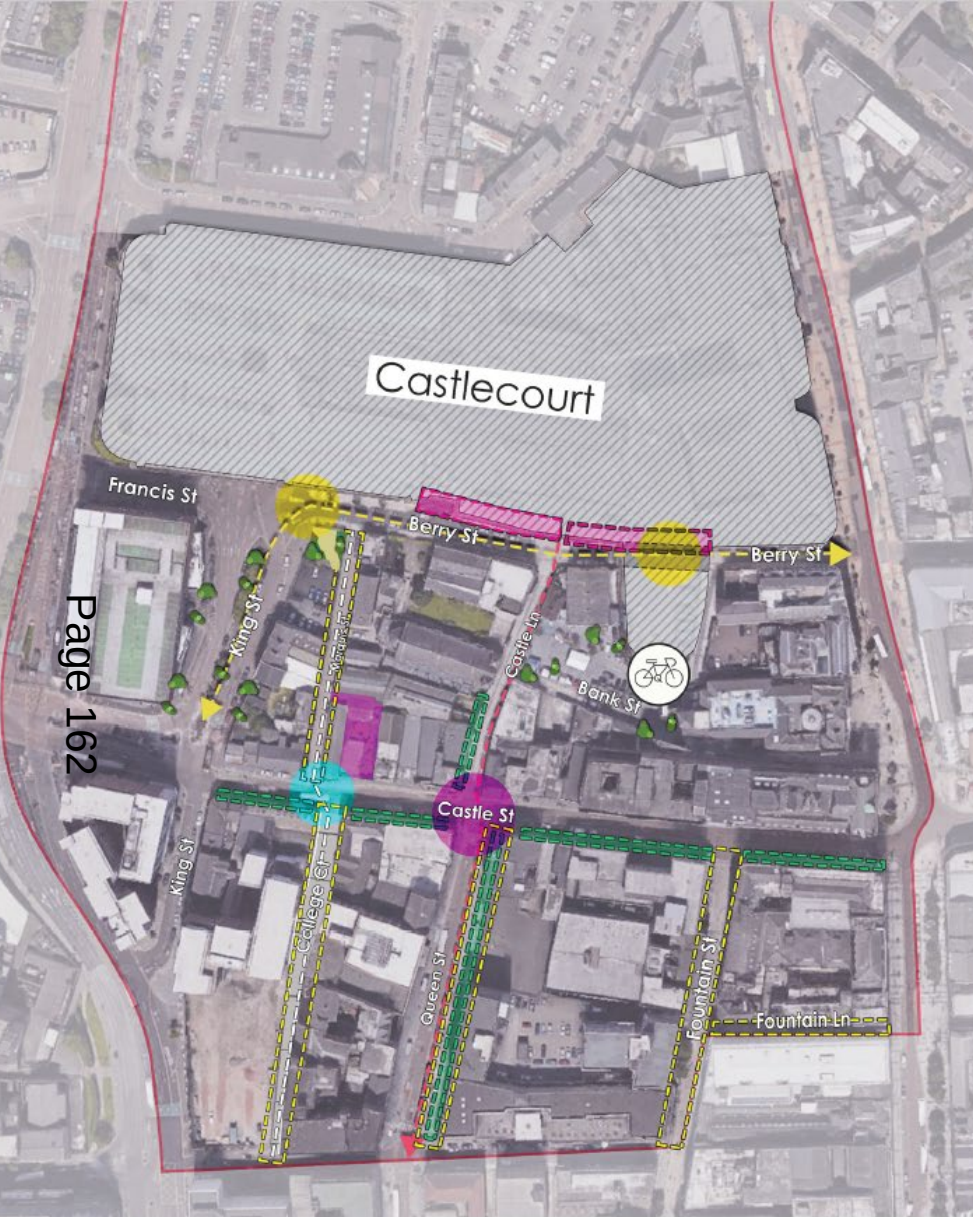
Pedestrian Priority

Upgrade to Existing:
North Street/ Union Street
Castlecourt / Winetavern Street

New:
Union Street / Donegall Street



	Project Title	Stakeholder Lead	Priority	Time-scales
1.3	Street Specific Projects	DfC	High	Short term



**INW Public Realm Programme
Southern Section**

Soft Landscaping	Green Wall	DfC
Child Friendly Pedestrian Space	DfC 5 C's Area	Pedestrian Priority Upgrade to existing
Remove on-street Parking / Trial Planters	Parklet	Pedestrian Priority - New
North-South Public Realm Programme	East-West Public Realm Programme	Cycle Friendly Street and Cycle Parking

Public Realm Programme Southern Section

Green Wall

Castlecourt



Soft Landscaping

Castle Street
Castle Lane
Queen Street



Child Friendly Pedestrian Area

Pavement Painting
College Court
Marquis Street
Fixed Structures
Fountain Street
Fountain Lane



Parklet

Marquis Street



Pedestrian Priority

Upgrade to Existing:
Castle Street/ Queen Street

New:
College Court/Castle Street/
Marquis St Junction



	Project Title	Stakeholder Lead	Priority	Time-scales
1.3	Street Specific Projects	DfC	High	Short term

1. Public Realm Enhancements

Create a Pedestrian and Cyclist Friendly Environment

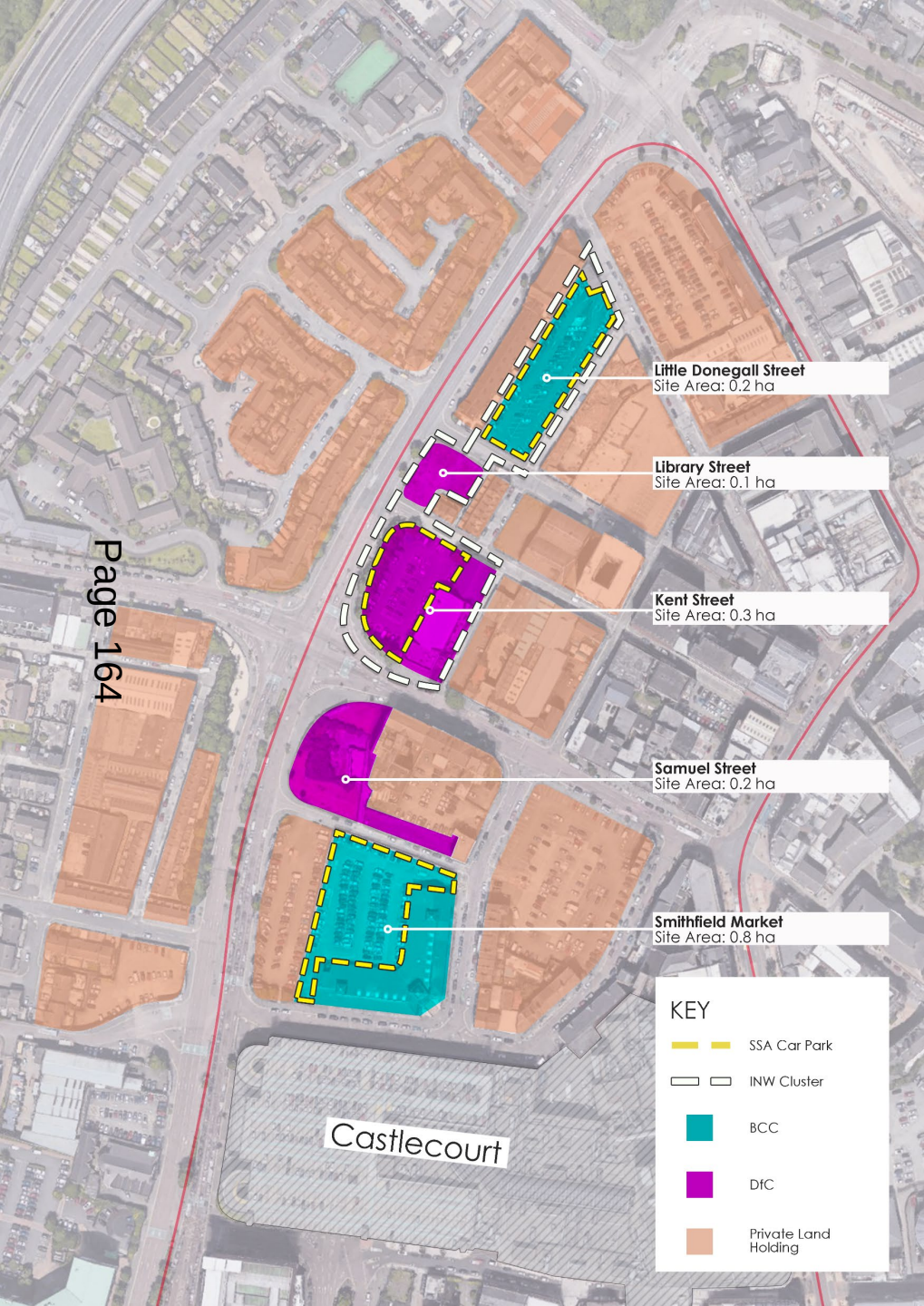


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	Project Title	Overview	Streets/ Spaces	Stakeholder Lead	Priority	Timescales
1.4	Maintaining Safe Streets	A dedicated maintenance programme/ pathway for the INW to ensure the continual upkeep of public realm.	Throughout INW	Destination CQ BID, Belfast One BID and Dfl.	High	Short term

2. Development Opportunities

Development to encourage the urban economy and City Centre living



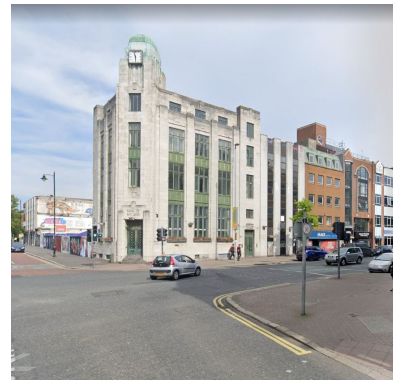
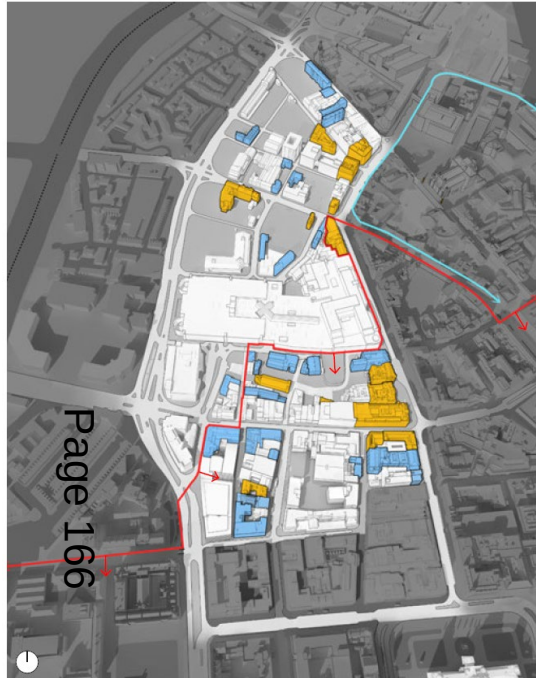
	Project Title	Overview	Streets/ Spaces	Stakeholder Lead	Priority	Timescales
2.1	Public Sector Site Development	A comprehensive and coordinated programme of residential led, mixed use development.	INW Northern Cluster: Little Donegall Street Library Street Kent Street	DfC / BCC	High	Short term

Development to encourage the urban economy and City Centre living

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3. Celebrate and Protect Local Heritage

Integrate and reuse historic buildings



	Project Title	Overview	Stakeholder Lead	Priority	Timescales
3.1	INW Heritage Stewardship	Establish a INW heritage subgroup to help champion, protect and deliver heritage projects (research, regeneration, repair and revival) -identify neighbouring heritage groups and explore partnership options.	DfC: HED, Destination CQ, BID One and Local Community	Medium	Short
3.2		Adaptive Reuse of Listed Buildings and 'buildings of local significance' - identify and connect potential tenants for short-term tenancies.			
3.3		Celebrate Local Culture and Heritage - in features such as public realm, lighting and wayfinding.			
3.4	Shopfront and townscape improvements	Opportunity for local businesses to improve the appearance of their premises and historic buildings throughout the INW. Priority Streets/ Phase 1 could include: - Donegall Street - Queen Street	DfC, Destination CQ and BID One	High	Short

3. Celebrate and Protect Local Heritage

Integrate and reuse historic buildings



	Project Title	Overview	Stakeholder Lead	Priority	Timescales
3.5	Belfast Central Library	Creating a culture-related “outdoor room” in the city centre – Library Street	DfC and LibrariesNI	High	Short term
3.6		Reactivate the street, maintain architectural heritage and a variety of uses – Library Street / Union Street / specialist lighting			
3.7		Opportunity to deliver flexible work, innovation and cultural space: Redevelopment of Belfast Central Library.	DfC and LibrariesNI	High	Medium term



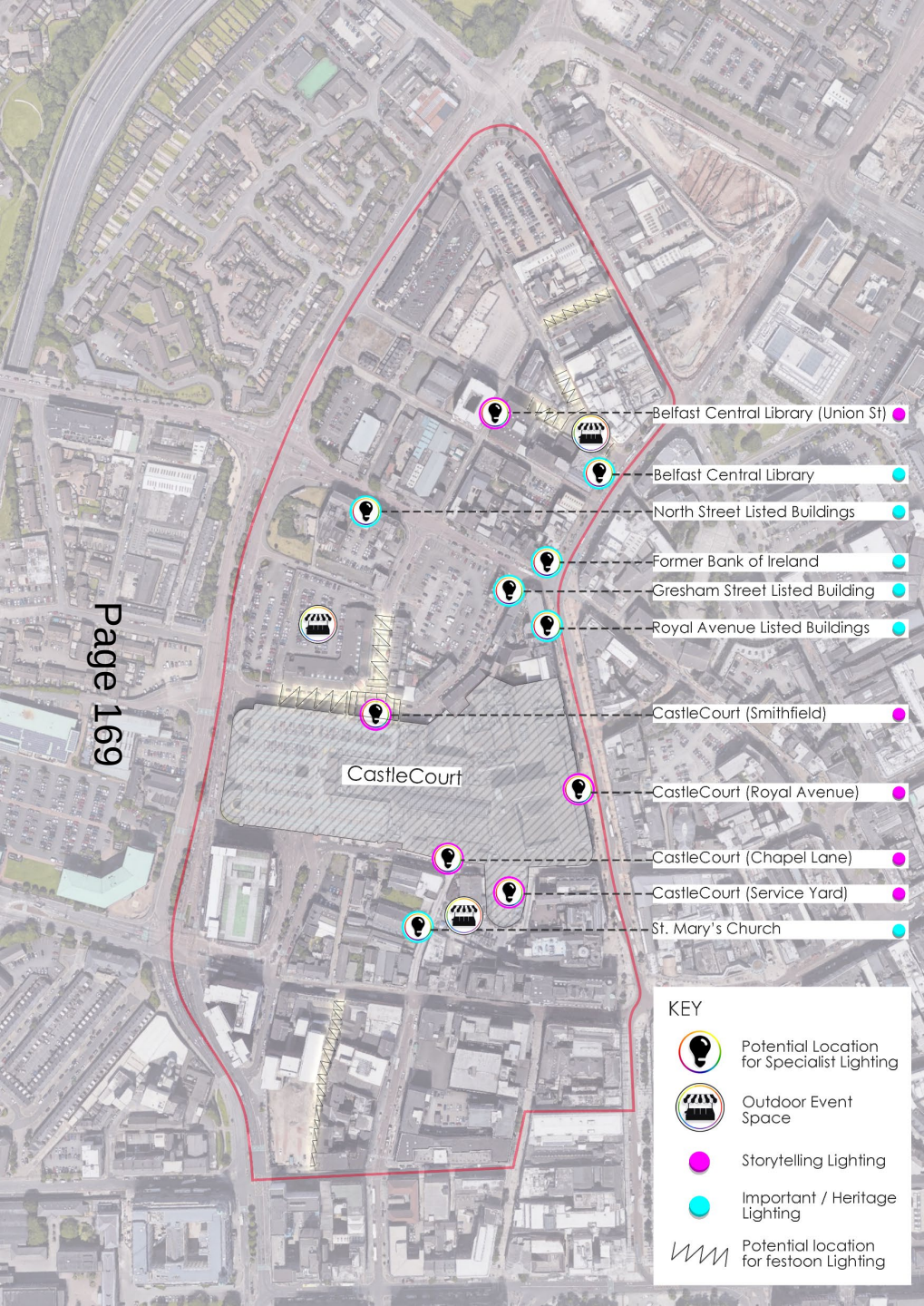
4. Bring the INW to life

Promote mixed use development to encourage the urban economy

	Project Title	Overview	Stakeholder Lead	Priority	Timescales
4.1	Temporary Open Space Pilot at Library Street	Opportunity to put in place temporary measures to test out the 'Library Square' proposals in advance of Belfast Streets Ahead Phase III being implemented.	DfC / BCC and Libraries NI.	High	Short

4. Bring the INW to life

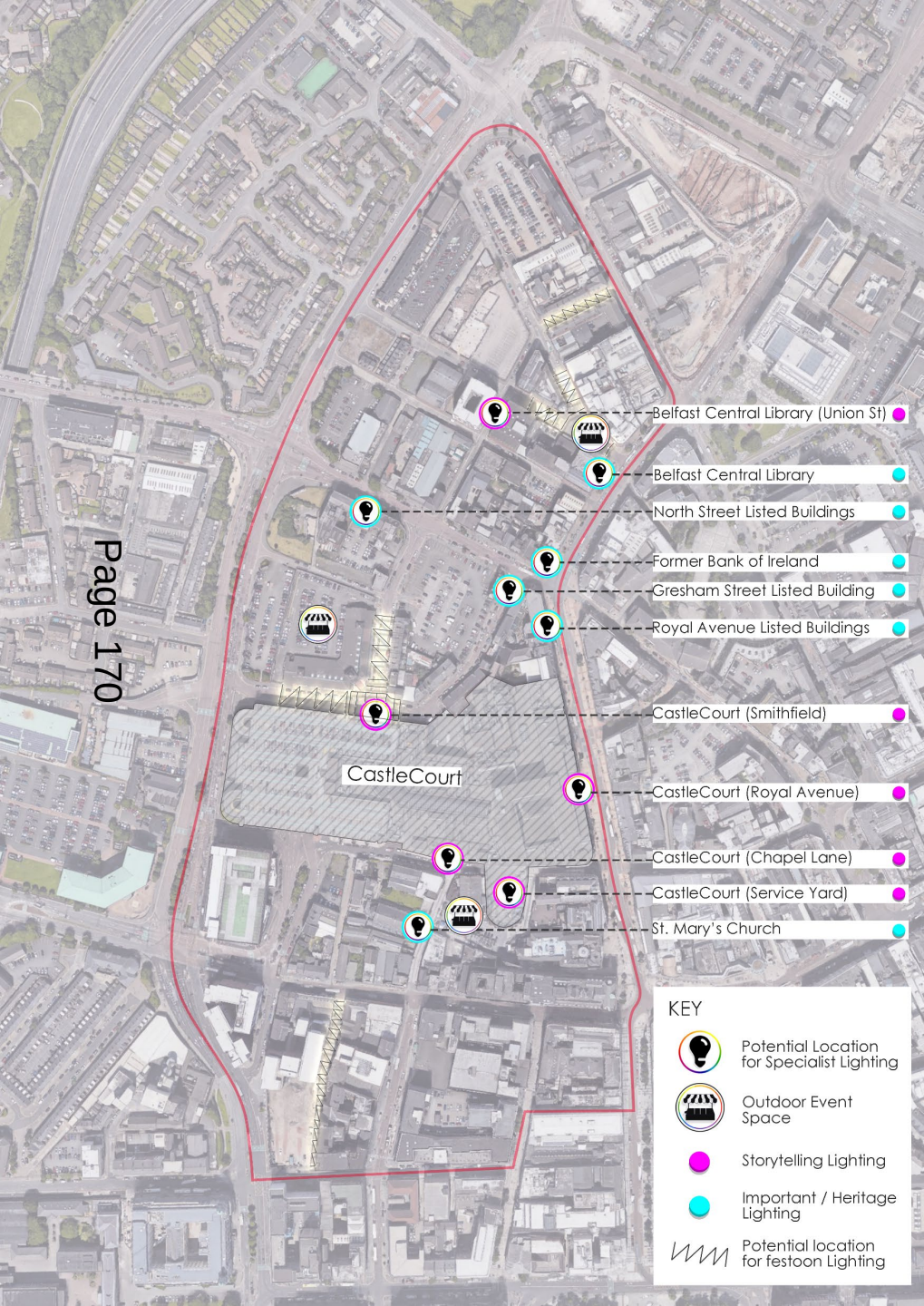
Promote mixed use development to encourage the urban economy



	Project Title	Streets/ Spaces	Stakeholder Lead	Priority	Timescales
4.2	Specialist Lighting	Festoon Lighting (overhead street lights): - Union Street (Donegall St to Little Donegall St) - Library Street - College Court - Marquis Street - Smithfield Market Historic Building Lighting: - Belfast Central Library (front façade) - Bank of Ireland - Gresham Street - North Street Listed Buildings - St. Marys Church Storytelling through light: - Castle Street - Castlecourt - Castlcourt service yard (Berry Street)	BCC / DfC	High	Short

4. Bring the INW to life

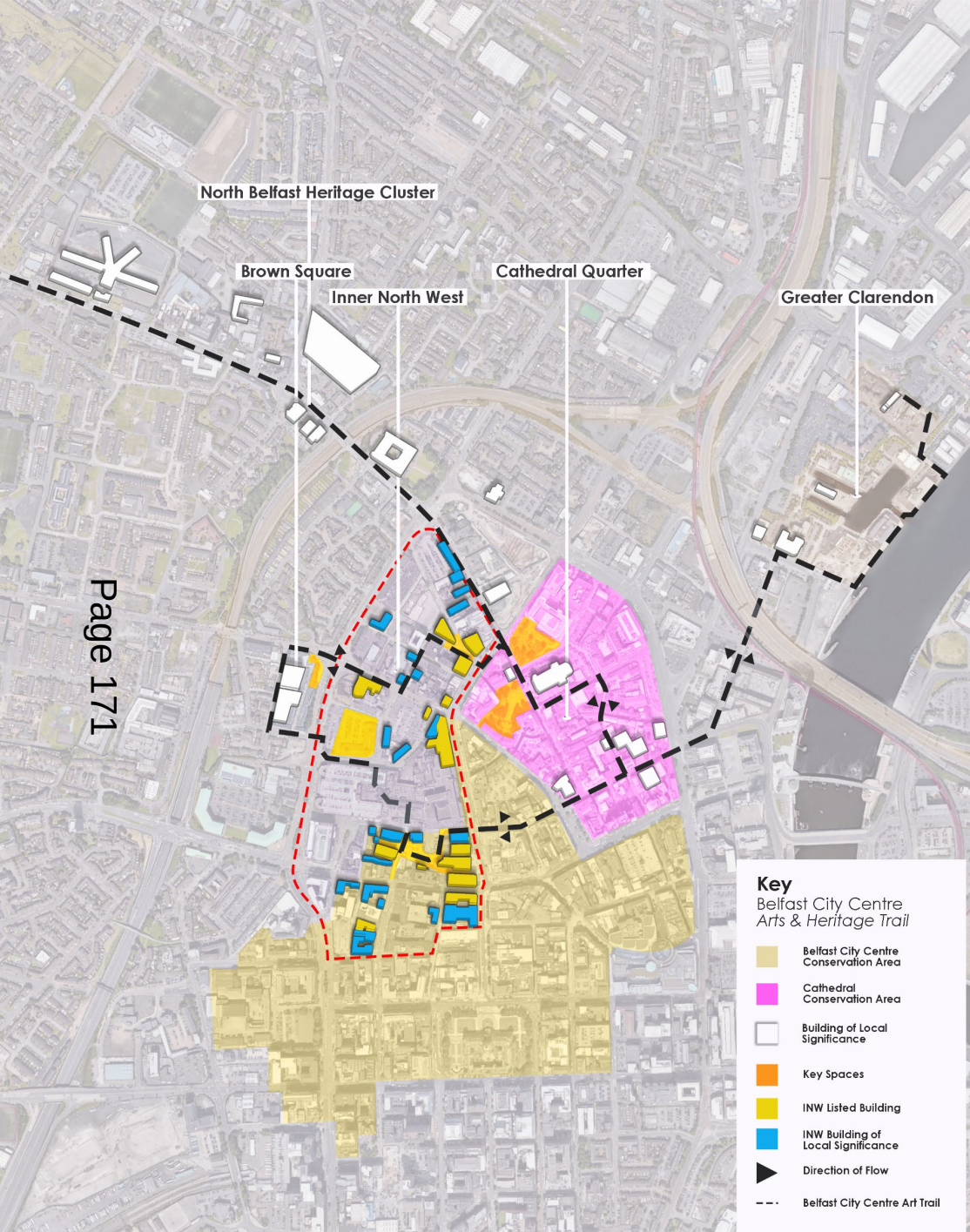
Promote mixed use development to encourage the urban economy



	Project Title	Streets/ Spaces	Stakeholder Lead	Priority	Timescales
4.3	Outdoor Activity / Events	Create programme/spaces for activities/outdoor events. Potential locations include: - BCC Smithfield car park (potential for speciality/ food markets) - Library Street - Bank Square	DfC, BCC, DfI, LibrariesNI and Destination CQ BID; Heritage Subgroup	Medium	Short

4. Bring the INW to life

Promote mixed use development to encourage the urban economy



	Project Title	Streets/ Spaces	Stakeholder Lead	Priority	Timescales
4.4	Link to Arts and Heritage Trail	Create a link to arts/ heritage trail from: Greater Clarendon / Sailortown to Cathedral Quarter through the INW to Brown Square and onwards to Clifton Gateway and Crumlin Road.	BCC, DfC and local communities.	Medium	Short term

Levers for Delivery/ Funding

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1. Public Realm Enhancements	2. Development Opportunities	3. Celebrate and Protect Local Heritage	4. Bring the INW to Life
- Improving Places projects (DfC): Belfast Streets Ahead Phase 3 - Public Realm Environmental Improvements (DfC): Clifton and Shankill Gateway Schemes - Developer Contributions (BCC): 5 C's public realm upgrade - Cycling Strategy (DfI)	- Strategic Sites Assessment / Development Briefs (DfC/BCC) - Developer Contributions (BCC) - Local Development Plan (BCC)	- Repair and Maintenance Guidance, Historic Environment Division (DfC) - Revitalise Schemes (DfC) - Historic Environment Fund (DfC) - Heritage Fund (National Lottery Heritage Fund NI) - Small Capital Grants Programme (DfC)	- Lighting Strategy (BCC) - Developer Contributions (BCC) - Future City Programme (BCC) - Heritage Fund (National Lottery Heritage Fund NI)

Appendix A: Detailed Inner North West Action Plan: Projects

Action Plan: Projects

The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.

Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
1. Public Realm Enhancements: <i>Create a Pedestrian and Cyclist Friendly Environment</i>						
1.1	INW Priority Public Realm Upgrade Scheme	Implementation of high quality public realm to rationalise space and prioritise pedestrians and cyclists. High Priority Streets/ Phase 1: - Union Street - Winetavern Street - Berry Street (removal of service yard) - King Street (rationalise space adjacent to Castlecourt) - College Court Medium Priority/ Phase 2: - Queen Street - Junction of Carrick Hill with North Street - Junction of Millfield with Smithfield Square North - Samuel Street	INW Public Realm Detailed Design: - Develop the concept proposals agreed in outline, taking into account any changes requested, indicating spatial arrangements, construction materials and appearance. - Prepare outline specifications and schedules of materials and maintenance. - Consultation: Consult with the local community and statutory authorities. - Cost Plan: Provide developed detailed information for preparation of estimate of construction costs. - Detailed Planning Application: Make detailed applications for statutory approvals. - Develop Technical Design: Develop detailed proposals in sufficient detail to obtain the Client's approval of the proposed materials, techniques and standards of workmanship. - Construction: Procure and appoint a contractor to undertake the relevant section of the works.	DfC	High	Medium term
1.2	Carrick Hill / Millfield Road Urban Boulevard.	Transform both sides of Carrick Hill/Millfield Road into an urban boulevard with green planting and reduced road widths where possible accommodating pedestrians and cycle use.	- DfC to engage design team to develop visuals/ street cross sections of Carrick Hill/ Millfield Road Urban Boulevard to assist in the promotion and 'buy in' of the scheme. - Explore feasibility of how/when an urban boulevard could be delivered linked to the progress of the York Street Interchange: which proposes to separate local and strategic traffic potentially reducing the traffic flows along Carrick Hill / Millfield Road during peak hours.	DfI (with BCC/DfC)	High	Medium/ Long term

Action Plan: Projects

The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.

Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
1. Public Realm Enhancements: <i>Create a Pedestrian and Cyclist Friendly Environment</i>						
Street Specific Projects						
Page 175	1.3 Removal of on-street car parking and locating planters temporarily	Union Street: (a) 3 spaces (b) 4 spaces	- DfC to engage with DfI to secure permission for the temporary removal of car parking spaces. - Engage with building/ business owners regarding opportunities for business 'usage' i.e. café seating. - Planters set out on parking spaces identified. - Project evaluation process to define the success of temporary measures to enable initiative to be rolled out/ made permanent.	DfC	High	Short Term/ Quick Win
		Winetavern Street: 4 spaces				
	Pedestrian area trialling	Library Street	- DfC to engage with DfI to secure permission for temporary vehicular access restrictions and removal of on-street parking: 8 spaces. - Assess opportunities to coordinate and bring forward through City Centre Connectivity Study and BCC weekend activities programme. - Engagement with community/ businesses to plan appropriate event in space. - Event scheduled and promoted.			
	Pedestrian Priority	Pedestrian Priority - New: - Union Street/ Donegall Street - College Court/Castle Street/ Marquis St Junction	- To form part of comprehensive public realm design scheme (ref 1.1). - Areas identified should be prioritised to influence direction of travel through INW. - Potential new pedestrian crossing points. - DfC to engage with DfI regarding short term measures including painted road interventions/ zebra crossings.			
		Pedestrian Priority – Upgrade to Existing: - Winetavern Street/North Street/ Union Street Junction - Castlecourt/ Winetavern Street Junction - Castle Street/ Queen Street	- To form part of comprehensive public realm design scheme. - DfC to engage with DfI regarding short term measures including painted road interventions/ zebra crossings.			

Action Plan: Projects

The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.

Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
1. Public Realm Enhancements: <i>Create a Pedestrian and Cyclist Friendly Environment</i>						
Street Specific Projects						
1.3	Cycle Friendly Streets and Cycle Parking	- Building upon DfI Cycle Strategy, designate dedicated cycle routes through the INW. Route could include: College Court- Marquis St-Winetavern St and Union St. - Develop cycling infrastructure such as cycle stands adjacent to proposed event spaces or attractors in the INW. Could include: Bank Square, Brown Square, Library Square.	- DfI to promote inclusion of cycle routes through INW within Cycling Strategy. - Detail plans for type of cycle route types, i.e. segregated from traffic via road markings, tracks within highway etc. - Consult community on cycle route proposals. - Develop out appropriate high-quality cycle parking.	DfC	High	Short Term/ Quick Win
	Child Friendly Streets	Pavement Painting: Winetavern Street College Court Marquis Street Library Street	- DfC to secure permission from DfI regarding street/ pavement painting. - Engage with local community and artist to identify most appropriate and engaging painting intervention.			
		Fixed Structures: Fountain Street Fountain Lane Queen Street Library Street	- Engage with DfI on proposals. - Engage with private building owners regarding opportunity to attach play mechanism to external walls.			
	Environmental Enhancements	Tree planting and temporary/ permanent planters located: Union Street Library Street North Street Winetavern Street Smithfield Square North Bank Square Castle Street Queens Street	- Temporary wooden planters and trees located on pavements and spaces throughout INW. - BCC through planning system to promote high quality landscaping as part of s76 (developer contributions). - DfC to promote and integrate Sustainable Drainage Systems through public realm schemes.			

Action Plan: Projects

The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.

Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
1. Public Realm Enhancements: <i>Create a Pedestrian and Cyclist Friendly Environment</i>						
Street Specific Projects						
1.3	Green Walls and roofs	Castlecourt and Berry Street (service yard wall).	- Engage with owner regarding willingness for green walls and associated structures to be attached to building. - Appropriate design to be undertaken.	DfC	High	Short Term/ Quick Win
	Pocket Park/ Parklets	Library Street ('Library Square')	- Engage with DfI regarding the implementation of pocket park and the removal of car parking spaces. - DfC to commission landscape architect to design parklet proposal. - Opportunity for Libraries NI to engage regarding opportunities for Library space/ users to utilise parklet.			
		Marquis Street	- Engage with land owner to secure relevant permissions to use the space and maintain it. - DfC to commission landscape architect to design pocket park proposal. - Engage with local business owners regarding best usage of space.			
		Smithfield	- Explore opportunities to implement parklet as proposed in 2018 Masterplan. - BCC to engage with landscape architect to design out proposal. - Engage with Smithfield Market and local stakeholders tenants regarding proposed design.	BCC and DfC	High	Short Term/ Quick Win
1.4	Maintaining Safe Streets	A dedicated maintenance programme/ pathway for the INW to ensure the continual upkeep of public realm.	- Led by Destination CQ BID, Belfast BID One and DfI, create a consolidated feedback channel for residents and businesses in the INW to identify the maintenance issue and the body responsible for the upkeep. - Local business operators and community groups to provide ready made 'maintenance champions' to help promote maintenance / upkeep. - These key stakeholders should be integrated into any improvement scheme and ensuing management strategy.	Destination CQ BID, Belfast One BID and DfI.	High	Short term

Action Plan: Projects

The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.

Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
2. Development Opportunities: <i>Development to encourage the urban economy and City Centre living</i>						
2.1	Public Sector Site Development: A comprehensive and coordinated programme of residential led, mixed use development.	INW Northern Cluster: - Little Donegall Street - Library Street - Kent Street	- Clustering of public sector sites to bring forward a comprehensive residential led, mixed use development. - Agree most suitable route or partner for delivery. - Planning Pre-application community consultation engagement to receive feedback on scheme proposals. - Planning Application submission and determination. - Commence construction of works.	BCC and DfC	High	Short term
2.2	Public Sector Site Development: DfC development briefs.	Samuel Street	- Development brief issued by DfC setting out site details, vision statement, design brief and proposal details for interested developers. - Receive proposals from potential developers. - Selection of a Preferred Developer.	DfC	High	Short Term
		83-87 Castle Street	- Submit and have received approval for their planning application within 9 months of the agreement being signed. - Commence construction of works within 6 months from the date of planning permission. - Complete the works within 24 months from the date of the planning permission.			

Action Plan: Projects						
The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.						
Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
2. Development Opportunities: <i>Development to encourage the urban economy and City Centre living</i>						
2.3	Smithfield Market	Targeted maintenance to improve the cleanliness, lighting and decoration of the existing premises to enhance the first impressions of the market.	BCC Markets Management Team to continue engagement with traders regarding improvements	BCC	High	Short Term
		A comprehensive and coordinated programme of residential led, mixed use development to include re-imagined Smithfield Market with new public realm.	- Engagement with Smithfield Market traders. - Agree most suitable route or partner for delivery. - Planning Pre-application community consultation engagement to receive feedback on scheme proposals. - Planning Application submission and determination. - Commence construction of works.	BCC (with DfC)	High	Long term
2.4	Section 76/ Developer Contributions	Through planning process, developer contributions/ S76 agreements to be allocated to align with plans and priority schemes identified in the INW. Private development sites coming forward throughout area. - Public sector development sites. - Bywater (full planning application submitted) - Bank of Ireland - Castle Street	- Through planning process, developer contributions/ S76 agreements to be allocated to align with plans and priority schemes identified in the INW.	BCC	High	Short Term

Action Plan: Projects						
The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.						
Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
3. Celebrate and Protect Local Heritage: <i>Integrate and reuse historic buildings</i>						
3.1	INW Heritage Stewardship	Establish a INW heritage subgroup to help champion, protect and deliver heritage projects (research, regeneration, repair and revival). Potential for those interested to seek partnership, share experiences with neighbouring heritage groups such as the North Belfast Heritage Cluster and Sailortown Regeneration Group.	- Identify clear roles and responsibilities. - Review revenue resources and funding. - Identify neighbouring heritage groups and explore partnership options. - Prioritise projects identified in the INW Masterplan and Action Plan, particularly those that could qualify for Historic Environment Funding and Grants or Heritage Lottery Funding.	DfC: HED, Destination CQ, BID One and Local Community.	Medium	Short term
3.2		Adaptive Reuse of Listed Buildings and 'buildings of local significance' - identify and connect potential tenants for short-term tenancies.	- Engage and work with building owners to identify funding streams for building maintenance and improvements. - Identify and connect potential tenants for meanwhile or short-term tenancies. - Collate a database of owners of 'buildings of local significance' and listed buildings (as defined in the 2018 INW Masterplan). -		Medium	Short term
3.3		Celebrate Local Culture and Heritage- in features such as public realm, lighting and wayfinding.	- Create a co-ordinated plan of events and projects. - Champion to express heritage and character of the INW in permanent features such as public realm, lighting and wayfinding, but also through events or temporary public art (ref 4.2).		Medium	Short term
3.4	Shopfront and townscape improvements	Opportunity for local businesses to improve the appearance of their premises and historic buildings throughout the INW. Priority Streets/ Phase 1 could include: - Donegall Street - Queen Street	- DfC working with BIDs and local communities to prioritise streets most in need of shopfront/ townscape improvements. - Potential DfC Revitalise Scheme funding. - Joint funding with DfC HED for improvements to heritage buildings (full buildings) should also be explored.	DfC, Destination CQ, BID One.	High	Short term

Action Plan: Projects

The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.

Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
3. Celebrate and Protect Local Heritage: <i>Integrate and reuse historic buildings</i>						
3.5	Belfast Central Library	Creating a culture-related “outdoor room” in the city centre – Library Street.	Library Street (see refer to ref 1.3 and 4.1)	DfC and Libraries NI.	High	Short Term
3.6		Reactivate the street, maintain architectural heritage and a variety of uses.	- Library Street / Union Street proposals. - Specialist lighting proposals (see ref. 4.2)		High	Short Term
3.7		Opportunity to deliver flexible work, innovation and cultural space: Redevelopment of Belfast Central Library.	- Develop a concept for the site redevelopment. - Engage in pre-application discussions with BCC and HED to establish capacity and parameters of the site. - Undertake pre-application community consultation on emerging proposals. - Submit Outline Business Case for proposals.		High	Medium term

Action Plan: Projects

The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.

Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
4. Bring the INW to life: <i>Promote mixed use development to encourage the urban economy.</i>						
4.1	Temporary Open Space Pilot	Opportunity to put in place temporary measures to test out the 'Library Square' proposals in advance of Belfast Streets Ahead Phase III being implemented.	- DfC to enter into discussions with DfI and the local businesses to review the opportunity to remove car parking space/s and implement a pocket park for a temporary period. - Work with DfI on the process required for temporary removal of spaces and road closure. - DfC to identify funding stream for the implementation/removal or relocation.	DfC / BCC and Libraries NI.	High	Short Quick win
4.2	Specialist Lighting	Festoon Lighting (overhead street lights): - Union Street (Donegall St to Little Donegall St) - Library Street - College Court - Marquis Street - Smithfield Market Historic Building Lighting: - Belfast Central Library (front façade) - Bank of Ireland - Gresham Street - North Street Listed Buildings - St. Marys Church Storytelling through light: - Castle Street - Castlecourt - Castlcourt service yard (Berry Street)	- DfI, DfC, BCC and local stakeholders to prioritise locations where new lighting should be implemented. - Lighting to add character and distinctiveness to heritage buildings within the INW. - This should be taken forward with the INW Public Realm Strategy.	BCC / DfC	High	Short Quick win

Action Plan: Projects

The priority projects that could be delivered or progressed in the short term (0-3 years) are summarised below. Where a phased approach is required, key actions are highlighted.

Ref	Project Title	Overview	Action(s)	Stakeholder Lead	Priority	Timescale
4. Bring the INW to life: <i>Promote mixed use development to encourage the urban economy.</i>						
4.3	Events	Provide potential locations for activities such as outdoor markets include: - BCC Smithfield car park (potential for speciality/ food markets) - Library Square - Bank Square	- Engage with statutory organisations, communities and businesses on development of meanwhile spaces and activities - DfC / BCC to engage with Libraries NI regarding meanwhile use on area adjacent to Belfast Central Library. - Stakeholders to meet and set out programme of events across INW area (could be championed by Heritage sub-group). - Stakeholders to explore funding mechanisms. - Appropriate licensing to be acquired. - Event programme to be coordinated, published and circulated.	DfC, BCC, DfI, LibrariesNI and Destination CQ BID; Heritage Subgroup	Medium	Short
4.4	Art and Heritage Trail	Create a link to arts/ heritage trail from: Greater Clarendon / Sailortown to Cathedral Quarter through the INW to Brown Square and onwards to Clifton House and Crumlin Road Gaol.	- DfC and BCC to engage with local tour guides and artists regarding content of trail and opportunities to expand arts throughout areas. - Wayfinding and promotion of trail for local groups and tourists.	BCC, DfC and local communities.	Medium	Short

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Subject:	Financial Reporting 2019/20
Date:	4th March 2020
Reporting Officer:	Alistair Reid; Strategic Director of Place and Economy
Contact Officer:	David Orr; Business Manager, Place and Economy Department

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Some time in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of Report /Summary of Main Issues
1.1	This report presents the Quarter 3 financial position for the City Growth and Regeneration Committee including a forecast of the year end outturn. It includes a reporting pack which contains a summary of the financial indicators and an executive summary (attached). It also provides a more detailed explanation of each of the relevant indicators and the forecast outturn for the year.
2.0	Recommendation
2.1	The Committee is asked to note the report and the associated financial reporting pack.
3.0	Main Report
3.1	Overall Council Financial Position The Council year end forecast is an under spend of £764k of the annual net expenditure budget. This was reported to the Strategic Policy and Resources Committee at it's meeting

	on the 21st February. Given the departmental forecast, it was agreed to reallocate the forecasted underspend to previously agreed commitments as follows: Air Quality - £215k
3.2	The People and Communities Committee on 5th November 2019 sought and received approval from this Committee on 22nd November 2019 to carry out an Air Quality Assessment costing between £145k and £215k depending on the final scope and complexity of the work. A specified reserve will now be set up to allow this work to be carried out in 2020/21. 2021 UEFA Supercup - £200k
3.3	The City Growth and Regeneration Committee meeting on 11th November recommended that priority be given to providing funding of £200k towards the hosting in the City of the event. A specified reserve will now be established for this agreed level of financing World Irish Dancing - £278k
3.4	The City Growth and Regeneration Committee on 6th December 2017 agreed to the hosting of the 2022 World Irish Dancing Championships in Belfast, at a cost of £400k. The current specified reserve stands at £122k and a further £278k will now be added to meet the Council's financial commitment to the event. Committee Financial Position 2019/2020
3.5	The Quarter 3 position for the Committee is an under spend of £774k (6.0%), with the forecast year end position being an over spend of £4k which is within the acceptable tolerance which is 3%.
3.6	The main reasons for the Committee under spend relate to vacant posts across a number of services which are offset by lower than budgeted income and also additional health and safety expenditure.
3.7	The main reasons for the forecast over spend relate to reductions in income against budget across a number of services and additional health and safety expenditure which are offset by vacant posts. <u>Financial and Resource Implications</u>
3.8	The report sets out the 2019/2020 quarter 3 position.

3.9	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> There are no equality implications with this report.
4.0	Document Attached
	Quarter 3 Performance Report

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City Growth and Regeneration Committee

Quarterly Finance Report

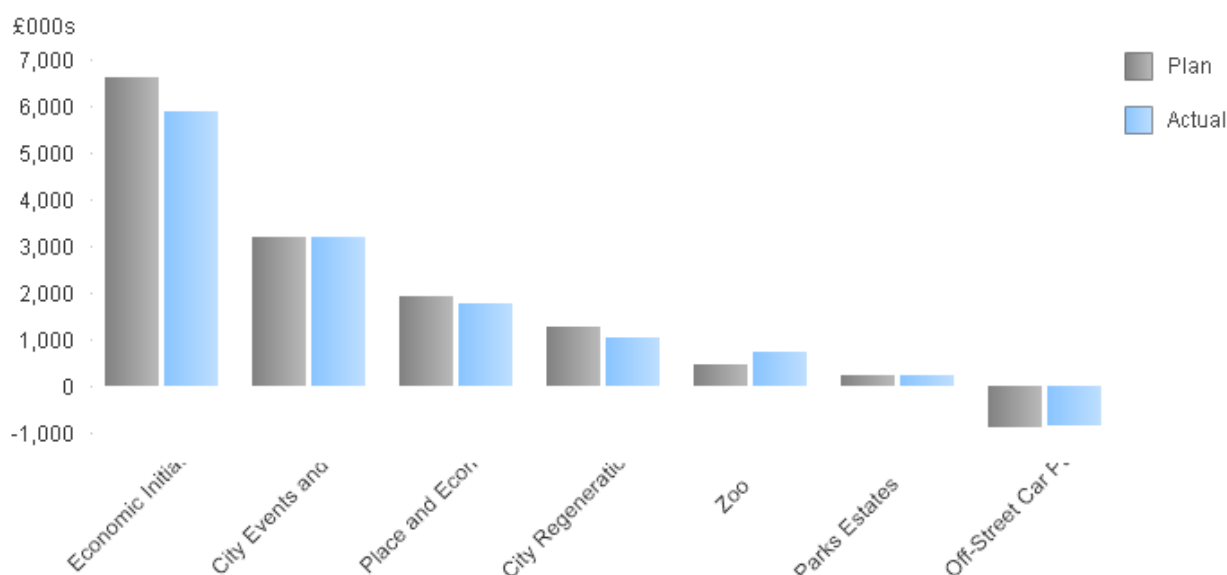
Report Period: Quarter 3, 2019/20

Dashboard

Quarter 3, 2019/20

Revenue Section							Page
Committee	YTD	YTD Var £000s	Var %	Forecast	Forecast Var £000s	Var %	3 - 7
Economic Initiatives & Internat Devpt		(704)	(10.7)%		(438)	(5.1)%	
City Events and Venues		(6)	(0.2)%		200	5.3%	
Place and Economy Directorate		(140)	(7.3)%		(101)	(3.8)%	
City Regeneration		(233)	(18.3)%		0	0.0%	
Zoo		269	60.0%		230	24.5%	
Parks Estates		7	2.9%		50	16.4%	
Off-Street Car Parking		33	(4.0)%		63	(5.5)%	
Total		(774)	(6.0)%		4	0.0%	

Committee Net Revenue Expenditure: Year to Date Position



The **City Growth and Regeneration Committee** budget is under spent by £773,952 or 6.0% of its net budgeted expenditure of £12.9m at the end of Quarter 3 of the 2019/2020 Financial Year.

The Committee's budget is made up of the following profit centres:

- ✚ **Economic Initiatives** (P&E):- Tourism, Culture, Heritage and Arts; Economic Development; Markets; European Unit and International Relations
- ✚ **City Events and Venues** (P&E): City Events; Belfast Waterfront; Ulster Hall
- ✚ **Place and Economy Directorate** (P&E): Belfast Bikes; Business Research and Development; Directorate
- ✚ **City Regeneration and Development** (P&E)
- ✚ **Estates Management** (PKS/CNS): Malone House; Belfast Castle; Stables Restaurant; Adventure Playground
- ✚ **Zoo** (PKS/CNS)
- ✚ **Off Street Car Parking** (H&ES/CNS)

Economic Initiatives & International Development (EIID) is under spent by £704,214 (10.7%); City Regeneration and Development is under spent by £233,340 (18.3%), Place and Economy Directorate is under spent by £139,942 (7.3%) and City Events & Venues is under spent by £5,611 (0.2%) whilst Parks Estates Management are over spent by £6,918 (2.9%); the Zoo is over budget by £269,202 (60.0%) and Off Street Car Parking is over budget by £33,035 (4.0%) at the end of quarter 3 of the 2019/2020 Financial Year.

There are five main areas that give rise to the current overall £774k (6.0%) under spend within the City Growth and Regeneration Committee budget at the end of quarter 3 of the 2019/2020 Financial Year. These are as follows:

1. Gross Income was £497k less than budgeted income to the end of Q3 2019. This variance relates to less income being received than planned in EIID £104k; the Zoo £286k, Directorate £36k, City Regeneration £43k; Parks Estates £35k and offset by increased income in Off Street Car parking of £8k.

2. Employee costs are £487k less than budget with under spends in Place and Economy Directorate £108k; EIID £254k, City Regeneration £270k and Parks Estates £10k as a result of vacant posts which are offset by additional employee costs in the Zoo £82k, City Events and Venues £10k and Off Street Car Parking £63k.
3. Premises expenditure was £58k less than budget with under spends in Off Street Car Parking £27k, Parks Estates £29k and the Zoo £19k offset by additional costs in EIID and City Events £11k and City Regeneration £7k.
4. Supplies and Services expenditure was £675k under budget. Under spends in EIID £545k, City Regeneration £13k, the Zoo £71k and Place and Economy Directorate £68k are offset by additional expenditure in Off Street Car parking £6k and Park Estates £12k.
5. Subscriptions & Grants expenditure is under budget by £51k with under spends in EIID of £17k, City Events & Venues of £24k and the Zoo £9k.

Service Analysis

EIID are under spent by £704,214 at the end of Quarter 3 2019-20.

(Budgeted Net Expenditure: £6,606,976; Actual Net Expenditure: £5,902,763)

Economic Initiatives are £704k under spent. Underspends in programme costs £562k and employee costs £254k, as a result of vacant posts, are offset by increased premises costs £8k (health and safety related) and reduced income of £104k in City Markets and the Innovation Factory.

City Events and Venues are currently under spent by £5,611 at the end of Quarter 3 2019-20.

(Budgeted Net Expenditure: £3,198,279; Actual Net Expenditure: £3,192,668)

City Events have an under spend of £6k at the end of period 9.

The Belfast Waterfront & Ulster Hall is on budget at the end of period 9.

Directorate are under budget by £139,942 at the end of Quarter 3 2019-20.

(Budgeted Net Expenditure: £1,919,015; Actual Net Expenditure: £1,779,073)

Within Directorate there is a current under spend of £140k. This is primarily as a result of under spend in employee costs of £108k due to vacant posts and also reduced expenditure with supplies and services of £68k due to profiling. This is then offset by reduced income of £36k in relation to the Belfast Bike Scheme.

The Zoo is over spent by £269,202 at the end of Quarter 3 2019-20.

(Budgeted Net Expenditure: £448,340; Actual Net Expenditure: £717,542)

Zoo net expenditure at Quarter 3 is £269k over budget mainly due to a reduction in income against budget and additional staff costs associated with Health & Safety issues.

Parks Estates are over spent by £6,918 at the end of Quarter 3 2019-20

(Budgeted Net Expenditure: £235,028; Actual Net Expenditure: £241,946)

Parks Estates net expenditure at Quarter 3 is £7k (2.9%) over budget due to under performance in relation to income which is being managed by reducing spend within supplies and services.

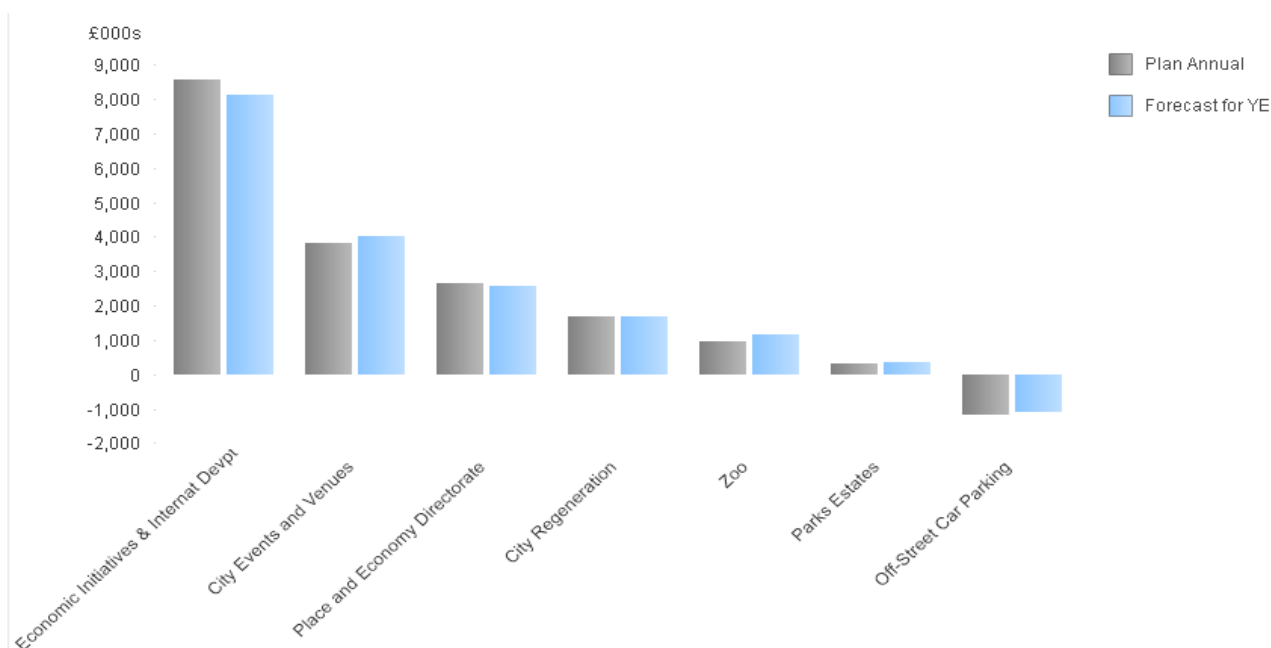
**Off Street Parking is over budget by £33,035 at the end of Quarter 3 2019-20.
(Budgeted Net Expenditure: -£828,007; Actual Net Expenditure: -£794,971)**

Off Street Car Parking net expenditure at Quarter 3 is £33k (4.0%) over budget due to under performance in relation to income and unbudgeted employee costs

**City Regeneration and Development are under spent by £233,339 at the end of Quarter 3 2019-20.
(Budgeted Net Expenditure: £1,276,616; Actual Net Expenditure: £1,043,277)**

City Regeneration and Development net expenditure is £233k (18.3%) under budget mainly as a result of vacant posts and reduced programme expenditure.

Committee Net Revenue Expenditure: Forecast for Year End



It is forecast that the **City Growth and Regeneration Committee** budget will be over spent by £4k of its budgeted net expenditure of £16.8 million at year end.

Economic Initiatives and International Development are forecast to be under spent by £438k (5.1%) at year end as a result of vacant posts and subsequently programme costs which offset additional health and safety costs and reduced income received.

The City Events and Venues service is forecast to be over spent by £200k.

Place and Economy Directorate are forecast to be under budget by £101k (3.8%) at year end as a result of vacant posts offset by reduced income in relation to Belfast Bikes.

City Regeneration and Development is forecast to be on budget at year end.

The **Zoo** net expenditure is forecast to be £230k (24.5%) over spent at year end mainly due to a reduction in income against budget and additional staff costs associated with Health and Safety issues.

Parks Estates net expenditure is forecast to be £50k (16.4%) over spent, at year end, due to reductions in income.

Off Street Car Parking is forecast to be £63k (5.5%) over spent, at year end, due to reductions in income against budget and staff costs.

City Growth and Regeneration Committee

Section Expenditure Budgetary Analysis & Forecast

Service	Plan YTD £000s	Actuals YTD £000s	Variance YTD £000s	% Variance	Annual Plan 2019/2020 £000s	Forecast for Y/E at P9 £000s	Forecast Variance £000s	% Variance
City Events and Venues	3,198	3,193	(6)	(0.2)%	3,802	4,002	200	5.3%
City Regeneration	1,277	1,043	(233)	(18.3)%	1,702	1,702	0	0.0%
Economic Initiatives & Internat Devpt	6,607	5,903	(704)	(10.7)%	8,568	8,130	(438)	(5.1)%
Off-Street Car Parking	(828)	(795)	33	(4.0)%	(1,132)	(1,069)	63	(5.5)%
Parks Estates	235	242	7	2.9%	304	354	50	16.4%
Place and Economy Directorate	1,919	1,779	(140)	(7.3)%	2,660	2,559	(101)	(3.8)%
Zoo	448	718	269	60.0%	940	1,170	230	24.5%
Total	12,856	12,082	(774)	(6.0)%	16,845	16,848	4	0.0%

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Subject:	Belfast Zoo – Update on Performance
Date:	4th March, 2020
Reporting Officer:	Ryan Black, Director of Neighbourhood Services
Contact Officer:	Kelly Gilliland, Neighbourhood Services Manager (North) Alyn Cairns, Belfast Zoo Manager

Restricted Reports	
Is this report restricted?	Yes ☐ No ☒
If Yes, when will the report become unrestricted?	
After Committee Decision	☐
After Council Decision	☐
Sometime in the future	☐
Never	☐

Call-in	
Is the decision eligible for Call-in?	Yes ☒ No ☐

1.0	Purpose of Report/Summary of Main Issues
1.1	The purpose of this report is to provide the Committee with an update on the Zoo's performance for Quarter 3 of the 2019-20 financial year.
2.0	Recommendation
2.1	The Committee is requested to note the Zoo's performance for the period October – December, 2019.
3.0	Main Report
3.1	Detailed within this report is an overview of the Zoo performance for Qtr 3 (19/20) across the following business areas; • Visitor Services • Education Services

- Animal Collection
- Marketing and Events, and
- Financial performance.

Visitor Services

3.2

- At the end of Qtr 3, footfall was recorded as 142K, 48K lower than last year, which represents a 25% decrease compared to the same quarter in the previous year. This is a significant fall in footfall which can primarily be contributed to poor weather, and significantly lower visitor numbers during November and December.

As requested by Members the table below provides a more detailed overview of visitor numbers for the past 5-years.

	2019	2018	2017	2016	2015	2014
Jan	4700	2501	5386	3282	3450	2761
Feb	9711	4935	6556	7961	9153	6044
Mar	8740	9671	11,119	30,459	14,438	15,595
Apr	24,011	22,807	34,521	15,675	44,906	40,301
May	15,663	34,082	27,106	32,649	24,896	23,234
Jun	17,997	27,062	23,187	23,478	39,254	32,581
Jul	29,393	43,445	37,141	39,328	38,460	48,216
Aug	30,104	35,091	37,239	50,222	49,008	43,134
Sep	9537	11,527	9248	11,083	12,958	17,396
Oct	8773	9455	8916	12,090	15,203	3135
Nov	3324	5084	5417	6080	3135	4743
Dec	3122	3969	2829	4400	3241	4411
Yearly Total	165,075	209,629	208,665	236,707	258,102	241,551

Qtrs 1-3 141,924 192,522 185,604 195,005 231,061 217,151
April - Dec

- To mitigate against the fall in visitor numbers in recent years, the Zoo Management Team is continuing to look at other ways of increasing revenue mainly via organising and marketing unique experiences and targeted events, some of which are outlined below as well as in 3.1.5. However, investment is required in order to be able further develop the Zoo as a competitive visitor attraction for both the City and the Region.
- The Zoo continues to offer interactive animal experiences, 'Keeper For a Day' (KFD) experiences and daily keeper talks and feeding times. Junior KFD income increased significantly during November and December, 30k by the end of Qtr 3, with Qtr 3

	income of 16.5K. Adult KFD had reduced availability from September to December 2019 (inclusive) due to operational priorities. • Membership remains the single best performing commercial product obtaining sales of £41.5k by end of Qtr 3. • The team continue to look at new product developments and corporate packages will be launching in January 2020. A volunteer package, 5-15 people, minimum donation of £150. Corporate team building day for 10-30 people, £30 per person. • The Zoo's accessible Zoo-mobile transport service is aiming to develop a hop on hop off service and relaunch of Zoo-mobile tours beginning of April 2020. <u>Education Services</u>
3.3	• Corporate volunteering continues to be successful. We had eight separate volunteering days with several companies participating including Citi, Santander, Ulster Bank, Allstate Insurance. • In October, Education officers had four outreach visits to schools, nine discovery sessions and ten groups undertaking self- guided educational tours at the Zoo. In November, Education officers had nine outreach visits to schools, two discovery sessions and three self- guided groups at the Zoo. In December, we had two discovery sessions and two self- guided groups at the Zoo. • November the education department submitted its application form for the Festival of Learning which will take place over two days in March and generated significant interest last year <u>Animal Collection/Welfare</u>
3.4	• The Zoo launched its 'Extinction in Focus' campaign in November 2019 entitled "Extinction is real, Extinction is now." The purpose is to inform and educate visitors about the real threat that our wildlife and habitats are facing. It will also allow us to highlight the role of a modern zoo and show case Belfast Zoo centring on some of our most endangered species.

- We were delighted to announce the Birth of a female Eastern Bongo calf born in December 2019. This beautiful but much-endangered African Antelope is a welcome addition to the European Endangered Species Programme.
- Belfast Zoo has been keeping and breeding the endangered Goodfellow's tree kangaroo from 2013. We were the first zoo to breed them in Ireland and the UK and we were delighted to welcome our fifth baby in October 2019.

The tables below outline the movement throughout our animal collection during the period Oct-Dec 2019 as a result of births, acquisitions, deaths and dispositions.

Births	
Animal	Number
Mammals	44
Birds	0
Reptiles	0

Transfers in (from other facilities)	
Animal	Number
Mammals	1
Birds	0
Reptiles	2

Transfers out (to other facilities)	
Animal	Number
Mammals	0
Birds	0
Reptiles	0

DEATHS				
Animal	Category			
	Natural Causes	Medical	Accidental	Listed below are the details of the accidental deaths listed,
Mammals	4			
Birds	3			
Reptiles	2			

**This does not include amphibians and invertebrates.*

***This does not include neonatal deaths - animal deaths up to a week after birth.*

Marketing and Events (Qtr 3)

3.5

- The Zoo ran its annual 'Boo at the Zoo' and Christmas weekend with visitor numbers for both events similar to last year. The Zoo again received a fantastic response to the donation of Christmas trees, and was featured on BBC radio extra.
- The Zoo announced its photographic competition winners in October 2019 - a record number of high quality entries were submitted this year (an additional 200 this year).

3.6	<u>Promotions and Events 2019/2020 (including planned)</u> At the last Committee meeting, Members also requested details of the annual programme of events delivered at the Zoo. Detailed below is a list of all events delivered and planned throughout 2019 and 2020, which demonstrates the variety of programmes and initiatives; <table border="1"> <tr> <td>Easter Extravaganza</td><td>20 - 28 April 2019</td></tr> <tr> <td colspan="2">Treasure hunt on Easter Monday and Tuesday, range of prizes including animal adoptions, memberships and animal experiences. Zoo partnered with Grand Opera House and one family won a family ticket (four seats) to 'Madagascar the Musical.'</td></tr> <tr> <td>Love your Zoo week</td><td>25 May to 2 June 2019</td></tr> <tr> <td colspan="2">Taps into BIAZA's national zoo week. 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3.7

Love your Zoo	23 - 30 May 2020
Taps into BIAZA's national zoo week. Family fun event with added value activities e.g. touch tables, feeding times, animals trails, activity passport etc.	
Dreamnight	5 June 2020
Exclusive event for terminally ill children and their families to enjoy a visit to the Zoo, with some additional activities and entertainment provided in kind by external suppliers.	

Financial Performance

	Annual budget	Qrt 3 budget	Year to date actual	Variance
Income	-£1,902,035	-£1,760,203	-£1,473,804	£286,399
Expenditure	£2,842,409	£2,208,554	£2,191,346	-£17,197
NET TOTAL	£940,374	£448,340	£717,542	£269,201

- Income at Qtr 3 was below budget by £286k (16%). This is primarily attributed to lower footfall over peak season due to poor weather.
- General admissions remain as the main income generator at 69%, followed by retail at 20% and education at approximately 5%. Commercial products (animal experience, memberships, adoptions etc.) contribute 4% of income, and commissions (catering and photography) account for the remaining 2%.
- Memberships were the best-selling commercial product in Qtr 3 with sales of £41.5k by the end of the period, followed by Junior Keeper at £30k and animal experiences at £19k.
- Average spend per head is £13.77 which is an increase of over £1.27 compared to the same period the previous year.
- Zoo net expenditure at Qtr 3 is £2.19m, which is on target against budget. Staff costs remain the highest cost area at with an overspend of £83k due to seasonal staff, absence cover and temporary cover. The Zoo continues to work hard to reduce expenditure in other areas to offset this area of overspend, however the Zoo is faced with significant unplanned spend associated with necessary health and safety works from the independent safety report e.g. £25k of tree removal works.
- The Zoo has also recently appointed a new Franchise Caterer and it is hoped that as a result there will be opportunities for the 'spend per head' by visitor to grow.

3.8	<u>Financial and Resource Implications</u> The Qtr 3 net expenditure position is £269k overspent with a forecast overspend position of £230k by year end. As noted in the previous Qtr 2 report the poor weather over the summer, as well as the cost implications of implementing the recommendations and high priority actions (many of which focussed on addressing risk and improving health and safety), have played a part in the resulting overspend. As outlined, in 3.1.2 and 3.1.5 the Zoo Management Team is continuing to focus on improving and broadening the customer offer as well working with business support to reduce spend and make savings where possible. <u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.9	None.
4.0	Documents Attached
	None.

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