

## **Appendix 2 Finalising the Belfast Agenda**

### **Introduction**

In Autumn 2016, Elected Members, along with our Community Planning partners, agreed a draft Belfast Agenda for public consultation.

The public consultation was launched on 15 December 2016, and ran for 18 weeks, until 20<sup>th</sup> April 2017. Nearly 300 responses to the Belfast Agenda were received in this period, while over 700 people were directly engaged in conversations, briefings and workshops as well as many hundreds more through survey work, social media and other means. Since the consultation, review and analysis of the feedback has been ongoing, and work to revise and update the consultation draft, to produce a final draft Belfast Agenda document has been undertaken.

Partners previously agreed to call Belfast's community plan, the 'Belfast Agenda' – noting the need for a dynamic plan, capable of being shaped and updated in the context of a changing environment. Production of the final document has therefore also factored in availability of more recent data and evidence, emerging strategic opportunities and updated feedback from partners. This will continue to be the case as the process of action planning continues. However, the public consultation indicated strong endorsement for most aspects of the plan, and therefore the overall structure and main elements have not been significantly altered and should be recognisable.

### **Summary of key revisions to the Belfast Agenda document**

This paper provides a summary of the main revisions that have been made to the Belfast Agenda document, along with some commentary outlining why changes have been made. It should be noted that detailed feedback will continue to shape the work streams emerging from the Belfast Agenda and the rich information from a wide range of stakeholders will help ensure make the impact needed at a city and local level.

Minor wording changes to the draft document that are not considered to materially change its content or messaging (including layout, spacing or images) changes have not been highlighted in this summary.

The information below is broken down into the relevant sections of the Belfast Agenda document to assist in reading alongside the final document.

## Belfast Agenda Cover and contents Pages

Revision	Comments
Changed graphic design to front cover	Updated to reflect new Belfast positioning branding
Contents page updated with numbering (Page 2)	Moved 'our Shared Values' towards rear of document (in section 'the Community Planning Partners'. Minor changes to page numbering
Updated image to inside cover and removed text box ('2000 people shared their dream for a future Belfast') (page 3)	Updated to change emphasis from consultation draft to final document – engagement process now captured in 'How we developed the Belfast Agenda'

## This is the Belfast Agenda (Forewords)

Revision	Comments
Forewords from Council Party Group leaders and Community Planning Partners now combined into one section (pages 4 and 5)	Intro messages have been simplified and aligned within the front section in order to address feedback about clarity. Partner logos included to highlight statutory Community Planning partners endorsement, emphasising the partnership ownership of the Belfast Agenda.

## The Belfast Opportunity

Revision	Comments
Amended to focus on what people want for the future in Belfast, simplified narrative on city opportunities and challenges. (page 6)	Much of the narrative in the consultation draft was reiterated in other areas of the document, therefore this introduction to the plan has been shortened to provide a clearer summary of the key opportunities of the Belfast Agenda.

## Belfast Agenda impact (Summary diagram)

Revisions	Comments
A new 2 page summary diagram highlighting the Belfast Agenda outcomes, ambitions and priorities with example key goals and projects has been added. (Pages 8 and 9)	Feedback indicated that an 'at a glance summary' of key aspects of the plan would help understanding. This summary infographic has been designed to highlight the key impacts of the plan, and key projects and goals included within the plan's 4 year priorities.

## A new vision for Belfast in 2035

Revisions	Comments
<p>Vision statement reworded (Page 10)</p> <p>Belfast will be a city re-imagined <i>and resurgent</i>. A great place to live and work for everyone. Beautiful, well connected and culturally vibrant, a sustainable city shared and loved by all its citizens, <i>free from the legacy of conflict</i>. A compassionate city offering opportunities for everyone. A <i>confident</i> and successful city <i>energizing a dynamic and prosperous city region</i>. A magnet for talent and business and admired around the world. <i>A city people dream to visit</i>.</p>	<p>Whilst there was general endorsement of the vision, comments received in the consultation related to its length and its ease of understanding. Some feedback indicated people felt it was very economic focused and needed to be a vision for 'people'.</p> <p>The vision has been reworded to pick up on city values and tone of voice guidelines developed via the City positioning branding. Some elements have been re-ordered to balance the outward focus with aspirations of people who live in the city.</p> <p>Of those who indicated they disagreed with the vision statement, many commented on general aspects of the Belfast Agenda or other contents of the plan that they would like to see strengthened, such as culture and arts, housing, segregation, connectivity, inequalities and these comments have been reflected in other sections of the plan.</p>

## Our Outcomes

Revisions	Comments
<p>Narrative box (page 13) rewritten to provide clearer explanation of what the outcome statements are for - explaining the outcomes based approach, their aspirational nature and long term collaborative requirements to deliver. This narrative also highlights that all 5 are inclusive for all people in the city.</p>	<p>The consultation feedback was generally supportive of the 5 draft outcome statements, agreeing that they captured what people want for the city. As a result the 5 statements have not been significantly altered.</p> <p>However, some respondents to the consultation suggested that the outcomes were unachievable/unrealistic etc. while others suggested additional outcomes for specific cohorts/s75 grouping (eg children and young people), which is the reason for the additional narrative.</p>
<p>Supporting descriptions for outcome 2 reworded to include 'shared' city. (Page 12)</p>	<p>Feedback from Shared City partnership to more strongly embed shared city emphasis across the Belfast Agenda</p>
<p>Minor changes to outcome 5 – changed 'environmentally friendly' to <i>'environmentally</i></p>	<p>Consultation feedback suggested protection of the environment and sustainability should be clearer in the plan.</p>

<i>sustainable</i> , and supporting description to include <i>'protected'</i> in relation to natural and built beauty of Belfast (Page 13)	
Population indicators added to this section (pages 12 and 13)	Other comments received in the public consultation in relation to the outcomes often referred to conditions of economic, social or environmental wellbeing which respondents felt should be added or made clearer. In most cases the topics suggested had been captured within either the population indicators for each outcome, or in more detailed descriptor statements that were used to originally derive the proposed outcome statements. As a result the population indicators have now been highlighted in this section, and also added supporting descriptor statements into the appendix, so that the things people want to see in 2035 are more clearly evident. The detailed descriptors covering these topics/themes, together with the population indicators will also be explored further in inequalities work on each outcome going forward.

## Our ambitions

Revisions	Comments
Growth ambitions reordered and narrative amended to greater explanation of growth figures. (Pages 14 and 15)	Whilst there was general agreement with the 4 ambitions, comments from some respondents queried the growth ambitions, particularly in relation to increasing the population – from the comments it was evident that some did not understand why this is necessary, or how it is envisaged this would happen (e.g. where will the people come from). To address this, the narrative has been redrafted and reordered to more clearly communicate that the rationale for seeking growth in jobs and population.
Jobs growth figure revised to <i>'Our economy supports 46,000 additional jobs'</i> (instead of 50,000)	During the consultation on the Belfast Agenda, Belfast City Council consulted on the initial stages of the Local Development Plan (Preferred Options Paper). During this period it was evident that a number of people found the disparity in figures for jobs and population growth between the two documents confusing. The 2 consultation close dates were therefore aligned. Both plans, set out aspirations for economic growth, and the initial draft figures in the Belfast Agenda had been based on the work being undertaken for the Local Development Plan. This figure has now been aligned with the jobs growth figure contained in the LDP preferred options paper.
Population growth figure revised to <i>'Our city is home to 66,000 additional people'</i> (instead of	This figure has also been aligned to the population growth projections in the Local Development Plan Preferred Options Paper.

70,000).	
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## Belfast Now

Revisions	Comments
Updated facts and figures about Belfast (pages 16-19)	These facts and figures have been reviewed and updated where relevant to more clearly define and to reflect more recently available data. Furthermore, some consultation feedback suggested this section of the document was reflecting too much on the city's positives, but rather needed to also highlight key city challenges more. A number of the facts and figures in this section have therefore been amended/reworded to provide a more balanced summary.

## Inclusive Growth, Leaving no one behind - Our focus for the next four years

Revisions	Comments
Rewritten narrative, including greater explanation of inclusive growth concept and key issues for making progress in Belfast. (Page 20)	Feedback suggested that the inclusive growth explanation in the draft document was not clear enough, particularly why it was important and how the priorities of the Belfast Agenda would help to deliver it. The narrative of this section has therefore been strengthened, along with edits to subsequent sections (under each of the 4 priorities) to make clearer linkages between work streams and their contribution to delivery of inclusive growth. This includes feedback received on the need to address structural and personal barriers including affordable childcare.
Redesigned diagram to show 'inclusive growth, leaving no-one behind' at the centre of the 4 year priorities (Page 21)	To show emphasis on delivering inclusive growth for all, by taking forward the 4 year priorities of 'Growing the economy', 'living here', 'city development' and 'working and learning'.

## Growing the Economy

Revision	Comments
Sub heading added under main heading: 'A competitive city region economy that creates opportunities for all' (Page 22)	To provide key summary point
Narrative updated to include reference to Brexit challenges/uncertainty, desire for a Belfast region 'City Deal', and the need to address infrastructure needs. (Pages 22 and 23)	Feedback/concerns that consultation draft did not reference challenges of Brexit and city infrastructure needs clearly enough.
'Our ambition for growing the economy' heading revised to 'Our goals and workstreams for growing the economy' and narrative improved (page 24)	Changed to address potential confusion with 2035 ambitions. Headline narrative has also been updated to include reference to issues of key economic importance that were highlighted in the public consultation, such as the role of good infrastructure and connections, skills, research and links to our universities and further education colleges.
<b>Updated Stretch goals (page 24)</b>	
Attract over £1billion in private sector investment including Foreign Direct Investment	Following further discussions with and input from Invest NI around how this should be defined and calculated and in the light of the most up to date information, this has been amended from 'attract £1billion of private sector Foreign Direct investment'.
Increase the value of out of state tourism to £500million	This has been updated from 'double the value of out of state tourism' following work with Tourism NI to clarify baseline and projected growth.
Welcome 1.9 million overnight tourist stays per year	This has been increased from the previous goal in the draft plan (1.5million) – NISRA published updated tourism statistics in July 2017, indicating that in 2016, 1.5million overnight trips to Belfast were made. The amended stretch goal suggests an increase of 100,000 per year.
Secure a significant Belfast region city deal at a scale that ensures our region's competitiveness.	The Belfast region city deal was referenced in the work streams in the draft plan. As this is considered a potential game changer for the city region economy, a stretch goal to give more prominence to this piece of work has been included.
<b>Updated Workstreams (pages 24-27)</b>	
Develop and deliver an integrated sustainable approach to economic growth and investment which supports an inclusive economy	Additional narrative included in this work stream to highlight its role in inclusive growth, and highlighting role of enterprise/entrepreneurial activity.
Work locally to drive inclusive growth and tackle challenges to economic inequality	Additional narrative has been included to highlight what we mean by inclusive growth. This also includes reference to economic change and challenges facing the city (why it is important) including impacts of welfare reform, about which concerns were highlighted in some consultation responses.

	This section also provides a clearer description of what we mean by an ‘inclusive growth’ programme.
Drive city region sustainable growth	Additional narrative added to emphasise need for economic growth to be as inclusive as possible, and we will ensure investment creates jobs and opportunity, focussing on skill and innovation, competitive advantage, role of universities etc.
Build the city’s position as a magnet for FDI	Narrative now also references new city investment Advice and Concierge service, investment in infrastructure, connectivity and attractiveness, Local Development.
Maximise the city’s connections worldwide to drive growth	References changes in economic environment post Brexit and need to further develop working relationships with cities of London and Dublin.
Provide sector specific support	Now also highlights role of established centres of excellence to implement key strategies towards long-term sustainability such as the Regional Cyber Security Strategy; Support for high growth businesses; and supporting local businesses to avail of local supply chains and procurement opportunities.
Harness innovation to drive city growth	Added in reference to challenge fund being delivered by Belfast City Council and Invest NI to support this.

## Living Here

Revision	Comments
Sub heading added under main heading ‘ <i>Great place to live, good houses, excellent local facilities and open spaces, healthy and safe neighbourhoods</i> ’. (Page 28)	To provide key summary point
Commitment : ‘Improve community relations’ changed to become: ‘Improve good relations’ (Page 28)	Feedback suggested ‘good relations’ was the more appropriate phrase
‘Our ambition for Living Here’ heading revised to ‘Our goals and workstreams for living here’ and narrative improved (page 30)	Changes to address potential confusion with 2035 ambitions
<b>Updated Stretch goals (Page 30)</b>	
Deliver 1,800 social housing units and agree a city target for affordable housing	A number of consultation responses highlighted the need for provision of social and affordable housing in the city. As a result this stretch goal now includes the agreement of a city target for affordable housing. Narrative around the importance of housing, including provision of social and

	affordable housing is also included within a new workstream in the subsequent section of the Living Here priority.
Roll out £105 million in new leisure provision	New stretch goal to reflect delivery of key programme.
Increase the proportion of young people from Belfast who think that local facilities are shared and open to all	Feedback on previous stretch goal (4000 young people participating in shared city programmes) was this was not a good stretch goal.
Invest £25 million in health improvement initiatives (in addition to investment in health and social care generally) to make progress towards our 2035 ambition to reduce the life expectancy gap between the most and least deprived neighbourhoods.	Additional reference to level of investment in health improvement initiatives over 4 years.
Invest £4 million in the prevention of suicide and self harm	Feedback in the consultation highlighted the importance of addressing mental health and emotional resilience issues in the city – An additional stretch goal has now been included to invest £4million in prevention of suicide and self-harm – on the advice of the P.
Improve how safe people feel within our neighbourhoods	New stretch goal to ensure we adequately reflect the importance of community safety in line with feedback.
Support communities to make progress towards reducing the number of physical barriers at interface sites	In line with feedback, wording amended to reflect role of BCC and partners in working with communities in reducing number of physical barriers.
Make a successful bid with Derry City and Strabane District Council to be European Capital of Culture 2023	New stretch goal to reflect deliver of key work programme.
<b>Updated Workstreams (Pages 30-33)</b>	
Design an integrated, inter-agency approach to neighbourhood regeneration and maximize the impact of local assets and investment	Text updated to address feedback about the multiple issues affecting neighbourhood regeneration including addressing issues of dereliction.
Planning the needs of housing to meet the needs of everyone	This additional work stream has been added to reflect feedback in the consultation of the role of housing in the city and the need for social and affordable housing, greater tenure mix, growing population in city centre and creating safe and cohesive communities. Whilst housing was included in a number of areas in the document, feedback indicated that this could be clearer.



Design and deliver a fully integrated interagency approach to early intervention, including early years support and family support hubs.	There was feedback in the consultation on the importance of early years and support for children and young people. The narrative in this work stream now highlights the important roles of the Health Trusts, Children and Young Peoples Strategic Partnership, Sure Start as examples.
Deliver a city and neighbourhood Community Safety Programme	Now references key areas of work of PCSP – hate crime, anti-social behaviour and domestic abuse.
Design and deliver Belfast City Shared Space, Peace IV and Interfaces programmes	Highlights opportunities to promote development of shared sites and facilities that provide safe access for all of the community and potential to foster greater levels of social integration.
Bid for European Capital of Culture 2023	There was feedback in the consultation on the key role culture and arts play in the life of the city, suggesting this should be clearer within the document. At the same time, the opportunity for a joint bid for ECOC 2023 has been presented, and this is now included as a workstream.
Design and deliver an integrated city programme for health, to address health inequalities, including enhancing mental wellbeing and reducing social isolation	Consultation feedback indicated that there needs to be a focus on improving health, as well as reducing inequalities. There was also feedback in the consultation highlighting the importance of addressing mental health and emotional resilience/wellbeing.

## City Development

Revision	Comments
Sub heading added under main heading: <i>'Connected, well planned with the right infrastructure to succeed' (page 34)</i>	To provide key summary point
Develop an effective Local Development Plan (page 34)	This been added to the list of commitments under the 'city development' priority to reflect the importance of the LDP in delivering the special aspects of the community plan
'Our ambition for City Development' heading revised to 'Our goals and work streams for City Development' and narrative improved. (Page 36)	Changed to address potential confusion with 2035 ambitions. Narrative improved to provide clearer summary of city development issues.
<b>Updated Stretch goals (Page 36)</b>	
1. grow the city's rates base by 5 per cent, through increased number of	Additional narrative to explain the stretch goal following request for clarity from consultation responses (some responses indicated confusion that this meant putting up rates).

residential and commercial developments;	
3. create a minimum of 3,000 new hotel bed spaces	Revised from 2,500 to take account on updated data on the number of hotels currently under development in the city.
( <i>'7. move to 14 or higher in the UK Retail Ranking' – removed stretch goal</i> )	<i>This Stretch goal has been removed as the baseline survey for this ranking was published a one-off measure that is unlikely to be repeated.</i>
<b>Updated Workstreams (pages 36-39)</b>	
Create a partnership and plan for sustainable urban infrastructure	Added narrative includes emphasis and detail on connectivity and digital infrastructure issues raised in consultation feedback.
Develop an integrated and sustainable city transport plan	Work stream title and narrative amended to highlight the importance of sustainable transport.
Deliver city regeneration and investment projects	Work stream title changed (widen focus from city centre only) and narrative updated – now provides examples of key city regeneration projects highlighted by responses in feedback from the consultation and partners.
Increase the supply of mixed tenure housing	Feedback in the consultation highlighted the importance of provision of social and affordable housing in the city. Narrative for this work stream has been updated to include mention investment in local communities through NIHE's management of the Social Housing Development Programme to deliver new affordable housing, promotion of mixed tenure developments and transfer of assets to local communities.
Build citywide commitment to Belfast place positioning	Duplicate paragraph removed: 'We are committed to encouraging city centre living and creating a vibrant, well-connected environment for people to enjoy'. Paragraph remains in 'Deliver city regeneration and investment projects' workstream

## Working and Learning

Revision	Comments
Sub heading added under main heading: <i>'Making sure people have the right skills for the future' (Page 40)</i>	To provide key summary point.
'Our ambition for Working and Learning' heading revised to 'Our goals and workstreams for Working and Learning' and narrative improved. (Page 42)	Changed to address potential confusion with 2035 ambitions. Narrative improved to include important role of lifelong learning.

<b>Updated Stretch goals: (Page 42)</b>	<b>All the stretch goals in this section have been updated based upon latest information.</b>
Reduce the working age population economic inactivity rate to less than 23 per cent	
Reduce the proportion of the working age population with no qualifications to less than 10 per cent	
Increase the proportion of the working age population with Level 4 qualifications and above from 34 per cent to 38 per cent or higher	
Increase the percentage of school-leavers entering employment, education or training from 94 per cent to 98 percent.	
Reduce the gap in education attainment* between those entitled to FSM and those who aren't from 32% points to 28% points (* at Level 2 or above, including English and Maths)	
Widen participation in Further and Higher Education and attract more students locally and internationally	Included in response to feedback from the city's universities.
<b>Updated Workstreams: (Pages 42-43)</b>	
Overall list of 'workstreams' under the 'Working and Learning' priority remains unchanged, however contains more narrative on lifelong learning, links between F&HE and skills demand, and importance of attracting international students.	The narrative alongside the working and learning workstreams has been updated to reflect consultation feedback on the important role of Further and Higher Education, and the need to link with future skills demand. Some feedback also highlighted role of lifelong learning and that the focus of Belfast Agenda should not only be on educational attainment.

## How we developed the Belfast Agenda

Revision	Comments
Minor changes to content to include reference to the public consultation, publication of the Belfast Agenda, and how to stay involved. Timeline updated (Pages 44 and 45)	This section of the document has been updated to reflect current stage in the process.

### **Making it happen**

Revision	Comments
Remains largely unchanged. (Page 46)	Some feedback in the consultation highlighted the need for more detailed plans, with associated financing and performance monitoring to ensure effective delivery. The 'Making it Happen' section highlights that the 1 <sup>st</sup> iteration of the Belfast Agenda sets the strategic direction and high level workstreams for moving forward into more detailed planning and delivery. Feedback received will continue to shape this process.

### **Measuring success**

Revision	Comments
This is a new section added to the document on role of Population Indicators and Stretch goals. (Page 47)	Some feedback queried how the plan will be monitored, and indicated the need for more explanation about how population indicators and stretch goals will be used. This new section of the document explains how these will be used to monitor progress over the medium and long term. It also highlights that there are synergies with Programme for Government that work will be undertaken to explore inequalities associated with section 75 categories and local areas levels, and that monitoring will be an ongoing process and further developed as it progresses.

### **Belfast's community planning partners**

Revision	Comments
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Shared Values section moved from front of document to this section (Page 49)	To accommodate changes to introductory sections and position with later sections on making it happen and measuring success.
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### Appendix 1: Linking Population indicators to outcomes

Revision	Comments
Updated introductory narrative (Page 50)	Highlights that an accompanying technical report will be made available alongside the Belfast Agenda which will include more details on the data that will be used to measure collective progress towards the outcomes of the plan.
Additional descriptor points added to each outcome under 'People have told us they want to see a city where:' (Pages 50-54)	During development of the Belfast Agenda, feedback from the Belfast Conversation (a public engagement programme across the city) was used to derive a series of statements describing the conditions of wellbeing that people wanted to see for Belfast. The many detailed descriptions of what people wanted for Belfast were then summarised to produce the 5 high level 'outcome statements' in the plan. During the public consultation, many of the wellbeing issues previously captured in earlier engagement were repeated, therefore these more detailed descriptor statements have now been included to provide a clearer picture of what we understand each of the 5 high level outcome statements to mean for Belfast.
Updated Population indicators (Pages 50-54)	Some additional population level indicators to provide indication of the city's progress towards the long term outcomes have now been included within the plan, principally to ensure that indicators included in the draft Programme for Government are included (where data is available at the Belfast city level). Where PfG indicators are not available at the Belfast level they have largely been included in the data development workstream.