



Belfast

# The Belfast Agenda

Your future city

A draft for consultation

# What is the Belfast Agenda?

**It is Belfast's community planning framework, built by a partnership of organisations and led by Belfast City Council. It represents our joint commitment to the city and its long-term success.**

It is our shared agreement to work better together for the good of everyone who lives here.

It is an ambitious and inclusive vision for the future with a set of stretching goals that will create a better quality of life for all.

There is strong agreement and commitment across all political parties in Belfast City Council to deliver the Belfast Agenda.

It sets out a leadership framework that will support inclusive economic growth and improved services for residents and businesses. We want sustainable success for the city and we want to ensure this success can reach everyone who lives here.

The Agenda identifies the work that we all need to focus on if we are to unleash the energy and ability that exists in our people and communities.

Its content is shaped by a substantial evidence base; by conversations with people across the city about the type of place they want Belfast to be and by a deep understanding of the opportunities and challenges that we face.

**It is an agenda for everyone** – for all parts of Belfast and our diverse and talented communities as well as for the many people beyond our boundaries who depend on the city's success for work.

It is still developing and over the coming months we want as many people as possible to tell us what they think about the direction being set so we can improve it and ensure that our resurgent and dynamic city goes from strength to strength. It provides a framework within which we can create more detailed action plans using an outcomes-based accountability approach, informed by a detailed, shared evidence base.

We, the party group leaders of Belfast City Council, commit ourselves to the collaborative leadership needed to drive and deliver this vision for Belfast. We want to thank our partners and people across Belfast who have worked with us to bring it to this point. We look forward to working with all of you to re-imagine our Belfast.

**Belfast City Council Party Group Leaders**

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## **The Belfast opportunity**

### **A new vision for Belfast**

#### **Our focus for the next four years**

Growing the economy

Living here

City development

Working and learning

#### **How we developed the Belfast Agenda**

##### **Towards delivery**

##### **The community planning partners**

# The opportunity

**Imagine yourself in 2035 – what do you want to achieve? What are your hopes for you and your family? What kind of Belfast do you want to live in?**

Now think – what might help and what might get in the way?

When we asked people what they wanted in a future Belfast they talked about a city where everyone has a good start in life, a good education and a good job. Where everyone has safe, good quality places to live, work and play, where people get on with each other.

They talked about Belfast as a place where we take care of each other, that celebrated youth and age and diversity and made sure no-one was left behind.

Belfast should have a vibrant cultural life and be a place that inspires innovation. A well connected place in which you can move around easily. People wanted Belfast to be outward-looking and confident on the world stage, competitive and forward-looking. They talked about the beauty of the city, its natural and built environment and the need to take care of the place now and for future generations.

Our conversations across the city confirmed that Belfast is already a place of energy, optimism and ambition.

Our city has a young and increasingly diverse population and is attracting people from across the world who are bringing new skills and vibrancy to our communities.

People want to come here to experience our city - tourism is growing year on year. Our success in economic growth areas such as tourism is making a vital contribution to the wider Northern Ireland economy. We are a major employer of people living in and outside the city. Our universities, Belfast Met and industries are important contributors to research and development, skills and trade. We have real talent and creativity and are not shy of hard work. Such energy is a magnet for global companies who are attracted by, amongst other things, our talent and next generation digital connectivity.

We have a unique history of pioneering voluntary and community action with strongly embedded social capital across many of our communities.

The city has been transformed through physical and cultural regeneration. In recent years over £2 billion has been invested in cultural facilities, retail, leisure and housing. Our revitalised city centre, with its top class bars, restaurants and hotels, is evidence of the many positive changes that have already taken place.

But there are also things that are getting in the way of connecting people to this success – health, educational and economic inequalities are too high and, while certain people and parts of the city have benefited from economic growth, many others remain disconnected from wider success, unable to reach their potential because they don't have the skills or have not had the right life opportunities.

Division and segregation continue to put a brake on the potential of many people and communities. We have a highly qualified and highly skilled population but we also need to address educational inequalities that leave too many people without formal qualifications. Unemployment within the city ranges from 1% to 16% across wards with people facing multiple barriers to opportunity.

And we need to ensure that our urban infrastructure is renewed so that it meets the demands of a 21<sup>st</sup> century economy, including the need for effective, sustainable transport solutions.

**The Belfast Agenda is about re-imagining our city, building upon our strong foundations – it is about creating opportunity and removing the barriers that prevent people from fulfilling their potential.**

The city is resurgent and re-energised. Now is our time – and every one of us needs to ensure that we can connect as many people as possible to Belfast's opportunities.

**The Belfast Community Planning Partners**

**Insert map**

## **A new vision for Belfast**

Belfast will be a city re-imagined. A great place to live for everyone. It will energise and drive a successful economy where everyone can reach their potential. Beautiful, well connected and culturally vibrant, it will be a city shared and loved by its people and admired around the world. It will be a producer of and magnet for talent, investment, innovation and creativity - a compassionate place where people create value and are valued.

To achieve this vision we will work towards these outcomes:

- Everyone in Belfast benefits from a thriving and prosperous economy
- Belfast is a welcoming, safe, fair and inclusive city for all
- Everyone in Belfast fulfils their potential
- Everyone in Belfast experiences good health and wellbeing
- Belfast is a vibrant, attractive, connected and environmentally friendly city



# Our ambition for growth and opportunity

There are many things that we will need to do to make this vision a reality. Success will depend on hard work, ingenuity and collaborative commitment by all the organisations and people with a stake in our city's future.

To create a sense of urgency and encourage innovation and new thinking, we are setting four bold ambitions for city partners to achieve by 2035. We recognise that these are challenging but we believe that if, as a city, we can meet these goals, then we will have made substantial progress towards realising our vision.

We know from the experience of other cities that growing our population will be both an indicator of success and a means to achieving it. We also know that the best route to a better outcome for most people is a good job. Therefore, we want to put a figure on our ambition for increasing the population and jobs. Our aim is that by 2035 our city will be home to 70,000 more people and 50,000 more jobs.

We know that we will need to shape our city to ensure that this can happen in a sustainable way and that is why we are creating a Local Development Plan – to shape the physical future of the city – including housing, roads and other infrastructure alongside our Belfast Agenda.

Of course, growth on its own is not enough. It must be inclusive and should help reduce inequalities and create opportunities for all.

So we have set ourselves two further bold ambitions - that every young person leaving school has a destination that fulfils their potential. And that we reduce the current significant gap in life expectancy between our most and least deprived neighbourhoods.

Our city is home to an additional

# 70,000

new residents by 2035

Our urban economy supports

# 50,000

more jobs by 2035

By 2035

# 50%

reduction in the life expectancy gap between neighbourhoods

By 2035 every young person

# 100%

leaving school has a destination that fulfils their potential

## **More about our outcomes**

The four big ambitions are drivers for action and change. They set the dramatic challenges for city partners. These are complemented by our outcomes framework – which describe our ultimate destination.

The five outcome statements below set out the ‘conditions of wellbeing’ people want for our city by 2035. They reflect the breadth of the collective aspirations of our residents as articulated during the ‘Belfast Conversation’ engagement programme over the last twelve months. The conversations were locally based engagement events where people talked about Belfast today and what they wanted for the future.

We recognise that the outcomes are aspirational and delivering them will require long-term commitment. Many of the issues at play are subject to complex factors; however, these shared outcomes have a strong power to bring partners together and to fire the ambitions of our people. We believe they will provide the energy and enthusiasm to drive forward the Agenda.

### **Everyone in Belfast benefits from a thriving and prosperous economy**

By 2035, Belfast will have a diverse and growing economy and a bigger and more competitive business base, capable of attracting increased visitors and investment. It will provide high levels of employment, supported by a skilled workforce and the city will create wealth that can be enjoyed by all.

### **Belfast is a welcoming, safe, fair and inclusive city for all**

By 2035, Belfast will be a place where everyone will continue to feel welcome and safe and will be treated fairly with equality and respect in a city that values diversity/difference and encourages civic participation.

### **Everyone in Belfast fulfils their potential**

By 2035, everyone will be supported and enabled to reach their full potential to succeed and make a positive contribution to city life. Everyone will have access to information, education, training and lifelong learning and can access jobs and opportunities to actively participate in all areas of life.

### **Everyone in Belfast experiences good health and wellbeing**

By 2035, everyone will live a healthy lifestyle and will experience the best possible physical health and emotional wellbeing. Health inequalities will be reduced and those who suffer from poor health will receive the care and support they need in a compassionate city.



## **Belfast is a vibrant, attractive, connected and environmentally friendly city**

By 2035 everyone will enjoy attractive, well-serviced, clean neighbourhoods and a thriving city centre equipped with a range of facilities, activities and things to do. It will be a city that will encourage walking, cycling and the use of public transport, as well as recycling waste and improving energy efficiency. It will be a city where everyone will be able to enjoy the natural and built beauty of Belfast, linked to its hills, parks, river, lough, fine buildings and public space.

### **Tracking our outcomes**

If these are the outcomes we want to achieve by 2035, we need to have a sense of how far the Belfast of today is from making them a reality.

Given the nature of the statements they are difficult to quantify directly. So for each of the five outcome statements, partners are proposing a set of high level indicators called “population indicators”. We believe that taken together these indicators will give a strong sense of our direction of travel. They are set out throughout the document and then captured together in Appendix I against each of the five outcomes.

# Our shared values

Our agenda has been influenced by a set of shared values that have shaped its design and will inform its delivery.

- **A focus on outcomes for people**
- **Partnerships for collaborative gain**
- **Decisions driven by evidence**
- **Inclusiveness, care and compassion**
- **Equality and Good Relations**
- **Resilience for the future**
- **Innovative, people-centred design and delivery**
- **Sustainable development and respect for our environment**

# **Our focus for the next four years – inclusive growth**

Our vision and outcomes are long-term, but we have identified a number of medium term priorities that we need to act on right away in order to build momentum and bring about change.

For Belfast to work we need as many people as possible to contribute to, and benefit from, its success.

That is why the Belfast Agenda is not just about economic growth but about **all the things that make the benefits of growth as inclusive and widespread as possible**. We need to address interlocking issues of poverty, economic inactivity and unemployment. We need to create jobs and make sure that those most in need of work can get those jobs.

That is why our immediate priorities are not just to grow the economy but to make sure people have the best life chances, no matter where they are born or where they live in Belfast. Our priorities are therefore grouped under four headings:

## **Growing the economy**

Creating jobs and investment in the city

## **Living here**

Creating a great city and  
neighbourhood living experience

## **City development**

Creating the right infrastructure and  
regenerating our city

## **Working and learning**

Supporting growth and connecting people  
to opportunities

More detail about what we aim to do under each of these priorities is set out in the diagram below:



We will set stretching goals for each priority and initiate catalytic work streams which will create real progress towards achieving our vision. Our initial sense of what this work should be is set out in the following section.

We want to know what you think about these priorities and if we are focusing on the right things.

# Growing the economy

Together, we will:

- Create employment and opportunity
- Attract investment into Belfast
- Foster business growth in Belfast
- Strengthen business relationships and make it easy to do business
- Maximise the impact of the city region
- Increase tourism spend
- Reduce economic inequalities.

# Why this is a priority for Belfast

**A thriving and prosperous economy is the engine of change for our city and the critical contributor to all of the outcomes that we wish to achieve.**

As the region's capital city, major population centre and the hub for business and employment, Belfast is critical to Northern Ireland's economic future.

Growing a diverse and inclusive economy and creating more and better jobs has consistently been the main priority raised by residents and other stakeholders.

**Inclusive economic growth means that as many people as possible contribute to and benefit from economic success. It is about more and better jobs; improving living standards and earnings; offering in-work progression and challenging barriers to employment. As it is about improving life chances it is something no one organisation or sector can deliver alone; we must do it together.**

The economic growth and prosperity of Belfast is spread well beyond the city. More than half of those employed in Belfast travel from outside the Council boundary. While there is uncertainty in the global economic market, Belfast does not face this challenge alone. Business will continue as the city and region adapts to meet the new challenges, locally and internationally. Belfast already has a proven track record in successfully attracting foreign investment. The city continues to offer favourable economic conditions, including competitive labour costs, a pool of skilled graduates and a growing international reputation as a venue for major events and leading tourist destination.

Global trends tell us of the importance of growth in new sectors, including financial technologies, cyber-security, film and animation and connected health. Our long-term agenda must include plans for these shifts.

To build on our strengths and prepare for the future, the city has systemic issues that need to be addressed by all partners. For example, parts of the city continue to suffer from high economic inactivity and we have relatively low rates of business start-up. And whilst in many areas we have high skill levels, in others many people don't have the skills they need to succeed. There is still a substantial fiscal deficit, demonstrating that the city needs higher levels of productivity. We have an imbalance between the size of our private and public sectors.

As a result, Belfast has shown only limited improvement in its competitiveness in the past five years when compared to 40 other European cities. To be competitive at an international level, Belfast needs

to tackle these underlying and inter-connected issues with innovative and collective action.

Rebalancing the economy by encouraging private sector investment is essential for generating sustainable growth, increasing productivity and creating diverse and well paid jobs.

Central to this is improving the skills and employability levels in the city. It is important that as many people as possible benefit from growth and the city's success.

We need to be a connected and cohesive city that not only extends its influence well beyond its boundaries but also delivers for the local population – a balanced and sustainable programme of inclusive economic growth is required.



## Our ambition

It is important that partners have a common basis from which to track the combined impact of our work. We want to quantify our ambition and set challenging goals that will act as a spur to collective action and innovation while also offering a basis for accountability to our residents and to business.

There is substantial work still to be done in order to refine these measures but, broadly, partners have agreed that the following will help us measure the success of our 'Growing the Economy' work streams.

### Stretch goals – four years

Together, by 2021, we will:

1. Create 15,000 new jobs
2. Attract £1 billion of private sector Foreign Direct Investment
3. Support 4,000 small business start-ups
4. Double the economic value of out-of-state tourism
5. Welcome 1.5 million overnight tourist stays per year

### Population indicators to 2035

In order to measure our combined impact we also need to track our progress towards delivery of our long-term outcomes by improving the following population indicators:

- The city's productivity levels
- Investment into Belfast
- Performance of the Belfast Urban Area economy
- The number of new business start-ups versus the number of business deaths
- The proportion of the population living in relative poverty
- The proportion of working-age population in Belfast who are unemployed
- The employment rate of 16-64 year olds by deprivation quintile

- The gap between current and future skill needs (skills barometer measure)
- Economic inactivity rate (excluding students)
- Average earnings
- Total spend by external visitors

## **Data development**

The city also needs a number of new ways of measuring the growth in our economy. Partners will work together to create these new measures:

- A Belfast Inclusive Growth Monitor Scorecard
- A measure for the number of social enterprises
- A measure of city innovation
- A measure of Belfast's impact on the wider regional economy
- A measure of Belfast's city competitiveness compared to other cities
- A measure for entrepreneurship

## **Building momentum - getting started**

So that the city can address the priorities for economic growth and achieve the ambitions that we have set, partners have identified a number of 'game-changing' work streams. These will require long-term collaborative commitment by many organisations.

Some of the proposals are already in train but most will require significant development work over the coming months.

## **Establish a Belfast Economic Forum to develop and deliver an integrated, sustainable approach to inclusive economic growth and investment across the city and the city-region**

We want solid, partnership-based delivery of economic growth for the city and the city/region. We will establish an economic growth forum with the NI Executive to drive forward the achievement of our economic growth goals and develop joint solutions to shared challenges.

This partnership will create an effective economic strategy for Belfast and the city/region, which supports and complements the Executive's strategy for economic growth. It will build a coherent and evidence-based approach to improving city competitiveness, job creation and support for businesses.

It will deliver long term strategies for key growth sectors, including retail, hotel, office development, financial tech and creative industries, as well as export-led strategies to support business growth.

## **Build the city's position as a magnet for Foreign Direct Investment (FDI)**

We will work with Invest NI to attract and support investment in the city. We will have a market-facing strategy to ensure that Belfast is business and investor friendly.

We will continue to provide a warm welcome and a network of professional and other services for new and existing businesses, investors and developers that are keen to invest in the city.

## **Develop an international relations framework**

We will work with city partners to create a new framework to maximise the city's new and existing international connections to drive trade, investment and tourism and to encourage cultural and other linkages.

## **Making Belfast a great place to do business**

We are committed to a joint programme that further enhances Belfast's reputation as a place to create and grow successful businesses, which supports local entrepreneurs, meets the needs of business start-ups, existing businesses that wish to grow and also those foreign owned businesses that may choose to invest in the city.

Designed in partnership with the business sector we will offer tailored support that simplifies the regulatory process; offer routes to financing and investment; provide access to a skilled local workforce; signposting to professional networks and support and help in sourcing the right development land, office space or retail outlet. We will develop the 'business eco-system' in the city to create a supportive environment for business start-up, growth, investment and success.

## **Harness innovation to drive city growth**

Information technologies and data science are powerful engines for the future economic growth of Belfast. Partners will work with our local universities, digital SMEs and the third sector (non-government organisations such as voluntary and community groups) to design and deliver a Smart Belfast framework. This will build the necessary foundations required to generate innovative solutions to address major city challenges while also supporting our local SME sector to develop world-class products.

## **Create a resilient city**

As part of the 100 Resilient Cities programme, founded by the Rockefeller Foundation, we will appoint a Belfast Commissioner for Resilience who will work with partners to develop a strategy to take a targeted approach to addressing those issues which pose the greatest risk to the city and its economy.

## **Drive city-region sustainable growth**

Along with the NI Executive, we will explore new financial mechanisms/models to enable better use of budgets by NI Departments, public bodies and councils to facilitate economic growth and the implementation of agreed priority schemes.

We will exploit the financial tools available to both central and local government to invest in capital schemes which can unlock major investment and development opportunities.

## **Develop an integrated and collaborative approach to raising entrepreneurship levels and business starts**

We will make it easier for businesses to access the support they need by developing and branding a cohesive continuum of support, from pre-enterprise awareness to starting and growing a business and exporting.

## **Develop an integrated and inclusive growth approach**

We will work with city partners to develop a Belfast-led inclusive growth programme that fosters place-based growth to maximise the multiplier effect of social and physical infrastructure investments. It will identify and support opportunities for residents to enter the workforce by providing accessible routes into employment and offer a coherent progression pathway through the labour market. The programme will also seek to build a measure of inclusive growth.

### **Sector specific support**

We will work to create an environment that fosters local business to start-up and grow. We've invested in a new Innovation Factory that joins other innovation hubs to enhance a growing city innovation eco-system. We will support and nurture business in the burgeoning creative and digital sector.

# Living here

Together, we will:

- Improve neighbourhoods
- Improve the city living experience
- Improve community relations
- Reduce life inequalities
- Enable active, healthy and empowered citizens
- Provide fit-for purpose city services
- Support and care for people who face multiple challenges
- Support our young people and older people

# Why this is a priority for Belfast

**Belfast must provide the opportunity for all of its residents to lead healthy, engaged and fulfilling lives as part of vibrant, growing, welcoming and sustainable communities and neighbourhoods.**

A thriving and healthy Belfast enables and empowers its residents to reach their full potential at every stage of life. It means providing the opportunity to lead a fulfilling life whether that is through employment, education, volunteering, learning for fun, sports or participating in the arts, culture, and heritage. Such a city is also economically more successful as it is likely to encourage people to work, study and live there, thereby providing a more diverse and attractive environment for visitors and investors.

For many people Belfast offers a high quality of life. It is a culturally rich city, playing host to a wide range of festivals and arts, music, sports and cultural events in which the majority of our citizens are actively engaged throughout the year.

Most of our residents are living longer, healthier lives. People over 60 already make up one fifth of our population and this is forecast to increase dramatically to over one third by 2050. Older people have told us that “Belfast is already a good place to grow old”. As a member of the World Health Organisation's Global Network of Age-friendly Cities, we must continue to improve our services and structures to meet the needs of an ageing population with a wide range of abilities and needs. The city relies heavily on the contribution older people make to their families, their communities and the economy.

But the city is also a place of young people, who make up a third of the population of Belfast, making our city one of the youngest in Europe. The city's Youth Forum, informed by the United Nations Convention on the Rights of the Child, works to ensure the voice of young people in how the city is run and how its future is shaped. The city has a substantial and vibrant third sector infrastructure, working to safeguard and support the interests of children and young people.

For many individuals, and across a significant number of neighbourhoods, however, the city is not performing well. Seven of the ten most deprived wards in Northern Ireland are in Belfast. This has a significant impact on the health and wellbeing of our residents. Suicide rates in the 10% most deprived areas are almost five times higher than those in the 10% least deprived. Similarly, the gap in life expectancy between the 10% most and least deprived areas of Northern Ireland is approximately 10.7 years for males and 7.7 years for females. Working with our partners through the delivery of the ‘Making Life Better’ strategy within the context of the Belfast Agenda is an important opportunity to make progress in addressing



many of these inequalities and achieving improved wellbeing outcomes for the people of Belfast.

Housing is a key issue in creating sustainable communities. Affordable and safe housing is fundamental to the quality of life of our residents. In 2015, there were over 6,900 people in housing stress in the city. The Northern Ireland Housing Executive (NIHE) is a key community planning partner and social housing has an important role to play in creating the type of city we want Belfast to be in the future. We will therefore be working together to maximise the benefits of housing investment in the city, increasing the tenure mix, growing the population of the city centre and helping to create sustainable, safe and cohesive communities.

We are committed to making Belfast a place that is compassionate, safe and welcoming to everyone. We need to continue to work hard, maximising the impact of the NI Executive's Together Building United Communities strategy to transform a city known for division into one shared by all. When we asked people across Belfast how satisfied they were with Belfast as a place to live – 92% answered the question positively; however only 51% felt that people from different religious and political backgrounds got on well. Many of our citizens continue to live parallel lives with some communities still separated by physical barriers. It is no coincidence that the poorest neighbourhoods in Belfast continue to be those located in and around interfaces and flashpoint areas.

Building relationships across communities is central to achieving our vision for Belfast. In recent years, the population of Belfast has changed substantially. We've welcomed new people from other countries who have made Belfast their home. This diversity has enriched our culture and contributed to our prosperity.

Working through our Shared City partnership and within our individual organisations, we will build upon and refocus our collective work to deal with the issues of division and segregation that directly impact on individual life opportunities and the ability of organisations to delivery effective public services.

## Our ambition

It is important that partners have a common basis from which to track the combined impact of our work. We want to quantify our ambition and set challenging goals that will act as a spur to collective action and innovation while also offering a basis for accountability to our residents.

There is substantial work still to be done in order to refine these measures but partners have broadly agreed that the following will help us measure the success of our 'Living Here' work streams.

### Stretch goals – four years

Together, by 2021, we will:

1. Deliver £1 billion of physical investment in our neighbourhoods
2. Deliver 1,800 social housing units
3. Invest £1 million in communities to drive social innovation

### Population Indicators - 2035

For measuring our combined impact we need to track our progress towards delivery of our long-term outcomes by improving the following population indicators over the long term:

- Number of victims of any crime
- Number of hate-motivated crimes
- Proportion of people who feel safe
- Number of anti-social behaviour incidents
- Number of interfaces
- The number of people who agree that people from different backgrounds get on well together
- Proportion of population who believe the cultural identity is respected by society
- Healthy life expectancy at birth
- Gap in healthy life expectancy
- Preventable deaths
- Proportion of the population of adults and/or children who are obese
- Proportion of population who smoke
- Proportion of adults drinking above sensible drinking guidelines

- Proportion of people who rank themselves as having high levels of well-being
- Proportion of adults participating in moderate exercise at least five days per week
- Number of households in housing stress
- Proportion of population living in decent homes
- Proportion of the population volunteering
- Proportion of the population participating in culture, arts and sports

## **Data development**

The city also needs a number of new ways of measuring improvements in 'living here'. Partners will work together to create these new measures:

- A respect index
- Liveability index
- Mental health measure
- Access to and quality of open space
- Increase trust and confidence in public service
- Self-efficacy measure, i.e.: a measure of individual wellbeing
- Life satisfaction scores of our population
- Housing growth and target

## **Building momentum – getting started**

We must deliver services differently, in a more integrated way that is focused on the needs of people. We will draw on the best examples of innovation to establish transformative ways of working that encourage communities, individuals and partners to design and deliver better services. We want to learn from these and then make them part of our day-to-day delivery.

To address our ‘living here’ priorities partners have identified a number of ‘game-changing’ work streams. These will require long-term collaborative commitment by many organisations.

Some of these proposals are already in an initiation phase but most will require significant development work over the coming months:

### **Design and deliver a fully integrated, inter-agency approach to neighbourhood regeneration**

Partners will design an integrated service delivery and intervention model that is aligned and responsive to the unique characteristics of communities and local areas.

We will work with communities to design scalable, agile and innovative area-based interventions that maximise the potential of existing programmes, assets and investments by partners.

A key issue for local people is the connectivity between areas and across the city to get people to work and to enjoy all parts of the city. This will form an important part of the considerations of the Local Development Plan and an underpinning principle of what we are trying to achieve as we develop new assets, programmes and infrastructure.

### **Design and deliver a fully integrated, inter-agency approach to early intervention, including early years support and family programmes**

Building on the work already done by the Executive and partners we will work together to ensure we see the whole picture of a child’s development so that they have the continual support they need to reach their potential.

We will encourage a focus on support for families in the city through an integrated family early intervention programme, an integrated service provision to support families facing challenges, maximising the impact of the city’s Family Support Hubs.

## **Deliver a city and neighbourhood Community Safety programme**

We will work with the Belfast Policing and Community Safety Partnerships to deliver an integrated programme of work to improve community safety across the city.

## **Ensure an age-friendly Belfast**

By the middle of this century it is estimated that more than a third of Belfast's population will be over 60 years old; a proportion which is already true for a number of neighbourhoods across the city. We need to plan effectively to ensure the needs of people in the city are met. Older people themselves have expressed the need for particular focus to address social isolation, access to suitable housing and poverty (more than half of the city's older people live in fuel poverty).

As a member of the World Health Organisation's Global Network of Age-friendly Cities, we will work with the Healthy Ageing Strategic Partnership to deliver an active ageing programme that informs future partner service design and planning.

## **Design and deliver a Belfast City Shared Space, Peace IV and Interfaces programme(s)**

We will work with the Shared City Partnership to deliver an integrated plan to improve good relations, developing a sustainable, transferable and scalable approach to management of shared space, while creating leadership and networking opportunities. We will seek to develop an Interfaces Programme as well as securing Peace IV funding to deliver programmes for over 6,000 children and young people. Partners will also work with the Northern Ireland Housing Executive (NIHE) and others to address segregated housing issues through the NIHE Community Cohesion Strategy and the NI Executive's Together Building a United Community Strategy, facilitating growth of sustainable shared neighbourhood estates where possible.

## **Maximise the impact of local assets and investment**

Partners across the city are investing in important community assets, while communities themselves are bringing forward and executing investment projects. Creating physical assets is not enough; however, they must in turn deliver outcomes for local people. Agencies need to work together to maximise the benefits of local assets and where possible use them as a means of making services more integrated and accessible. There are a number of programmes seeking to improve community assets as a driver for regeneration, including the Council's Local Investment and Belfast Investment Funds and NI Executive programmes including Urban Villages,

the Social Investment Fund and Building Successful Communities. It is important that we take a strategic overview to ensure that interventions are planned and managed in a way that maximises their benefit to local people.

In the years ahead community planning partners will be building houses, schools, health-care facilities, new leisure centres and many other assets. The Belfast Agenda provides an opportunity to plan these better together, providing better services, creating value for money and achieving better outcomes for local people.

### **Deliver an integrated cultural and arts strategy**

We will work with partners in the city to deliver a four year action plan from 2016 to 2020 that will celebrate Belfast's distinctive culture by inspiring communities, attracting audiences and strengthening the sector. This plan will support increased access to arts and heritage, providing opportunities for participation in activities, events and festivals across the city.

### **Design and deliver an integrated city programme to address health inequalities, including enhancing mental wellbeing and reducing social isolation**

We will work with partners through the Belfast Strategic Partnership to ensure the design and delivery of programmes that maximise the impact of the regional Making Life Better strategy within Belfast, addressing aspects of physical health, including physical activity and active travel and mental wellbeing, particularly issues of social cohesion, community vulnerability and isolation. We will maximise the benefits of our membership of the World Health Organisation's Healthy Cities Network to improve health in the city. We will also look for opportunities to maximise the health impact of Belfast's leisure transformation programme, encourage greater participation in sports, deliver the growing communities strategy and address food poverty, health and nutrition.

### **Maximise the benefit of our natural and built environment**

Residents have told us that the natural environment is one of Belfast's great strengths and we need to work strategically to ensure that we maximise the benefit of our open and green spaces, our river and hills to achieve better outcomes. We will work with our partners to deliver an Open Spaces strategy, taking forward Heritage Lottery Fund applications and exploring potential for delivery of a Neighbourhood Attractiveness programme for Belfast to tackle dereliction. We will also seek to take a

sustainable approach to protecting and improving the city's natural and built environment. Examples of this approach would include delivery of the city's Biodiversity action plan, Air Quality Action Plans, new Local Development Plan and considering neighbourhood dimensions to the Belfast Resilience Programme.

### **Use social innovation to unlock service transformation**

City partners will explore how to transform and improve the way we plan and deliver services at both the city and local level. We will test and adopt new socially innovative tools and techniques at neighbourhood level.

We want to find better ways of working at the local level – particularly in exploring how we can work with residents and partners to co-design and deliver more effective solutions that can be adopted at scale across the city.

### **Supporting children and young people to fulfil their potential**

Young people make up a third of the population of Belfast, making our city one of the youngest in Europe. It is vital that their vision shapes the future. Partners will work to support an integrated approach to better outcomes for children and young people across the city. This will include ensuring young people are listened to and valued and can confidently shape their own futures. We are committed to making sure that young people are empowered, safe, happy, achieving at each stage of life and able to play their part in their city and communities.



# City development

Together we will:

- Promote and position the city to compete
- Develop the city's infrastructure and improve connectivity locally, nationally and internationally
- Drive the physical and cultural regeneration of the city centre
- Deliver key strategic physical projects and policies
- Attract more tourists
- Protect and enhance our environment and built heritage

## Why this is a priority for Belfast

**Belfast is at the heart of a metropolitan area with considerable ambition. The transfer of planning powers means that city partners can shape the city to deliver the outcomes in the Belfast Agenda. We can now shape spaces and places in our city in order to ensure sustainable growth.**

Belfast has many natural and historical advantages that it can call upon to support growth. However, there are still gaps in its key infrastructure which must be addressed if the city is to grow

The city centre is key to creating the economic growth we need. Belfast has done well in recent decades to create an economically dynamic and attractive city centre. It has, however, some way to go in comparison to other European cities of comparable size. It needs more people working and living in the centre, more visitors, more attractions, more commerce, more jobs, more street life and nightlife, more trees, more in-migrants and more development. A strong city core needs the right mix of offices, retail, hotels, tourist attractions, creative industries, universities and colleges, housing and social infrastructure. Only then can it drive regeneration for its surrounding communities and throughout the city.

Connectivity is vital, Belfast is the transport and logistical hub for the entire region. Its port is the second largest on the island of Ireland, handling 17 million tonnes of freight and over 1 million passengers each year. George Best Belfast City Airport and Belfast International Airport carried over 7 million passengers between them in 2015. The Executive's ambitions to improve air connectivity to Northern Ireland will support Belfast's targets to grow the economy, increase FDI and visitor numbers. Infrastructure, particularly transport infrastructure, is vital to connecting our communities to opportunities for jobs and to each other. We must ensure that community infrastructure, such as schools, housing, transport, health and leisure facilities and parks and open spaces are planned in a way that connects to allow people to get the most from them.

Belfast has a large Travel to Work area with more than half its 230,000 workforce travelling from other areas. Over 44% rely on the private car for this journey with only 14% opting for public transport. Notwithstanding recent investment in public transport there continues to be only a relatively small growth in passenger numbers using public transport.

Digital connectivity is improving; nearly 100% of households in Belfast have access to optical fibre broadband. The city is rolling out free City WiFi. Belfast is part of a project providing the fastest connection from North America to Europe.

Water, sewage and energy infrastructure are in need of significant investment.

Belfast's household recycling levels have made significant progress and over 44% of domestic waste is now recycled. Recycling levels are good compared to similar cities but much reusable and economically useful material is still being lost to landfill and a figure of 70% should be possible. The circular economy is an under-exploited opportunity.

## Our ambition

It is important that partners have a common basis from which to track the combined impact of our work. We want to quantify our ambition and set challenging goals that will act as a spur to collective action and innovation while also offering a basis for accountability to our residents.

There is substantial work still to be done in order to refine these measures but partners have broadly agreed that the following will help us measure the success of our 'City Development' work streams.

### Stretch goals – four years

Together, we will:

1. Grow the city's rates base by 5%
2. Create 1.5 million square feet of Grade A office accommodation
3. Create 2,500 new hotel bed spaces
4. Increase the use of sustainable transport by 15%
5. Reduce the level of household waste going to landfill to 35%
6. Increase the percentage of residents satisfied with the city living experience
7. Move to 14 or higher in the UK Retail Ranking

### Population Indicators - 2035

To measure our combined impact we need to track our progress towards delivery of our long-term outcomes by improving the following population indicators over the long term:

- Supply of suitable housing
- Air quality
- Percentage of household waste that is recycled or composted
- Percentage of all journeys which are made by walking, cycling or public transport
- Visitor numbers
- Visitor satisfaction
- Renewable energy as a percentage of all energy consumed
- Number of miles of cycle lanes, footways and footpaths
- Proportion of homes that are energy efficient
- Satisfaction with Belfast as a place to live

## **Data development**

The city also needs a number of new ways of measuring the impact of our focus on city development priorities. Partners will work together to create these new measures:

- CO<sub>2</sub> emissions
- Visitor perception of Belfast as a place to visit
- Average journey time on key transport corridors
- Infrastructure investment in Belfast
- National Brand Index
- Digital connectivity

## **Building momentum – getting started**

We need to create the conditions for growth, with resilient infrastructure that can support the city's development and get people where they need to go. We also need to build on Belfast's distinctive sense of place and ensure the world knows what it has to offer in order to attract investment, tourists and talent.

### **Creation of the Belfast Local Development Plan**

City partners will ensure that the city's first spatial plan is designed to support regeneration and contribute to the Belfast Agenda's economic, social, environmental and sustainable development objectives.

### **Create a partnership and plan for sustainable urban infrastructure**

Infrastructure planning for the Belfast city/region needs to be taken forward in a strategic and integrated way, not on a project by project basis. We will establish a new Strategic Infrastructure Group which will identify key infrastructure investment needs and work with the NI Executive to shape the NI Investment Strategy.

### **Develop an integrated city transport plan**

We will maximise the opportunities of the £150 million Belfast Transport Hub and Rapid Transport System. We will address under-use of public transport, particularly in relation to commuter patterns and work to promote active travel. We will work in partnership to progress key transport infrastructure, including the York Street Interchange. We will develop a comprehensive solution to city centre parking.

### **Deliver city centre regeneration and investment projects**

We are committed to encouraging city centre living and creating a vibrant, well-connected environment for people to enjoy. The City Centre Regeneration and Investment Strategy already stands as an example of our shared ambition – jointly adopted by the Council and the Department for Communities. We will take forward a joint programme to advocate for and deliver key projects.

### **Build citywide commitment to Belfast place positioning**

A strong sense of place and a clear statement of what the city has to offer is critical to attracting investment, tourism and talent. City partners will support and deliver a common shared Belfast narrative and implementation plan, including a city ambassador programme and city marketing strategy, in order to ensure international reach and help attract investment, tourism and talent.

We are committed to encouraging city centre living and creating a vibrant, well-connected environment for people to enjoy.

### **Manage the city's resources and waste**

Successful cities manage the impact of growth and ensure that it does not limit the quality of life of future generations. This includes reducing our consumption of non-renewable resources and minimising and managing waste effectively. We will

develop a strategy with our partners which will ensure waste is managed effectively and investigate the economic potential of the circular economy to re-imagine waste as an economic resource to increase skills, jobs and growth, including maximising the benefits of the Cleantech Hub at Giant's Park.

### **A city energy programme**

We will work with partners to better manage energy usage across the city's public estate. We will build opportunities with all partners, including the private sector and local communities, to encourage investment and deployment of renewable sources in order to make the city more attractive to investors and to tackle fuel poverty.

### **Deliver the integrated tourism strategy**

We will work with partners to support a range of aligned and mutually supportive work streams in order to deliver on the ambition of doubling the value of tourism over the next few years.

### **Devolution of comprehensive development powers**

We will work with the NI Executive to bring forward the devolution of comprehensive development powers to local government to enable critical city regeneration schemes to be brought forward, as well as securing important investment and creating further employment opportunities.

### **A further world-class visitor attraction**

The scoping, financing, design and delivery of a world-class city centre visitor attraction will have huge benefits for Belfast. There is substantial evidence that the city tourism offer would be transformed by a substantial attraction in the city centre – one that would complement the existing offering including Titanic Belfast.

### **A Belfast Sustainable Development framework**

In support of regional sustainable development objectives we will work with partners in the city and in government departments to develop a Belfast framework that support sustainable economic success, particularly in addressing constraints relating to energy, transport and city water infrastructure.

### **Increase the supply of mixed tenure housing**

Housing development and management can have a positive effect on the economy, supporting the construction industry, increasing demand for goods and services and supporting jobs. It also plays a vital role in growing the city's population.

Social housing is an important aspect of this. In 2015/16 NIHE spent almost £100 million in Belfast. As a statutory partner, the NIHE is committed to maximising the positive impact of housing investment in the local economy and its regenerative impact on local communities. This will include the use of social investment finance to support opportunities for social enterprise.

# Working and learning

Together, we will:

- Address educational inequalities and increase skills attainment
- Address barriers to employment at structural and personal level
- Enhance and increase the skill levels of our residents and attract and retain even more skilled people
- Match people and skills to opportunities across Belfast
- Reduce poverty and economic inactivity



## Why this is a priority for Belfast

**Having a good job is the key route to improving opportunity and quality of life for people in Belfast. That is why improving the skills and employability of local people is key focus of the Belfast Agenda and our economic growth strategy.**

Belfast is a vibrant 21st century city of enormous talent and a major contributor to our region's growing and important knowledge and creative industries. Belfast now supports over 210,000 jobs with 56% of these taken by people who commute from surrounding areas. The city is home to two universities and Belfast Met, which between them have some 73,000 full and part-time students.

According to 2011 census figures, 28% of our working age resident population hold a university degree equivalent or higher. Recent work undertaken by the Centre for Cities reported that whilst Belfast was ranked fifteenth in the UK for having a highly skilled population, it ranked second highest in terms of the share of the population having no formal qualifications. This has significant implications for the economic success of the city and the region. Skill levels in Belfast have a significant impact on regional competitiveness and in terms of attainment levels some of the highest levels of educational inequality in the region exist in the city.

Despite the relatively strong growth of the city economy, there is still a very marked polarisation of those who are well qualified and those who have no qualifications or who are low skilled. 17% of the total working age population in Belfast had no qualifications in 2015, according to the Labour Force Survey. Only 3.6% of those aged 16 years and over are self-employed. This is significantly lower than the 7.5% figure for Northern Ireland. This is also lower than in other UK cities such as Liverpool (10.8%), Manchester (14.4%), Newcastle (11.7%), Leeds (12.1%), and Sheffield (10.7%)

Economic inactivity is high compared with other cities and to the NI average. This problem is compounded as time goes on; the longer a person is out of work, the more their skills deteriorate and the harder it becomes for them to find a way back into the labour market. Part time underemployment – i.e. working part-time hours but wishing to work more – is a particular problem for women and young people.

There are structural and personal barriers to employment that we need to address if we are take on the challenges facing people in our most deprived communities. For example, access to affordable childcare is a key issue – with average weekly childcare costs equating to 58% of the median wage at

skill level 1. The Executive's new childcare strategy will have an important role to play in addressing this issue. This is a key issue for lone parents and low income families. Structural issues, such as conditions related to welfare benefits, also have an impact. Health is also a major barrier and the main reason for people leaving the labour market, reinforcing the very inter-related nature of the outcomes in the Belfast Agenda. The Council and its partners will therefore work together with the Executive to find ways to overcome these barriers.

Evidence emerging from the work of the Joseph Rowntree Foundation and the RSA's Inclusive Growth Commission demonstrates a strong correlation between education and skills inequalities and poverty within society. This is an inter-generational challenge which requires a step change in approach. Through our Employability and Skills Framework we will try to connect people to jobs - ensuring they are job ready; upskilling and providing a pathway to employment and in-work career progression.

We will work with the city's anchor institutions – those larger organisations with a historic investment in the city's long-term success - to better leverage their economic power as employers, suppliers and contractors to build a resilient mutually supportive city economy.

In partnership we will develop new placed-based models which enable the widest range of people to participate fully in, and benefit from, economic growth. We will seek to better match the education and skill attainment levels among our resident population with the future business needs of key growth sectors and thereby better connecting people to employment opportunities.

## Our ambition

It is important that partners have a common basis from which to track the combined impact of our work. We want to quantify our ambition and set challenging goals that will act as a spur to collective action and innovation while also offering a basis for accountability to our residents.

There is substantial work still to be done in order to refine these measures but partners have broadly agreed that the following will help us measure the success of our 'Working and Learning' work streams.

### Stretch goals - four year

Further work is required by partners to develop four-year targets for the following indicators, our current proposals are set out below:

1. Reduce the proportion of the working age population with no qualifications to fewer than 14%
2. Increase the proportion of the working age population with Level 2 qualifications and above to more than 82%
3. Increase the proportion of the working age population with Level 4 qualifications and above to 36%
4. Increase the percentage of school leavers entering employment, education or training to 98%
5. Reduce the gap between percentage of school leavers and the percentage of Free School Meal Entitled school leavers achieving at Level 2 or above, including English and maths, currently 33% to less than 30%.

## **Population Indicators - 2035**

To measure our combined impact we need to track our progress towards delivery of our long term outcomes by improving the following population indicators over the long term:

- Proportion of population who have attained Level 2 or above
- Gap between percentage of school leavers and percentage of free school meals school leavers achieving at Level 2 or above including English or maths
- Proportion of school leavers entering employment, education or training
- Proportion of care leavers who aged 19 were in education training or employment
- Proportion of children who have reached attainment at Key Stage 2 (up to 11 years)
- Proportion of pre-school children at the appropriate state of development
- School attendance rates

## **Data development**

The city also needs a number of new ways to measure the city's progress in improving skills, employability and access to opportunity. Partners will work together to create these new measures:

- A measure for school provision for learning is good or better
- Proportion of graduates in STEM related subjects

## **Building momentum – getting started**

Our skills base is vital to competitiveness, productivity, inclusiveness and growth. For people in Belfast to achieve their potential we need to take a more integrated approach to learning and skills.

Economic destiny is often shaped by the earliest years of life and we must work together to ensure that children are ‘school ready’ and that, as they progress, they have the life skills set they need to get a job and progress in life.

To address our priorities for ‘Working and Learning’ and deliver on our ambitions, partners have identified a number of ‘game-changing’ programmes of work. These will require long-term collaborative commitment by many organisations.

Some of the proposals are already in an initiation phase but most will require significant development work over the coming months.

### **Deliver an integrated approach to employment and skills**

To create higher levels of business growth, employment and income for our communities, we need to realise the potential of Belfast’s people and its economy by transforming skills, employability and aspiration. We will progress development of the Belfast Skills and Employability Framework, establishing an Employment and Skills Board to take this work forward.

### **Deliver a ‘Belfast Works’ employability programme**

Partners will work together to design and deliver a scalable integrated whole life programme that seeks to support those furthest from the labour market through to employment. We will work with employers to identify, plan and prepare for emerging job opportunities and to create effective pathways to employment.

### **Devolve funding to the city/region for the delivery of a large scale skills and employability programme**

Partners will work with the NI Executive to co-design the policy framework for improving skills and employability (building on the scalable learning from the Belfast Works programme). We will seek devolved powers and funding for skills and employment support driven by outcomes-led local commissioning. We also want to maximise the potential of the national Apprenticeship Levy.

### **Deliver an integrated city programme to address educational inequalities**

Partners will work to build stronger links between schools, families and local communities. They will focus on addressing numeracy and literacy issues, particularly during the transition period between primary and post

primary education. We will support the vital links between schools, families, local communities and employers.

Partners will come together when new schools are being developed in order to deliver a more holistic and integrated package within a new build that would address educational, health, parental and family issues within the community.

### **Maximise the benefits of our higher and further education offer**

We have world class further and higher educational institutions in the city. We will work to maximise their positive impact on the city and society, and support them in attracting talent not only from all parts of the city but from around the world.

### **Establish a city pledge for our young people and a commitment to being a learning city**

City partners will establish a pledge that commits the city to developing coherent pathways for education, training and employment for our young people. Partners will support joint programmes of work to support lifelong learning as part of Belfast's commitment to being a learning city.

### **Leveraging the power of Belfast's anchor institutions and city partners**

We will design and deliver a programme of work with the city's anchor institutions and other city partners to leverage their economic power as employers, suppliers and contractors to build a resilient mutually supportive city economy. There are particular opportunities to harness the collective procurement power of the public sector to deliver on wider social outcomes and for institutions to work together to maximise access to employment opportunities and in-work progression.

# How we developed the Belfast Agenda

## How we've got here – the story so far

We've been building towards the Belfast Agenda over the past 2 years and more. In advance of Local Government reform in 2015, we were preparing for our duty to lead a community planning process in the city, learning and building new approaches to make a difference for the city and its people.

Since then we've been engaging with stakeholders and communities across the city, to begin to create a shared vision and plan for Belfast, the Belfast Agenda. Over this time many of our partners have also been engaging and consulting across our city on many of the themes, issues, priorities and areas of work that have emerged during this process.

## Data and evidence

We've been drawing on a wealth of information and data about Belfast, its opportunities and the challenges local people face. Working with local universities and other experts to make sure that our plan is based on firm foundations. This evidence is used throughout this document to help explain why our priorities have been chosen. A summary of the data we have used and the plans and strategies that have informed our draft community plan, can be found at [www.belfastcity.gov.uk/communityplanning](http://www.belfastcity.gov.uk/communityplanning).

## The Belfast Conversation

A key element of the development of the Belfast Agenda was the series of Belfast Conversations that took place across the city.

This included a citywide series of facilitated public workshops, online questionnaire and social media input that generated nearly 7,000 contributions that sought to describe the vision, aspirations, and outcomes that people wanted for their city.

The Belfast Conversation covered a broad range of subjects reflecting issues affecting quality of life and wellbeing in the city. Much of the feedback was about aspirations for the future, to make Belfast a better place. The conversation was very creative and there was a lot of energy from those who took part across a whole host of issues.

The ideas that emerged from the Conversation have contributed to the development of a 2030 vision statement and five long term outcome statements. These form the strategic direction of travel for the Belfast Agenda. They seek to encompass the breadth of ambition needed for success and offer a context within which organisations can determine how they might contribute to making them a reality. To see the results of the Belfast Conversation please visit [www.belfastcity.gov.uk/communityplanning](http://www.belfastcity.gov.uk/communityplanning).

Insert diagram – timeline of Belfast Agenda Development



# Towards delivery

The Belfast Agenda represents an ambitious body of work for the city that will require the active, co-ordinated participation of many organisations and individuals across many sectors.

It will require new thinking in terms of collaborative planning, financing, data collection, performance management and programme delivery at the city and neighbourhood levels.

Ensuring deep linkages with the delivery mechanisms for the Programme for Government will be a critical success factor. The Council and its partners will look for complementary opportunities for both plans, not only in terms of measurement and shared learning, but also in relation to resourcing and programme delivery.

The Council has significant experience in delivering multi-agency programmes and will draw on this expertise in the development of a supporting governance and delivery infrastructure for the Belfast Agenda. But it is recognised that there is substantial enabling work to be done by all partners to make the Agenda a reality. This includes:

- Agreement on governance structures that provides clear representation and accountability;
- Lightweight, responsive decision-making mechanisms at both a senior strategic level and at a programme management level;
- Collective performance management arrangements – that provide shared understanding of impact and the effectiveness of delivery;
- Mechanisms for organisations to share evidence, research, and practice to inform decision-making;
- A shared means to foster and support scalable innovation and problem solving on ‘intractable’ issues.

In this, its first ever iteration, the Belfast Agenda is setting a city level strategic direction and associated work streams. As we move to more detailed planning and delivery we need to think locally as well.

Further work will be required to design enhanced mechanisms for area-based planning and delivery which will draw upon existing good practice and the geographically based initiatives of partner organisations.

We want to find better ways of working at the local level – particularly in exploring how we can work with residents and partners to co-design and deliver more effective solutions that can be adopted at scale across the city.

## Public consultation

We are seeking the views of wider city partners, stakeholders and communities on this draft Belfast Agenda to inform the final version, which will be published in 2017.

In addition to consulting on the draft Belfast Agenda, the Council and its partners are seeking views on the associated Equality Impact Assessment and Strategic Environmental Assessment.

Key dates in the consultation process include:

- Twelve week programme of public and partner briefings, workshops and online engagement
- Consultation analysis in early 2017
- Publication of the Belfast Agenda in Spring 2017

Further information on upcoming engagement events and how to respond to the consultation is available at [www.belfastcity.gov.uk/belfastagenda](http://www.belfastcity.gov.uk/belfastagenda) or email [communityplanning@belfastcity.gov.uk](mailto:communityplanning@belfastcity.gov.uk)

# Belfast's statutory community planning partners

- Belfast City Council
- Belfast Health and Social Care Trust
- Education Authority
- Health and Social Care Board
- Invest NI
- Northern Ireland Fire and Rescue Service
- Northern Ireland Housing Executive
- Police Service of Northern Ireland
- Public Health Agency
- South Eastern Health and Social Care Trust
- Tourism NI
- Council for Catholic Maintained Schools
- Libraries NI
- Sport NI

## NI Government departments

- The Executive Office
- Department of Agriculture, Environment & Rural Affairs
- Department for Infrastructure
- Department for the Economy
- Department of Education
- Department of Finance
- Department of Health
- Department of Justice
- Department for Communities

A wide range of organisations and individuals from across Belfast have contributed to the development of this document over the past 18 months through the Belfast Conversation and other engagement. This has included representatives from our universities, Belfast Met, the business community and the voluntary and community sector.

We recognise that the Agenda is the continuation of a conversation about the priorities that will ensure better outcomes for the people of Belfast and that it builds on the positive work of many partnerships and agencies in Belfast over the last number of decades.

## **Appendix I: Linking Population indicators to outcomes**

Throughout this document we have set out a number of population indicators, aimed at tracking progress. These can also be used to track change over the long term. In this appendix we've linked them to each of our five outcome statements. Together they give us a sense of whether our city is heading in the right direction.

The Programme for Government has set a similar framework of indicators for Northern Ireland. The Belfast Community Planning Partners acknowledge the interdependencies between the Belfast Agenda and the Programme for Government. Our shared outcomes and indicators will help ensure closer working to improve the lives of local people.

In future, when partners are co-designing programmes they will want to consider how their work can help move these indicators in the right direction.

### **Everyone in Belfast benefits from a thriving and prosperous economy**

1. City productivity levels
2. Investment into Belfast
3. Performance of the Belfast Urban Area economy
4. The number of new business start-ups verses the number of business deaths (Business Churn Rate)
5. The proportion of the population living in relative poverty
6. The proportion of working-age population in Belfast who are unemployed
7. The employment rate of 16-64 year olds by deprivation quintile
8. Skills barometer measure – the gap between current and future skill needs
9. Economic inactivity rate (excluding students)
10. Average earnings
11. Total spend by external visitors
12. Supply of suitable housing

### **Belfast is a welcoming, safe, fair and inclusive city for all**

13. Number of victims of any crime
14. Number of hate-motivated crimes
15. Proportion of people who feel safe
16. Number of anti-social behaviour incidents
17. Number of interfaces

18. The number of people who agree that people from different background get on well together
19. Proportion of population who believe the cultural identity is respected by society

### **Everyone in Belfast fulfils their potential**

20. Proportion of population who have attained Level 2 or above
21. Gap between percentage of school leavers and percentage of free school meals school leavers achieving at Level 2 or above, including English or maths
22. Proportion of school leavers entering employment, education or training
23. Proportion of care leavers who aged 19 were in education training or employment
24. Proportion of children who have reached attainment at Key Stage 2 (up to 11 years)
25. Proportion of pre-school children at the appropriate state of development
26. School attendance rates

### **Everyone in Belfast experiences good health and wellbeing**

27. Healthy life expectancy at birth
28. Gap in healthy life expectancy
29. Preventable deaths
30. Proportion of the population of adults and/or children who are obese
31. Proportion of population who smoke
32. Proportion of adults drinking above sensible drinking guidelines
33. Proportion of people who rank themselves as having high levels of well-being
34. Proportion of adults participating in moderate exercise at least five days per week
35. Number of households in housing stress
36. Proportion of population living in decent homes
37. Proportion of the population volunteering
38. Proportion of the population participating in culture, arts and sport

### **Belfast is a vibrant, attractive, connected and environmentally friendly city**

39. Air quality
40. Percentage of household waste that is recycled or composted
41. Percentage of all journeys which are made by walking, cycling or public transport
42. Visitor numbers
43. Renewable energy as a percentage of all energy consumed
44. Number of miles of cycle lanes, footways and footpaths

45. Proportion of homes that are energy efficient
46. Visitor satisfaction
47. Satisfaction with Belfast as a place to live