



SOUTH BELFAST
PARTNERSHIP BOARD

A Strategic Regeneration Framework for South Belfast

Volume I - Strategic Regeneration Framework



Final Report

December 2008

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Abbreviations

BCC	Belfast City Council
BIDA	Belfast Investment and Development Agency
BMAP	Belfast Metropolitan Area Plan
BMTP	Belfast Metropolitan Transport Plan
DEL	Department for Education and Learning
DSD	Department for Social Development
HLC	Health Living Centre
HMO	Houses in Multiple Occupation
NIHE	Northern Ireland Housing Executive
OECD	Organisation for Economic Co-operation and Development
QUB	Queen's University Belfast
RPA	Review of Public Administration
SBP	South Belfast Partnership
SNAP	Strategic Neighbourhood Action Programme
SRF	Strategic Regeneration Framework

1. Introduction

1.1 Background to the Strategy

A team led by Hyder Consulting was appointed by the South Belfast Partnership (SBP) to undertake the development of a Strategic Regeneration Framework (SRF) for South Belfast. The Hyder Team included the following individuals and organisations:

- Kevin McGovern - Strategy Development;
- Colin Stutt Consulting - Project Economist;
- Drew Mackie Associates / Full Circle - Community and Stakeholder Consultation;
- Willie Miller - Urban Design.

This Framework is one of five being developed for Belfast as a whole, and will form an important foundation to the development of an overarching strategy for the city. The Regeneration Framework is intended to address several key strands of public policy and intervention which, when combined, will provide a practical and multi-faceted strategic platform for clear and integrated decision-making about future investment, local service delivery, economic development, employment creation and physical regeneration.

The Strategy is presented in two separate volumes:

Volume I – Strategic Regeneration Framework

Volume I has been presented as a standalone document, but relies heavily on the separate baseline report for its components and justification.

Volume II – Baseline Report

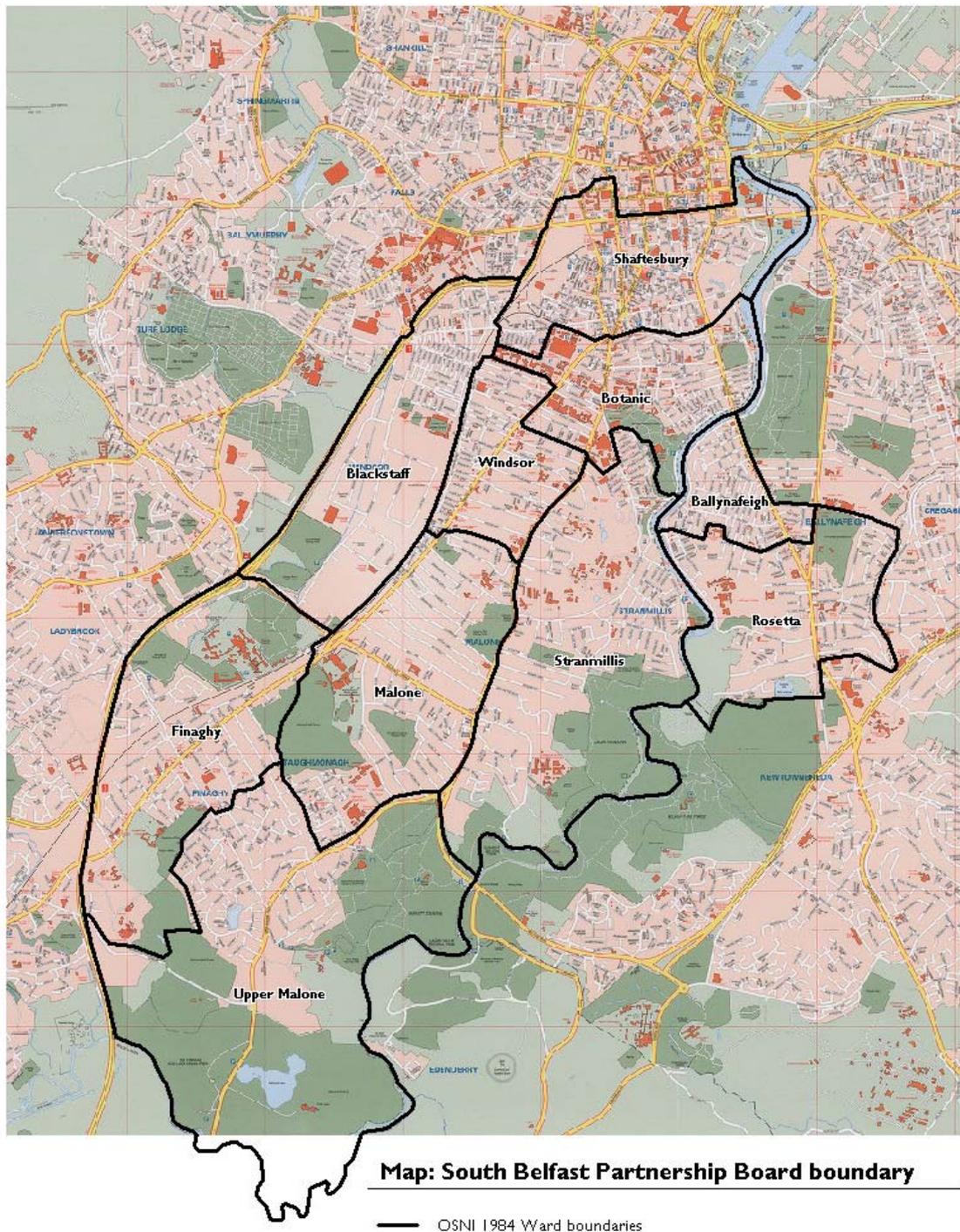
This includes the context of the study area, policy background, a brief description of the different areas and a review of current and emerging initiatives. Further technical support work and appraisal reports are presented in the Appendices of Volume II.

The boundary area for South Belfast is shown in Figure 1. The area is unique amongst the city's five Partnerships in terms of its opportunities for change, social and demographic characteristics, physical makeup, neighbourhood renewal challenges and in its economic relationship with the wider city. As such, the key themes emerging from the development of the strategy will inevitably differ from those of the other areas. This strategy aims to identify those issues, opportunities and needs which are specific to South Belfast, which can be used to inform and shape a city-wide strategy and associated statutory framework.

The preparation of these studies provides an opportunity not just to look at the needs and opportunities in each of the five areas, but also to review how the role of individual authorities and the general system of governance impacts on the every-day lives of the people of the city and how it might be better geared to delivering positive change and creating sustainable communities across Belfast. Present arrangements for delivering regeneration are spread across multiple government bodies and agencies, with corresponding lack of co-ordination, high relative cost of delivery and lack of visible progress by many communities. The SRFs are intended to clarify delivery issues and inform the proposed restructuring of governance through the Review of Public Administration (RPA) to enable more effective delivery of services and regeneration

across the city. It is against this backdrop that the SRFs have a major contribution to make in informing, shaping and directing future regeneration policy and delivery at the local level within Belfast.

Figure 1: South Belfast Area Partnership Boundary



1.2 Quality of Life

Any regeneration initiative has to consider the impact that the layers of policy, investment and direct action have on the quality of life of those directly and in-directly affected by the decisions of their community, agencies and government departments. It is now an over-used phrase, but “joined-up thinking and action”, however it is formally or informally organised, is the key to successful regeneration.

It cannot be ignored that there are conflicts to be resolved, resources to be found and many different competing needs to be met. However, unless renewal strategies can be seen to be targeted, resource-led and soundly based in the real challenges faced by local people, communities will continue to feel ignored and disenfranchised. A regeneration framework of this nature must not be seen to be another stage in a continual cycle, but a real means by which permanent changes can be made.

In the study area, there are already a number of local strategies and initiatives in place or being developed. The SRF must therefore provide a structure in which these plans will fit as part of the wider thinking, and against which emerging strategies, initiatives and projects can be evaluated. Regeneration which is based on a string of individual “quick fix” projects or community action plans developed in isolation can lack the long-term vision and support that a wider strategy can provide.

The aim of this strategy is to:

- Improve the quality of life, social and economic opportunities for the residents of South Belfast.
- Provide a strategic context for the transformation of local neighbourhoods, public spaces, retail and other commercial areas etc, where needed.
- Provide a strategic context for the improvement and enhancement of the range of public services in the area and, in particular, how they can be provided in a more co-ordinated manner.
- Guide public and private investment in a 10 year partnership action plan.
- Identify and support existing measures which contribute to the wider strategic plan and vision.
- Assist in the evaluation of future initiatives and to help to prioritise current plans and projects.

1.3 Making Best Use of Assets

South Belfast benefits from a wide range of assets, some of which are of national or even international status, many of which are used effectively and are major contributors to the wealth of the area, and others that remain underused or neglected. The identification and effective use of assets is a key element of any regeneration initiative; making best use of what is already available makes sound economic sense.

Releasing environmental assets is one of the main themes of the Belfast City Masterplan. The strategy recognises the importance of developing the city as a regional asset, in terms of prime retail markets and key cultural, leisure and tourism facilities. The plan also identifies the need to promote high quality office provision and better quality open space within the City Centre.

When considering assets, it is often the physical which come to mind, such as buildings, open spaces, facilities etc. Some of the key physical assets identified within the appraisal include Queens University, Belfast with its fine core buildings, excellent reputation for research and development, and some 20,000 students. There is also Belfast City Hospital a leading teaching hospital, the Lagan River, parks and green spaces, and the Crescent.

Looking at economic assets, Botanic Avenue, Lisburn Road and Ormeau / Lower Ormeau Rd provide strong independent retail offerings and potential for distinctive and pleasant public realm. Ormeau Business Park and the Boucher Road area (including the Meadows Retail Park and the Adelaide Industrial Estate) are major generators of activity and employment. The area is also home to the RUA's Show Ground and King's Hall which are effectively Northern Ireland's Exhibition Centre and Show Ground.

South Belfast also has important tourism, leisure and recreational assets, with Queen's, Ulster Museum, the Botanic Gardens, the Victorian streetscapes, the Lagan Towpath, Barnett's Desmesne and the Sir Thomas and Lady Dixon Park. There are five golf courses in South Belfast, some of which have hosted international events in recent years. The proximity of assets like Malone Golf Club, Queen's Playing Fields, Lady Dixon and Barnett's Demesne have led to Belfast being considered as a host for the European PGA and/or the Irish Open in future years. Similarly the Queen's Fields and the Mary Peter's Track could have a role to play in the 2012 London Olympics. Sporting events can bring significant benefits to an area in terms of both economic benefits and profile.

Community based assets are equally important when considering existing capacity to support regeneration. Such assets include the skills and experience of community members, the willingness of people to volunteer, capacity within the Business Sector and the strength of community organisations. Community providers have key role in enhancing and supporting statutory provision of services, including the provision of premises for a range of community based support activities.

There are a number of policy documents at a national, regional and local level that need to be considered in the preparation of the SRF for South Belfast. Whilst it is not a statutory document, one of the most important is the Belfast City Masterplan 2004-2020 which identified the 'Energised Core' concept; this is of great significance to the

area as it identifies South Belfast's economic strength and vibrancy with the city centre dynamism and beyond to the Titanic Quarter.

The documents reviewed and the main elements that have influenced the SRF, along with key issues that the strategy has to address, are presented in the Baseline Report (Volume II).

In addition to the review work, there have been extensive consultations, internal team working sessions and possible projects identified from a wide range of sources.

2. A Vision for South Belfast

2.1 Core Principles

The Strategic Regeneration Framework has been based on four **Core Principles** which were identified within the brief for the preparation of the SRF:

CHOICE – that those living and working in South Belfast will have a range and choice in the type and tenure of accommodation they live in; the public services they receive; the type of employment they undertake; business space to support economic activity; the training and education opportunities open to them; the schools they send their children to; and the leisure activities they take part in.

CONNECTIVITY – that the public services will be delivered in a joined-up and connected manner, local people will be connected to the employment opportunities both locally and across the city and people will have opportunities to meet with those from outside their neighbourhood.

CREATIVITY – that this will be a key driver of the transformation of neighbourhoods, whether through arts and culture, entrepreneurships, innovative approaches to job creation, new approaches to community development and the participation of local residents in decision making as well as improving civic pride. Creativity and culture will continue to be the way the area distinguishes itself from the rest of the City and attracts visitors to the area.

DIVERSITY – that diversity will be seen as an asset rather than a problem and will be seen as a key building block in the future development of the area and one that characterises its uniqueness.

These core principles have been drawn together in response to the overarching aspirations of:

- Promoting access to opportunity; and
- Improving quality of life.

South Belfast is often perceived as the most successful and affluent area of the city. Whilst this is clearly evident in many areas, there are still individuals, groups and communities which are failing to benefit from economic success and investment over recent years.

2.2 The Vision

The Vision for South Belfast is defined as:

“To promote and sustain a high quality of life for all the citizens of South Belfast, to ensure equity in choice and opportunities, to encourage creativity in all aspects of life and to build on the diversity of the area as a major strength.”

South Belfast is already recognised as offering much to residents and visitors, however, the ambition within the SRF is to see South Belfast as providing the best environment in which to live, work, play and invest. This aspiration will require South Belfast to:

- have the highest quality levels of service;
- have the best attractions;
- have the highest quality of life;
- lead the way in academic attainment across the board;
- be economically the most successful;
- have equality in access to opportunities;
- have the highest level of economic activity; and,
- have quality and range of housing for all needs.

In order to support and to move towards the implementation of the Vision, ten **Strategic Aims** for the Regeneration of South Belfast have been identified.

2.3 Strategic Aims

- 1 Promote and nurture a diverse and robust local economy** by capitalising on the strengths of the area’s economic dynamism and the presence of several major employment areas including Boucher Road, the City Hospital and Queens University. There is also scope to strengthen the area’s position as a tourism destination within the wider City to provide support to the existing and prospective creative industries sector. Improving the management and development of the Evening Economy is also a key aim, which should form part of a wider City Centre led drive to diversify the sector (led by the City Council), as well as forming part of a localised campaign such as “Belfast Lifestyle”. The independent retail sector is a strength and should be developed through appropriate and tailored support to the various independent districts across South Belfast.
- 2 Promote and make more explicit South Belfast’s role in the economic and social development of the City.** South Belfast is often perceived as a prosperous and flourishing place, and in many respects it is. These strengths should be seen as a major asset to the City, and should be exploited for the

benefit of the wider Belfast community. This is particularly relevant to local communities who are not currently benefiting from the prosperity of the wider South Belfast, but have the potential to gain from the area's historically strong economy. With its economic advantages, the presence of the University, its direct links into the City Centre and contributions to the "Energised Core", South Belfast should continue to be seen as a leading light in a City-wide development and regeneration agenda.

- 3 Create a high "Quality of Place"** by maintaining and enhancing the built environment of South Belfast, including its public realm, particularly in key strategic locations such as Shaftesbury Square and Bradbury Place and its built heritage both within and without the areas Conservation Areas.
- 4 Protect and enhance South Belfast's existing environmental assets** including its Parks, Open Spaces and the River Lagan Corridor. Such assets as these are not just of importance to the immediate area, but are significant assets to the City as a whole as part of its 'green' urban environment. These spaces are also very much part of the South Belfast 'Lifestyle' making it a place where people want to live, work and visit.
- 5 Ensure continued support for and enhancement of the process of neighbourhood renewal in South Belfast.** Neighbourhood Renewal funding has resulted in significant investment in communities in identified NR areas in South Belfast. It is recognised that this funding is starting to make a real impact in terms of improving quality of life. However, it is necessary to ensure that mechanisms are reviewed to ensure maximum impact from Government Departments and Agencies, as well as to ensure full impact from other key stakeholders. It is a major priority that a process of Neighbourhood Renewal is continued to improve quality of life in declining neighbourhoods. Synergies between the Neighbourhood Renewal programme and Belfast City Council SNAPs programme should also be maximised.
- 6 Promote the delivery of quality local services** at both the 'City Place' (Reference SNAP) and wider strategic (District) levels. Area based service delivery should cover health, education, employment, training, environmental health, housing, sports and leisure provision, parks, open space and play provision and community support. This requires the making of joined up strategies for local services and a multi agency approach that is based upon the willingness to work together for the good of local communities.
- 7 Reinforce partnership working across agencies** at a day to day level and at a more strategic city-wide level. At the local level the Area Partnerships need to be refocused and better resourced with closer ties to both the City Council and other service delivery agencies. This might be done at the level of a City-wide development agency and/or at the "City Place", acting both as a conduit for a more advanced Community Engagement regime. In the case of South Belfast this would mean taking forward specific and resourced initiatives such as a "life style" programme around the evening economy and cultural industries, business support for the independent retailers of Lisburn Road and other local centres, community based tourism, developing a business accommodation strategy and taking forward a programme of open space and public realm animation in

partnership with the City Council, Belfast Visitor and Convention Bureau and DSD.

- 8 Establish transparent, meaningful and coordinated engagement strategies** again bringing various agencies led through the City Council's "City Places" concept. In so doing, engagement should be undertaken with a clear understanding as to why it is being carried out and ensuring that the process is sufficiently "honest" that expectations are not raised without the follow through of tangible delivery.
- 9 Capitalise on the diverse nature of the communities of South Belfast** as a strength, where cultural traditions, ethnic origin and sexual orientation all form part of a wider understanding of the complex layers of urban living. It might be argued that Belfast and Northern Ireland generally has been preoccupied with two dimensional 'conflicts'. Time has moved on and the diversity of urban communities has increased and become more complex. Whilst, however, this might be viewed as an issue it should not be seen as a problem. Differences in an urban context should be viewed as an opportunity to celebrate different traditions, differing points of view and life styles. The strategy must uphold and promote the unique characteristics which make South Belfast attractive to such a wide range of visitors and settlers.
- 10 Promote the creation of sustainable lifestyles** across South Belfast reinforcing the concept of "Neighbourhood" or "City Place" through establishing clean, safe, user-friendly places for people to live in. This may seem ambitious when viewed against the backdrop of the social and environmental problems in places such as The Village, Sandy Row, The Markets, Donegall Pass, Taughmonagh, and the Holylands. However, each area has its own particular issues to resolve and a more detailed exercise looking at solving each of these at a local level should be pursued as a matter of urgency through the Area Partnership working with DSD, Belfast City Council, NIHE, Queens University and other local service providers. With the recent announcement of a £100m investment in The Village there is a huge opportunity for this area to see positive and tangible change which will greatly benefit local residents. How that change is brought forward over the next 10 years (and possibly longer) will be the key as to who benefits and how – in other words how Quality of Life for local people is changed for the better.
- 11 Promote and influence Health and Education service provision to meet specific local needs.** Good health and education are essential in enabling access to opportunity across communities. Whilst it is recognised that service provision is largely driven by national policy, there are unique aspects to South Belfast's health and education service provision which are resulting in specific local issues, particularly for deprived communities. These local issues, such as provision and demand for schooling and the recognition of local health needs, must be promoted beyond local level to ensure that they are being addressed effectively within wider policy.
- 12 Provide a safe and welcoming environment for residents and visitors** by good design and though collaboration between the police, local communities and businesses. Physical changes proposed through public realm improvements and improved connectivity will provide opportunity for shared space which must be

welcoming and safe. This is particularly important for the evening economy to ensure that those enjoying South Belfast's rich entertainment and leisure offerings can feel safe to do so.

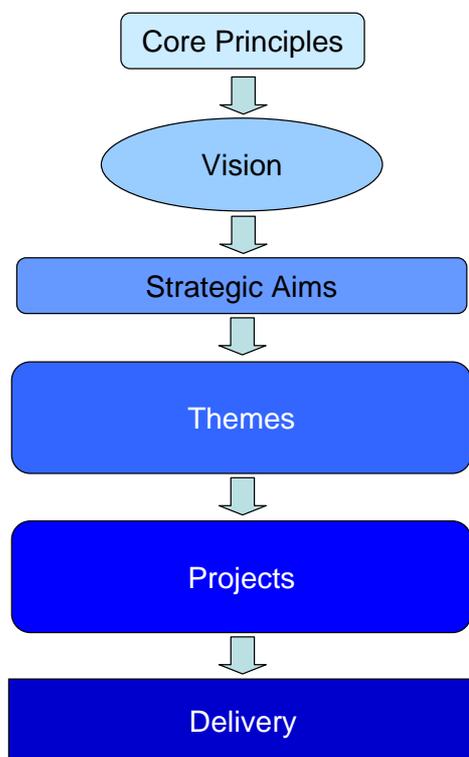
2.4 Linking the Vision, Core Principles and Strategic Aims

Overall, the Strategic Framework has been developed to ensure that the **Strategic Aims** are balanced effectively across the **Core Principles** in order to deliver the **Vision** for South Belfast.

This high level structure has been used to develop eight **Themes** which cover spatial planning, communities and services. These themes, which are set out in Section 3, identify key areas for the SRF to address through a number of Strategic Priority Statements, from which projects and programmes have been identified.

The development of themes, emerging projects and a strategy for their delivery are set out in the following sections.

Figure 2: SRF Elements from Strategy to Delivery



3. Themes

3.1 Selection of Themes

The Strategy has been developed around eight themes which have been selected on the basis of the key issues and opportunities which emerged during the appraisals and consultations for the SRF. There will of course be significant overlap between the themes.

Beneath each theme there are a number of Strategic Priority Statements which will assist in the achievement of the Vision for South Belfast.

The eight Thematic Areas are:

- Spatial Strategy;
- Energised Core - Maximising Access to Opportunities;
- Transport and Movement;
- Area-wide Economic Strategy;
- Queen's University;
- Culture, Arts and Recreation;
- Natural Resources;
- Neighbourhood Interventions.

Within the above themes there are a number of 'big idea projects' that could bring about significant improvements for the people that live and work in South Belfast. Whilst these projects are critical for the future of the area, smaller scale local neighbourhood based or training/skill development projects are also very important – a comprehensive programme of reforms, new ideas, plus continuing support for a number of existing initiatives is essential if the strategy is to achieve its goal.

3.2 Spatial Strategy

The regeneration of any area must rely on a spatial strategy which will help to shape and inform land use, maximise assets and take account of changing demographic patterns.

Within the SRF there are a number of key elements which have a physical dimension; these are projects which will transform the urban fabric or can be identified with a specific location or area. The aim of the Spatial Strategy is to provide the reference and framework to ensure that emerging projects are considered as part of the wider strategy.

Within South Belfast there are a number of statutory and non-statutory documents, referenced in the Baseline Report, which have informed the framework and helped to shape and inform future land use, policies and projects. Of most relevance are:

- Belfast Metropolitan Area Plan;
- Belfast Metropolitan Transport Plan;
- Belfast City Master Plan.

The BMAP and BMTP are both statutory documents, having been prepared by DRD, and as a consequence, have considerable influence on South Belfast as part of the wider statutory planning framework.

Whilst not a statutory document, the Belfast Master Plan 2004 published by Belfast City Council and launched at the inaugural “State of the City Conference” of that year, remains the only single vision document for the City and is a key reference point for this and the other four SRFs.

There is also valuable work which has been undertaken by Queen’s University Belfast on the regeneration of the Botanic area, centred around the “Urban Village” concept. The Botanic Urban Masterplan was developed by South Belfast Partnership Board in conjunction with students from Queens University and part funded by Northern Ireland Housing Executive. The ambition of the Masterplan is to: *“Create an urban village environment in the Botanic Area of South Belfast that brings together and meets the needs of the surrounding communities”*.

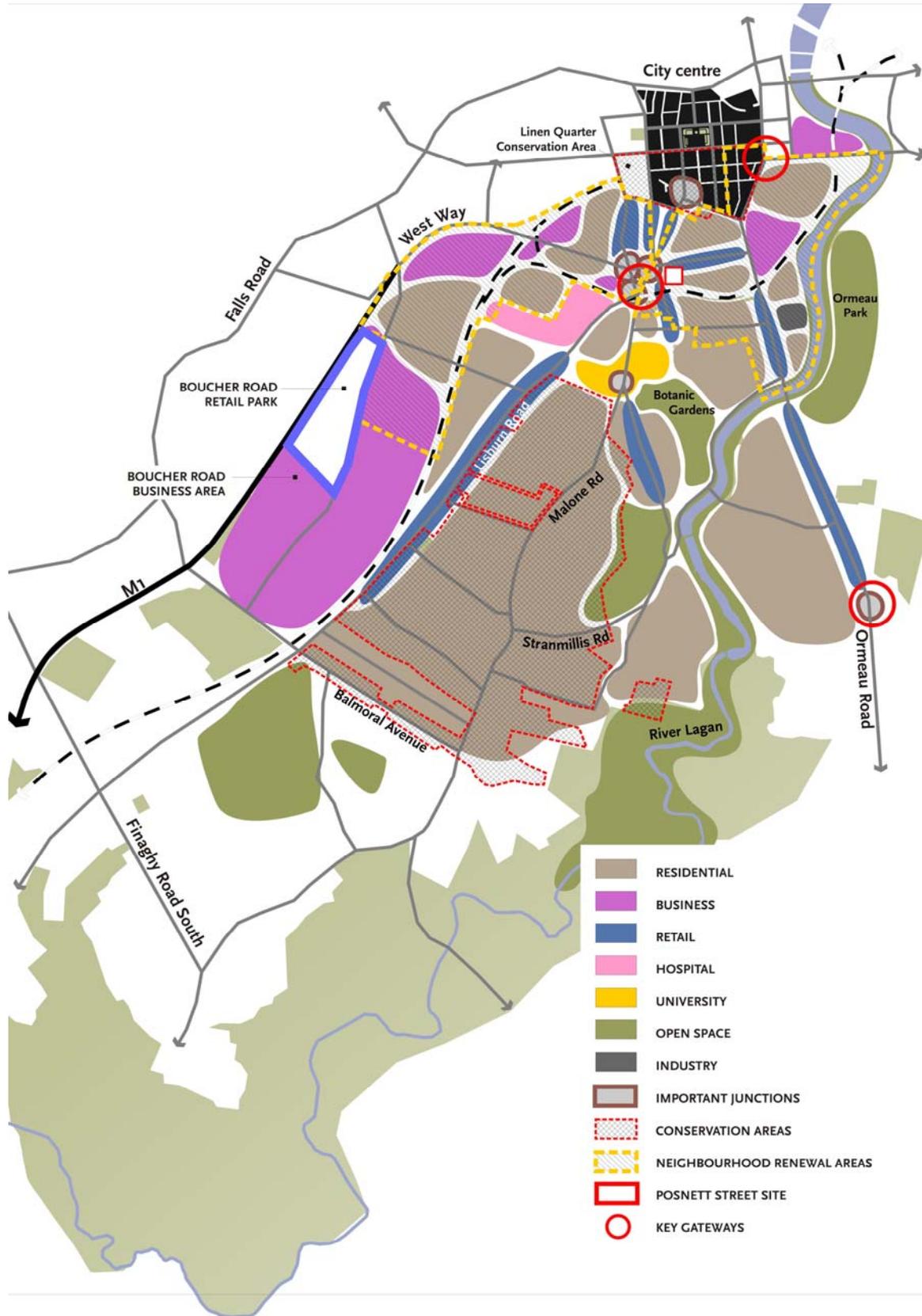
The role of spatial planning in delivering the objectives of “A Shared Future” is also particularly relevant to South Belfast. The document confirms the link between segregation and deprivation within communities, and promotes the role of community planning in shaping Belfast’s future, based on borders as opposed to barriers and shared spaces as a means of de-segregation. South Belfast is recognised for its diversity and for the ability of communities to co-exist harmoniously. This aspect of the area should be promoted and the principles of shared space developed as a key part of the Spatial Strategy, which in turn can be used as an example for the City as a whole.

Strategic Priority Statements – Spatial Strategy

Whilst individual projects and elements are covered under the thematic areas, the Spatial Strategy defines a set of principles to be used as a framework, linking existing policy and initiatives. The priorities with regard to the spatial strategy are:

- A** Improve public realm at the main gateways of Shaftsbury Square/Bradbury Place, Ormeau Road and East Bridge / Cromac Street (it noted that improvements are already underway at Ormeau Road / East Bridge / Cromac Street).
- B** Improve and enhance the public realm along arterial routes (e.g., Ormeau Road, Donegall Pass, Lisburn Road, Malone Road) as well as local centres and key nodes (e.g. The Markets, Sandy Row, Botanic Avenue, Taughmonagh).
- C** Explore opportunities for increasing connectivity generally through improvements to road, cycle and pedestrian networks.
- D** Explore opportunities for creating green networks to improve access and connectivity between environmental assets.
- E** Animate public spaces in strategic locations through initiatives such as open markets and public events.
- F** Make better use of Design Guides (existing and new) to support Development Control in maintaining and improving the quality of the built environment.
- G** Promote programmes in conservation areas and street tree planting in strategic locations.
- H** Promote mixed use centres which aim to combine community facilities, convenience shops and services within walking distance at key public transport points to support sustainable communities.
- I** Identify and strengthen / protect certain land use areas which are of importance, e.g., commercial, industrial, housing.
- J** Promote the inclusion of open space for shared use, which is safe, attractive and inviting for all.

Figure 3: Spatial Planning – key areas



3.3 Energised Core - Maximising Access to Opportunities

The Belfast Master Plan 2004 highlights a series of specific and major opportunities relating to South Belfast which will aid the achievement of several objectives set out in this SRF.



The “Energised Core” forms part of a new spatial understanding of the City which identifies an area extending from Queens University, through the City Centre and into the Titanic Quarter as *“...the most dynamic economic space in the region”*.

The presence of two internationally acclaimed universities, a renowned major hospital, the City’s prime retail, commercial and office locations, the clustering of a rich and varied cultural and entertainment offering and extensive tourism infrastructure in terms of hotels, attractions, information and welcome services make the “Energised Core” the powerhouse of the Northern Irish economy.

The Energised Core introduces key linkages between Central Belfast and South Belfast. It also builds on the significant investment by the City Council and private sector in the strategically important development in and around Central Station and the Maysfield Leisure Centre site. There is an opportunity to develop the area further through the provision of high quality accommodation for financial services and other specialist technology services and industry. The location around Central Station provides excellent transport links to the financial district in Dublin through the Enterprise Train Service. The surrounding Lagside and Gasworks area have already been well developed and include major companies such as Halifax and BT. Further development will consolidate and enhance the area’s reputation and bring significant economic benefits. The area may also be of significance given Belfast City Council’s proposals to develop a World Trade Centre franchise in Belfast, which could be located in the area.

It is imperative that South Belfast maximises the opportunities that the Energised Core presents, in terms of economic growth, improvements to quality of life, physical regeneration and environmental enhancement. Consequently, projects emerging from the SRF must maximise the opportunities from its location within the ‘Energised Core’. Projects should harness and contribute towards the area’s strengths – physical, economic, environmental, social and cultural - to ensure South Belfast plays a full role in a changing City of Belfast.

The ‘Middle City’ is a spatial concept, again, devised by the 2004 City Master Plan. In essence it represents that part of the City that surrounds the Central Core acting as a bridge between the City Centre and surrounding wider residential neighbourhoods. The South Belfast ‘Middle City’ area is well linked to the City Centre and probably has the greatest potential to contribute, of all the ‘Middle City’ areas, to the ongoing development of Belfast.

In addressing the issues of the ‘Middle City’ in order that South Belfast can fully benefit from its location within the “Energised Core” and contribute more fully to the wider City

economy, there are five inter-related components parts which must be considered, namely:

- **Physical Renewal** – This relates to the Strategic Priorities under the Spatial Strategy Theme (Section 3.2) for interventions in the public realm at Shaftesbury Square/Bradbury Place and ongoing public realm improvements at the East Bridge Street / Cromac Street gateway. These are major projects that must be prioritised alongside long overdue development briefs for sites at Posnett Street and Shaftesbury Square. It is proposed that DSD and Belfast City Council commission an integrated Urban Design Strategy for these key city spaces.
- **Functional Definition** – The ‘Middle City’ is typically characterised by a wide range of inner city uses (commercial and residential) that help to create its vibrancy, vitality and ‘difference’. It is essential that the SRF directly supports interventions and policies that maintain this diversity and that future planning and development around the City Centre takes account of this, as well as planning for the regeneration of important routes such as Great Victoria Street. There are currently proposals to create major hotel, residential and commercial schemes e.g. Aurora Tower. These are likely to radically change both the physical appearance and function of this end of Great Victoria Street and are likely to put additional development pressures (post current economic conditions) on surrounding locations.
- **Sustainable Communities** – As the City Centre expands care must be taken to clearly define the future function of inner city communities and retain these as desirable places to live. These communities are viable and make a vital contribution to the ‘Middle City’. These communities have a significant proportion of new residents who are transient and one/two person households. A sustainable community needs a range of housing opportunities including family housing so that communities can develop and grow without needing to move to the suburbs when they have a family. It is equally important that sustainable communities can have access to health, education and other key services, whilst at the same time recognising that it is no longer possible to have services within territorial boundaries.
- **Economic Development** – The existing economic assets of South Belfast have been documented in the baseline report. Several key sectors have the potential to enable greater economic synergy between South Belfast and elsewhere within the ‘Energised Core’. In addition it is necessary to consider in what ways a revitalised ‘Middle City’ might contribute to that synergetic development. The ‘Middle City’ has the potential to create opportunities for the development of specific sectors. These sectors might include tourism, the evening economy, creative and cultural industries and independent retailing.
- **Tourism** – Being the largest the largest and fastest growing ‘industry’ in the world, tourists have an ever widening spectre of interest. Tourism is unique in the sense that it is an industry where ‘word of mouth’ is critical. Tourists today have an interest in an area’s industrial past, its culture, its environment, and expect quality in the offer, as well as value for money. They also need to feel safe and secure. There are many aspects of tourism which bring benefits to local people and improve the quality of every day life. With regard to South Belfast there is an abundance of existing and potential tourist and visitor attractions, some of which have not been

fully exploited. The attractions include the Ulster Museum, the Queens University Langon Building, the Botanical Gardens, the Lyric Theatre, numerous galleries and other art based attractions, plus the two key attractions – the Lisburn Road and the River Lagan.

Strategic Priority Statements – Energised Core

- A** Using the Energised Core as a key economic driver, ensure that local business and support agencies provide appropriate training and skills development to enable local people to respond to local job opportunities.
- B** Develop social and community-based programmes that tackle the causes of long-term unemployment such as: low and mis-matched skills; the negative effects of generational unemployment and low aspirations; low confidence and benefits dependency. Programmes should also encourage aspirations and careers choice from primary school age.
- C** Employers, especially larger local employers and construction projects, should be encouraged to maximise benefits to the local community, which could be enacted through their commitment to Social Corporate Responsibilities (SCR) as well as joint working with BCC / Department for Education and Learning.
- D** Belfast City Council, Invest Northern Ireland and Queens University should collaborate in identifying and providing appropriate accommodation for new businesses to the area and opportunities for local businesses.
- E** BCC and SBP should develop and promote the tourism assets of South Belfast, by joint marketing and promotion of activities both established and new.
- F** The Tourism and hospitality industry should be encouraged to work with local training providers to provide the training in 'host/welcoming' skills.
- G** South Belfast has a significant role in the development of Belfast's tourism aspirations and this should be developed through joint working between BCC, Belfast Visitor and Convention Bureau and SBP.
- H** Capitalise on South Belfast's cultural and physical diversity by promoting a neighbourhood-based tourism product, highlighting distinctive character areas, quarters and neighbourhoods.
- I** The geography of sustainable communities and their needs requires further investigation to determine the most appropriate location for services and infrastructure. Whilst of particular relevance to the 'Inner City', this strategic approach needs to be applied to the whole of South Belfast and beyond to adjoining areas.

3.4 Transport and Movement

There has been significant investment in highway infrastructure in Belfast – M1, M2, A12 Westlink, but it is also important that links are provided from the strategic network into South Belfast. A number of important radial routes run through South Belfast, and as well as being important movement corridors, these provide centres for local retail and services.

The routes perform a wide range of functions: main distributor roads, bus routes, local distributor, parking areas and service the multitude of different businesses that front the roads. There is competing demand for space – for bus priority routes, for improvements to capacity, safety consideration at junctions, for convenient parking to the retail outlets and for cyclists and pedestrians. It is also important that the major highways do not become barriers to crossing movements.

The Belfast Metropolitan Transport Plan (BMTP) presents a wide-ranging set of proposals which aim to respond to the transport issues facing Belfast. The core principles of sustainability and integration that underpin the BMTP's proposals apply equally to all the District Council areas in the Belfast Metropolitan Area. The key principles applied are summarised as:

- Reducing the impact of traffic and assisting the free flow of traffic;
- Improving public transport;
- Managing future travel demand;
- Increasing the priority given to pedestrians, cyclists and public transport;
- Improving pedestrian and cycle linkages through the urban centre;
- Improving road safety; and,
- Supporting development proposals and urban regeneration and renaissance initiatives.

At a local level, the Botanic Masterplan recognises the transportation issues facing the core of South Belfast and aligns with the proposals set out within the BMTP.

By supporting these two key documents, the SRF can underpin the wider sustainable transport agenda by addressing specific local issues.

Since the 1970's there have been proposals for an inner box ring road for Belfast to relieve traffic congestion crossing the city centre. The project, which is only partially completed, is within the BMAP which proposes completing the Inner Box as a boulevard or avenue circling the existing city centre. The route for South Belfast proposes a new road (Bankmoor Link) running between Cromac Street close to Ormeau Avenue and Dublin Road at Bruce Street. The route has been kept clear, resulting in a large swathe of undeveloped land. Views on the proposals are mixed and local communities have registered their objection to the development of any link road. Until such a time that a clear decision on its future is made, land along the Bankmoor Link route will effectively be sterilised.

Strategic Priority Statements – Transport and Movement

- A** By supporting support the key principles of the Belfast Metropolitan Transport Plan, reduce the impact of traffic, promote public transport, cycling and walking initiatives.
- B** Improve the functioning of important traffic nodes of Shaftsbury Square and Cromac Square with regard to traffic flow, bus priority and pedestrian movement/environment, as part of public realm improvements in these key areas.
- C** Improve and enhance linkages between Central Station, the Markets and the Linen Quarter.
- D** Develop a parking strategy that considers demand and supply and takes account of the importance of on street parking in some locations (e.g., Lisburn Road), the impact of the loss of parking on temporary sites (e.g., Posnett Street), the impact of Resident's Parking Schemes on commuters and residents (being considered for the inner South Belfast communities), the issues relating to HMO's (exacerbating on-street parking in existing problem areas) and the need to ensure free flow of traffic, particularly for buses and access for emergency vehicles in areas which are restricted due to inappropriate / illegal parking.
- E** Improve pedestrian and cycling routes, linking to and creating new safe networks.
- F** Promote the preparation of Travel Plans with key targets for all major generators of trips (residents, commuters and visitors) thus reducing the dependency on cars and moving towards more sustainable forms of transport. This should link with the University's own published Transport Plan Strategy, which aims to reduce dependency on cars by promoting more sustainable alternatives.
- G** Protect from development potential river taxi stops on the River Lagan. Whilst proposals for a river taxi scheme have yet to be detailed, it is important that this is recognised within future spatial planning strategy and that development control polices are enabled to allow potential stopping points to be ring-fenced.
- H** Review the requirements for a future inner box ring-road which is currently sterilising development opportunity along its route.
- I** Review the current proposals for the Belfast Rapid Transport Scheme, which does not include South Belfast at present, and identify opportunities for extension into South Belfast or to provide linkages to this important new transport system.
- J** In conjunction with BMTP, explore opportunities for improving transport and movement along arterial routes.

3.5 Area-wide Economic Strategy

South Belfast is, by any measure, one of the city's most thriving quarters offering economic opportunities and quality of life to its residents and to those in other parts of the city and beyond. The city Masterplan recognises the importance of South Belfast as part of the "Energised Core", linking with the city centre and the harbour on the north, forming the economic heart of the city.

The drivers of South Belfast's successful economy are the quality of life it can offer, its diversity and distinctiveness. However, the area is not meeting its full economic potential and therefore not making its proper contribution to the wider and local economies. Despite economic prosperity, there are significant areas of deprivation across some communities which are failing to benefit from local prosperity and opportunities.

The economic strategy for South Belfast should focus on the strengths of South Belfast, making the most of its economic successes, and tackling the issues which limit or threaten its success. In this way, South Belfast's contribution to the city and the region as a whole will be maximised. At the same time, attention must be paid to the inequitable access to employment and quality of life which is a feature of South Belfast.

The absence of business accommodation can be a major constraint on business formation and growth. In an urban environment the effect may be to direct new and growing businesses from one part of the city to another. As far back as the Belfast Masterplan in 2004 the lack of appropriate forms of business accommodation in South Belfast was identified as an issue to be addressed, but little progress has been made. The quality of accommodation (mostly Victorian) and value of property are increasing the pressure on existing businesses to relocate and are proving a dis-incentive for new businesses to move into the area.

As part of the SRF development, a paper looking at business accommodation has been prepared and is included as an Appendix to Volume II. In summary, the key opportunities for South Belfast would appear to be:

- To provide high quality business accommodation suitable for international businesses and University spin off companies;
- To provide a range of office and workshop accommodation on flexible and relatively low cost terms to support local business creation and development, particularly in South Belfast's inner city areas;
- To develop an area based strategy for the cluster of sites along the railway line south of Great Victoria Street Station;
- To tackle the specific issues arising from the implications of the DDA for the relatively high proportion of South Belfast's businesses housed in buildings which cannot currently comply with DDA requirements;
- To develop the area around Central Station further through the provision of high quality accommodation for financial services and other specialist technology services and industry.

The Boucher Road Business and Industrial Estate, parts of which are owned by Belfast City Council, is a major economic driver within South Belfast and is a significant asset

whose overall contribution to the development of the south of the City needs to be maximised. It is proposed that a Masterplan for the Boucher Road Estate is developed to consolidate and enhance its function and offering as an attractive business location and retail destination. The Masterplan should take account of challenges from new and proposed developments elsewhere in the City, while also examining how access to the estate can be improved, particularly from the M1 Motorway (including the need for a dedicated slip road from the Motorway to the Estate). The Masterplan should also demonstrate how employment opportunities at the estate can be used to address low levels of economic activity in surrounding communities. Both the South and West Belfast Partnership Boards should examine the potential for the development of a specific scheme linking people to job opportunities.

Invest NI through its Belfast Local Office is responsible for some business support in the City, while Belfast City Council also provides a range of support in relation to enterprise and business development. It is recommended that further research is undertaken at local level to ensure adequate and appropriate business space and support around small work units (e.g., incubator units linked to the university), tied to specific local requirements. There is also a need to provide support to grow the social economy and private traders in disadvantaged areas, and encouraging the development of businesses in the heart of communities.

Belfast is the largest financial services centre in Northern Ireland. Many of the major financial institutions are based in South Belfast and the sector is an important contributor to the local economy. Proposals for regeneration and redevelopment around Central Station and Mayfield could be hugely important in establishing a financial services district in South Belfast, which in turn could provide significant opportunities for local communities, particularly the Markets.

As well as the more direct economic opportunities offered by South Belfast, the SRF should also look to strengthen the social economy. The inner city communities such as Donegall Pass, Sandy Row, Lower Ormeau Rd and the Markets all have location advantage that could and should be exploited for local residents. In other words, the SRF needs to recognise and support local enterprise that takes advantage of proximity to the commercial core, but which delivers those benefits to the local community.

Strategic Priority Statements - Area Wide Economic Strategy

- A** Maximise local training and employment opportunities by making full use of the provisions under Northern Ireland procurement policy on major projects, as well as encouraging private sector projects to commit to local employment provision as part of their Corporate Social Responsibility.
- B** Ensure that the long-term future of businesses can be sustained within the local market by tackling business accommodation needs and issues in South Belfast.
- C** Recognise the strength of the Independent Retail Sector and develop initiatives to secure its long term future and continued growth.
- D** Maximise the potential of Boucher Road Business and Industrial Estate through the development of an economic and spatial Masterplan.
- E** Explore the role of the medical industries and identifying opportunities presented by the City Hospital.

- F** Support expanding entrepreneurship and business development in established communities and ensure that there is adequate business space and support around small work units (e.g. incubator units linked to the university).
- G** Provide support to grow the social economy and private traders in disadvantaged areas, and encourage the development of businesses in the heart of communities.
- H** Develop an area specific Evening Economy Management Scheme in conjunction with Belfast City Council and City Centre Management.
- I** Recognise the current strength of the financial sector in South Belfast and ensure that this is capitalised upon as part of a city-wide strengthening of this important economic sector.

3.6 Queen's University

Queen's University is a major asset to South Belfast. As one of Northern Ireland's largest employers with an annual turnover of some £250 million, Queen's contributes significantly to local wealth and job creation. It was one of the first UK Universities to recognise the importance of bringing research excellence to the marketplace and currently has a portfolio of 43 spin-out companies, employing more than 850 people. Plans for future development include a £45 million new library which will create a landmark building for Belfast, the new £45 million Elms Student Village (off the Malone Road between Sans Souci Park and Beechlands) and a £20 million investment in sport and the Students' Union.

In a physical sense Queens University is an integral part of South Belfast, with many departments having taken over adjacent terraced, formerly residential properties, thereby integrating itself in the urban fabric. However, the campus is not always easy to access by the public when compared with modern universities in other cities. The university is a major land holder in South Belfast and disposal could release sites an area where available land is scarce, as well as providing opportunities for improving permeability and accessibility.

Queens University plays an important role in culture and arts. It is host to an international arts festival, and the University runs a number of musical events. The University is also involved in a number of community based projects and engages with local schools in arts and sports as part of its numerous outreach programmes.

The Queen's University Corporate Plan acknowledges that further development of the University's community and regional mission and the communication of that mission, requires the achievement of two main aims:

- The enhancement and recognition of the University's contribution to economic, social and cultural development and to the social cohesion of Northern Ireland; and,
- The promotion and communication of the contribution that the university makes to society locally, regionally, nationally and internationally.

The University recognises the issues connected with anti-social behaviour and the transient nature of students, particularly in the Holylands, and has responded, with some success, with initiatives that combine education, partnership and discipline to tackle these problems.

Strategic Priority Statements – Queen's University

- A** Establish incubator businesses which offer links between the University and local business in South Belfast.
- B** Develop employment opportunities for local people under the University's Social Responsibility/Plan.
- C** Through the Belfast City Council's "University Cluster Initiative", continue to encourage and support enterprise within the creative industries through greater collaboration between the university, public and private sectors.
- D** Integrate University activities more fully within the local community and engage with community groups and voluntary sectors.

- E** Working with students, BCC, communities and landlords, build upon current initiatives to tackle anti-social behaviours, particularly in areas with high levels of HMOs.
- F** Develop a strong public realm with the University campus and adjacent areas, particularly with regard to pedestrian routes and improving permeability.
- G** Explore opportunities for release of underutilised University land for re-development, recreation, open space and creating new linkages.

3.7 Culture, Arts and Recreation

South Belfast benefits from a wide and diversified cultural base; there are strong Protestant and Catholic traditions, new and increasingly evident ethnic cultures and communities and a mixed, mostly transient, student population. This diversity brings both social vibrancy and challenges. However, it does mean that the area can (and does) offer a range of cultural and art related opportunities. Access to and development of the above are important components in improving the quality of life of the South Belfast communities and in some cases the wider population of Belfast.

This cultural mix provides South Belfast with a unique international and cosmopolitan character. This is reflected in the diversity of incoming population and the fact that the majority of Consulate offices are located in the area.

Similarly, access to recreation opportunities is an important element in the improvement to the quality of life, from organised sport to informal walking and jogging. Culture and sport are important building blocks in communities. They bring economic and social benefits beyond their intrinsic values. They work in various ways to help build cohesive, empowered and active communities. They bring people together, they help develop identity and a sense of place, they make places more attractive and, particularly with regard to recreation, make people healthier. They can also develop an area's skill base, generate property and build safer and more integrated communities.

South Belfast already has a strong association with culture, arts and recreation, being host to a number of national and international events and festivals, including:

- British Senior and Irish Ladies Amateur Golf championships;
- International Rose Festival;
- Annual Balmoral Show;
- Belfast Festival at Queen's;
- QUB will be a 2012 Centre of Excellence and Training.

There are a host of other festivals and events throughout the year, many of which are based in South Belfast. Looking to the future, the cosmopolitan identity, cultural diversity, and dynamism of South Belfast, together with a range of excellent venues, lends itself to being the natural choice for a range of artistic and cultural events and festivals.

While promotion of culture, arts and recreation can often be seen as fringe projects, they are an important element of the overall strategy and South Belfast has a particularly strong base on which to develop.

Strategic Priority Statements – Culture, Arts and Recreation

- A** Promote local education initiatives to encourage children in understanding local culture, different ethnic cultures and art through after school art clubs, visits, talks and similar initiatives.
- B** Ensure that marketing and promotion of the different cultural and art venues is co-ordinated to maximise the 'offer'.

- C** Identify opportunities for local businesses to become involved in, either directly or through sponsorship, and encouraging larger businesses to engage under their Corporate Social Responsibilities.
- D** Promote of the role that culture and arts in South Belfast can play in developing Belfast's tourism aspirations.
- E** By the 'Animating' of public spaces provide the opportunities for street events – markets, celebrations, entertainment.
- F** Create a network of safe walking and jogging routes and shared space.
- G** Develop further the existing network of cycle routes in line with the BMTP Cycle Route Network.
- H** Create safe and convenient play spaces – ranging from safe streets in residential areas through to multi-use games areas for more active play.
- I** Develop South Belfast as the prime destination in Northern Ireland for national and international events.
- J** Continue to support and develop festivals which celebrate and promote South Belfast. Future festivals should build upon and be complementary to existing events, such as South Belfast Inclusion Festival and the new Botanic Arts Festival in March 09 developed by South Belfast Partnership Board.

3.8 Natural Resources

Running along the eastern side of South Belfast, the River Lagan is a major natural asset, presenting significant potential for contribution to the area. There are also large areas of open space to the south of the study area – the River Lagan Valley and Meadows, as well as the more formal green spaces within Botanical Gardens and Ormeau Park. These areas provide opportunities not only for physical activities but social regeneration.

With the transformation of Belfast's waterfront, the Lagan River, in particular, has scope to develop a wide range of functions – water based recreational and activities such as rowing, a water taxi route, pleasure boat trips, restaurant boat, land based recreation of walking and cycling. Attracting people to the waterfront will encourage commercial activities – cafes, wine bars, and restaurants. There is a real opportunity to make the River Lagan a main 'promenading area' of Belfast.

Plans are already progressed for a £7.9M scheme to improve boat access to the upper reaches of the Lagan River upstream of the Lagan Weir. The Lagan River Gateway project proposes a new lock at the Lagan Weir, the restoration of Lock 2 and the Lock 3, which will also include a canoe slalom. The Lagan River Gateway project could lead into a much larger project to create a navigable inland waterway between the east and west coast. Proposals for the first phases are well developed and funding is in the process of being secured. This is a key project for South Belfast.

Strategic Priority Statements – Natural Resources

- A** Maximise the potential of the River Lagan by encouraging and providing facilities for existing and new water based activities – such as rowing, pleasure boats, restaurant boat, and water taxi service. This needs to include the retention of access to the water around the Mayfield Site.
- B** Create a riverside environment that encourages walking, jogging, cycling and is safe and attractive as well as areas for sitting and 'watching'.
- C** Enable riverside development that provides a range of commercial leisure services with external sitting areas.
- D** Identify opportunities for the creation of a network of footpaths that link the key green spaces, River Lagan and wildlife areas.
- E** Linked to the network of footpaths, develop a schools wildlife programme to engage children's interest in the natural environment in South Belfast.

3.9 Neighbourhood Based Interventions

South Belfast is renowned for its “patchwork quilt” of communities, providing the area with its unique demographic landscape. This richness of culture and communities is a strength that the SRF seeks to build upon. However, some of these communities are experiencing deep levels of deprivation and economic inequality. Typically, the issues being faced by some of these communities include:

- Poor and inadequate housing;
- Low educational attainment;
- High unemployment and economic inactivity rates;
- Poor health;
- Poor environment; and
- Lack of aspiration in young people.

Whilst many of these issues are not unique to individual communities, in South Belfast or elsewhere in the city, there is rarely a single solution which can be applied across the area as a whole. Specific responses are required which must consider the wider regeneration context, as well as dealing with local issues. Whilst many of these issues are addressed either directly or indirectly through the other themes, neighbourhood based interventions are intended to develop and support the social infrastructure and voluntary sectors which provide much needed help to the isolated and vulnerable groups within communities, as well as tackling more widespread issues.

Neighbourhood Renewal has done much to move some of these issues forward within those communities which are involved in the programme. There remain however many long-standing community issues within specific areas, as well as new problems, such as the growth of HMOs, community isolation and exclusion to opportunity arising from changing social and economic demographics which require focussed attention. The SRF must therefore include a range of neighbourhood-level interventions, which are targeted at local community issues, but align with the wider area strategy.

Community interventions should also be aimed towards addressing less well identified problems in communities. For example, health and financial problems facing the elderly in more affluent neighbourhoods are not always picked up by support services.

On the positive side, South Belfast is typically the destination of choice for those relocating to Belfast. Incomers are attracted to this diversity, which in turn helps to sustain the unique cosmopolitan characteristics of the area. The University area, whilst highly desirable, is limited in terms of accommodation and business space for those seeking to relocate; this could provide opportunities for Lower Ormeau Road, Donegall Pass, Sandy Row and the Village.

Strategic Priority Statements - Neighbourhood Based Interventions

- A** Revitalise Neighbourhood Centres to strengthen and enhance existing local centres which provide facilities, employment and services to local communities, starting with Sandy Row, Taughmonagh and Lower Ormeau Rd.
- B** Develop programmes which will engage with community networks to ensure that needs of hard to reach / isolated groups and individuals groups are recognised and supported by service providers.

- C** Build on the success of the existing South Belfast Roundtable forum to champion the interests of the cultural communities in South Belfast and facilitate the development of the existing social economy. The role could be extended to tackle boundary issues, open up dialogue and promote and celebrate cultural diversity.
- D** Develop local education which can be delivered at relatively low cost, e.g.: Promoting existing opportunities to engage in lifelong education; Summer schools and Easter schools; apprenticeships by employers to re-engage “drop-outs”; using arts for encouraging children, e.g., afterschool art clubs.
- E** By working with the Council's SNAP Team, advance a South Belfast Local Area Working Programme as part of SNAP ongoing work. This should be common to all SRFs.
- F** Ensure that the objectives of the Shared Future initiative are delivered at a local level.
- G** Continue to support both Neighbourhood Partnerships to ensure their visions and action plans for the Neighbourhood Renewal areas are satisfactorily implemented.
- H** Ensure that there is continued targeted support and programmes within and across neighbourhoods to promote the de-marginalisation of Section 75 groups (e.g. women, minority ethnic groups, people with disabilities etc.).
- I** Promote and support the development of local educational centres of excellence, educational improvement partnerships between schools and other providers, special needs provision and parental involvement in education.
- J** Develop a South Belfast Healthy Living Strategy with a range of partners including local community organisations, including Highway to Health.

3.10 Emerging Projects

A number of projects, programmes and initiatives have been identified in response to the Strategic Aims and Strategic Priority Statements. Some of these cover more than one Aim or Priority Statement. The purpose of the SRF is to provide a framework which identifies needs against which emerging projects can be evaluated and prioritised.

Project details are provided in Table 1 within Section 5, with the location of spatially related projects shown in Figure 5. The table provides a summary which will form the basis for the SRF's Action Plan. Reference has been made to relevant documents and existing strategies where applicable. This is not intended to be a definitive list within the lifetime of the SRF, but a starting point, from which future projects can be added to as they emerge in response to the Aims and Priority Statements.

■

4. Delivery

4.1 Governance and Administration

A number of players will be involved in the delivery of the Strategic Regeneration Framework and it is essential that there is a partnership approach. South Belfast can not be seen in isolation but must be linked to the wider Belfast initiatives. Also, it is not appropriate to identify a number of new local delivery organisations but to work with those bodies which are established and already delivering – what is required is an impetus to encourage action within the agreed framework. It is important to understand how South Belfast can fully participate in and contribute to the development and regeneration process of not just South Belfast but the city as a whole.

It seems clear that the main developmental needs of the most disadvantaged South Belfast communities are capable of being met by well-established, professionally staffed local groups. At the higher level, responsibility for regeneration will pass from DSD to Belfast City Council by 2011.

4.1.1 Review of Public Administration

The Review of Public Administration (RPA) will simplify matters by transferring a range of key responsibilities to Belfast City Council by 2011. The Council itself is considering how the city's development might best be managed post 2011 and there is a need in this context to consider the governance of the development of South Belfast both pre-RPA and post-RPA.

Whilst Belfast City Council is the sole political authority with responsibility for Belfast alone and has a significant developmental capacity, the Council's responsibilities and powers are presently very limited compared to those Councils responsible for similarly sized cities elsewhere in the UK and Ireland.

In brief, responsibility for various administrative functions currently falls to a wide range of public bodies.

The current 26 local government districts will be rationalised to create 11 new local government districts, using the model referred to as 11 b, which was canvassed in the March 2005 RPA consultation document. This number will allow new council areas to deliver important services to communities in an efficient and effective manner.

The functions to be transferred to local authorities included

- local development plan functions, development control and enforcement;
- the public realm aspects of local roads functions;
- urban regeneration and community development delivery;
- a range of housing functions including Houses in Multiple Occupation; and
- a number of functions related to local economic development, enterprise development and support and local tourism and local arts, sports and leisure.

DRD are currently managing the transfer of powers.

4.1.2 Relevance to South Belfast

Looking to the future, there is a need to consider whether South Belfast has unmet requirements for governance and delivery capacity to complement the formal roles of DSD and Belfast City Council and to ensure that South Belfast can fully participate in and contribute to the development and regeneration processes in the city.

Belfast City Council has been considering how best it will deliver its new role. It has commissioned a study team from the Organisation for Economic Co-operation and Development (OECD), led by Professor Peter Tyler, under the cooperative action Programme on Local Economic and Employment Development (LEED). The study team have been asked to focus on economic inclusion, quality of life in Belfast and leadership and delivery arrangements and its findings were made public at the Belfast State of the City Conference on 20 May 2008. While at the time of writing the OECD study is still at a final draft stage, it is understood that it will recommend the creation of a city-wide development agency for Belfast, which they have provisionally called the Belfast Investment and Development Agency (BIDA). Any arrangements for regeneration and development in South Belfast will, therefore, have to take account of the possible creation of BIDA as a city-wide development agency for the city.

While the details of how BIDA or a comparable organisation would be set up have yet to be worked out, learning from the experience of other major UK cities which have created city-wide development agencies and/or partnerships, it is likely that a new Belfast development agency will have a range of sectorally specific and spatially specific structures. The diagram below sets out a hypothetical model, based on experience of other cities and discussions with the OECD team, which a new agency might put in place to ensure that its strategic vision is grounded in sectorally and spatially specific realities.

Figure 4: Possible Structure for Belfast Investment and Development Agency



If such a structure, which is still only a concept, is put in place there would be a role for SBP in providing the bridge between the city wide strategy and the specific needs of particular South Belfast communities. SBP could then evolve into the South Belfast arm of the new agency, but whether it would continue to exist as a separate company or would become part of the new agency would be a matter for decision at a later stage, as would be the composition of SBP board or committee.

For the interim period, at least, SBP has a unique and important role in the regeneration and development of South Belfast by:

- Championing the needs of South Belfast as a whole; and,
- Convening those in South Belfast who can contribute to the regeneration and development of the area.

As well as adding value to the regeneration and development of South Belfast in the interim period, a focused and successful SBP will provide the basis for an effective transition in South Belfast to new governance arrangements in the City when they come into effect.

The successful delivery of high quality local services is key to bringing about long term positive benefits to an area. At both the neighbourhood and wider strategic levels the capacity of public authorities across agencies and covering issues around health, education, planning, leisure, environmental and public health, housing and cultural activity is a major driver in the process of change. All too often, however, these are the very areas which are underplayed, misunderstood or, at worst, completely ignored as being part of a regeneration programme.

The City Council has recognised the need to address this issue and has been pursuing a policy of local area working referred to as the Strategic Neighbourhood Action Programme or SNAP. SNAP will form an important part of the delivery of improvements to services under the SRF. A small team was established in 2007 to adapt Belfast City Council's services to local area working. This small team is developing the tools, procedures and policies that will be needed to work at smaller, well-defined, geographical levels across Belfast.

Some of the major activities the team are undertaking include:

- Establishing the policies and mechanisms to reshape the approach to neighbourhood working;
- Mapping out the types of local services that BCC, and its partners, currently deliver across the city;
- Setting up innovative methods to allow the citizen to engage more effectively with their local councilors and services;
- Working with citizens and partner organisations to create local plans that will guide services in each area over the coming years;
- Ensuring that Local Area Working works effectively with Neighbourhood Renewal.
- Consulting on the new local area boundaries – the 21 City Places;

4.1.3 'City Places' Across Belfast and South Belfast

The City Council has, working through its SNAP Team, progressed this policy following the approval by Members of the concept. There is much work still to be done and at present the Team is involved in gathering information on facilities and services right across Belfast. This work is based on Neighbourhood units referred to as 'City Places' of which there 21 – 1 taking in the City Centre, the other 20 taking the City's neighbourhoods.

In South Belfast there are 4 'City Places' identified as follows:

S1 Lower Ormeau, Sandy Row, University

S2 Malone, Village, Windsor

S3 Ballynafeigh, Upper Ormeau, Rosetta, Stranmillis

S4 Finaghy, Upper Malone Road, Taughmonagh

The Council stresses that at this point the boundaries for these areas have not been confirmed and they are currently being used as means of data collation, based as they are on Ward boundaries. The four areas in South Belfast coincide with the boundaries of the Area Partnership.

At present the services that most concern the Council in terms of area based reorganisation are limited to those which they currently provide. This falls within the work that the Council's Improvement Department is carrying out in respect of improved service delivery and the impact of devolved responsibilities as a consequence of the RPA process.

This initiative is key to the underpinning of regeneration programmes right across the City. Although not explicitly a regeneration policy, it's elements and proposed outcomes are integral to a 'Quality of Life' driven renaissance process. It is the everyday things such as street cleaning, providing safe neighbourhood play areas, collecting waste and providing decent sports and leisure facilities that really matter to communities.

SNAP alone can only tackle certain issues even with the prospect of devolved responsibilities such as Community Planning and Regeneration falling under the City Council's remit. Other areas - such as health, housing and education that have been highlighted as being a major issue for specific parts of South Belfast - will to a large extent remain under national governance.

Despite having some of the Province's top schools, a major hospital facility and a world renowned University, there are still many of South Belfast's citizens who suffer from chronic health conditions, have low educational attainment and low expectations and are currently unemployed (despite living in very close proximity to the Belfast's most significant job creator – the City Centre).

4.2 Implementation Plan

In considering how best to take forward the SRF a number of recommendations are put forward. The implementation plan must address both specific and wider initiatives and while several of them are related solely to issues of concern in South Belfast often will be applicable to the other SRFs.

The South Belfast Area Partnership has a key role to play in the rolling out several of the regeneration initiatives for South Belfast identified in this report. In addition it is suggested that the Partnership works closely with colleagues in the City Council and other agencies to ensure that the recommendations set out are followed through.

The initiatives that the Area Partnership could help to progress (and in some cases, where it is thought appropriate, lead) are as follows:

- a) A range of **economic programmes** including;
 - Working with the City Council on a wider strategy around access to employment and economic opportunities;
 - Meeting business accommodation needs in South Belfast;
 - Developing the independent retail sector including support to the Lisburn Road traders initiative;
 - Working with the City Council to produce a master plan for the Boucher Road area;
 - Working with the City Council to provide start up business support.
- b) Develop a **Public Space Animation programme** in conjunction with the City Council, Queens University and other interested parties.
- c) Work with BVCB and the City Council on a **tourism programme** for South Belfast (including community based tourism – currently the subject of work being carried out by Belfast City Council), promoting South Belfast as a key part of the Belfast tourism offer. This work might also cover the development and management of the **evening economy** and working with local **cultural industries** to develop these related sectors.
- d) Work alongside the City Council's SNAP Team to roll out the programme of **local area working** and **improved local service delivery** as it impacts on South Belfast. This could also include working with the Team on its current data collation work and looking to establishing a centralised engagement database as well as moving towards the 'City Place' as the unit of community engagement.
- e) Work with Queens University, University of Ulster, DSD, DoE Planning Service, NIHE, PSNI and Belfast City Council on the development of a **Holylands Neighbourhood Initiative** with the aim of resolving local conflicts, improving the security of the area, improving the local streetscape and controlling the development of HMOs.
- f) Develop a South Belfast '**Healthy Living**' Strategy with a range of partners including local community organisations, including Highway to Health.
- g) Develop a **Community Cohesion Strategy** for South Belfast which is firmly rooted in the issues affecting a wide range of communities across the area.

It is acknowledged that this is a somewhat full agenda. In order to fulfil such a role and meet the demands of the workload generated additional financial and human resources would be required. However, if the Area Partnership is to have any significant impact in helping to take forward the SRF, either independently or as part of wider City Vision programme, it is this level of commitment and involvement that will be needed.

Implementation Recommendations

1. That the Area Partnership give its full support to the establishment of a City-wide development agency for Belfast and work alongside the City Council, DSD and other key agencies to this end.
2. To work towards a single 'Vision' document for Belfast using this and the other SRFs to inform that process.
3. The Partnership Board review its role in the context of the SRF in order to arrive at a way forward in terms of commitments and resources in consultation with DSD and the City Council.
4. That DSD, in conjunction with the City Council and the Area Partnership, commission a detailed urban design study of Shaftesbury Square and Bradbury Place, taking into account the immediate context of Donegall Pass, Sandy Row, Botanic Avenue and Queens Quarter The Study will need to address issues of traffic movement, pedestrian movement, land use and function, design quality and space management.
5. To endorse and support the work the work of the City Council's SNAP Team in Local Area Working and to establish a central depository for community engagement data.
6. That DSD and its partners re-examine the Neighbourhood Renewal programme in light of emerging ideas around a City-wide development and investment agency and the work of the SNAP Team around Local Area Working and Community Engagement.
7. Critically examine the potential for publically owned land in South Belfast and across the City to contribute to the regeneration of the City.
8. That DSD and Belfast City Council jointly commission research aimed at producing a regeneration good practice compendium as part of a capacity building programme for regeneration practitioners working in Belfast. The compendium would cover practice elsewhere in Northern Ireland (including Belfast), cities across the UK such as Glasgow, Manchester, Liverpool and Sheffield and programmes in Mainland European Cities such as Copenhagen, Stockholm, Barcelona, Lille, Amsterdam and Berlin.

An action plan of projects has been prepared which details a proposed lead player, key partners, likely timescale for implementation and relationship to the vision and strategic objectives.

The final stage of the preparation of the Strategic Regeneration Framework for South Belfast is for a discussion on the priorities – agreeing projects that will make a 'real' impact, those that can be implemented relatively quickly, those requiring discussions and support from partners. It is important that the strategy retains a momentum and

that change is seen on the ground or in the everyday life of those that work, live or visit South Belfast.

5. Emerging Projects

Figure 5: Projects Plan

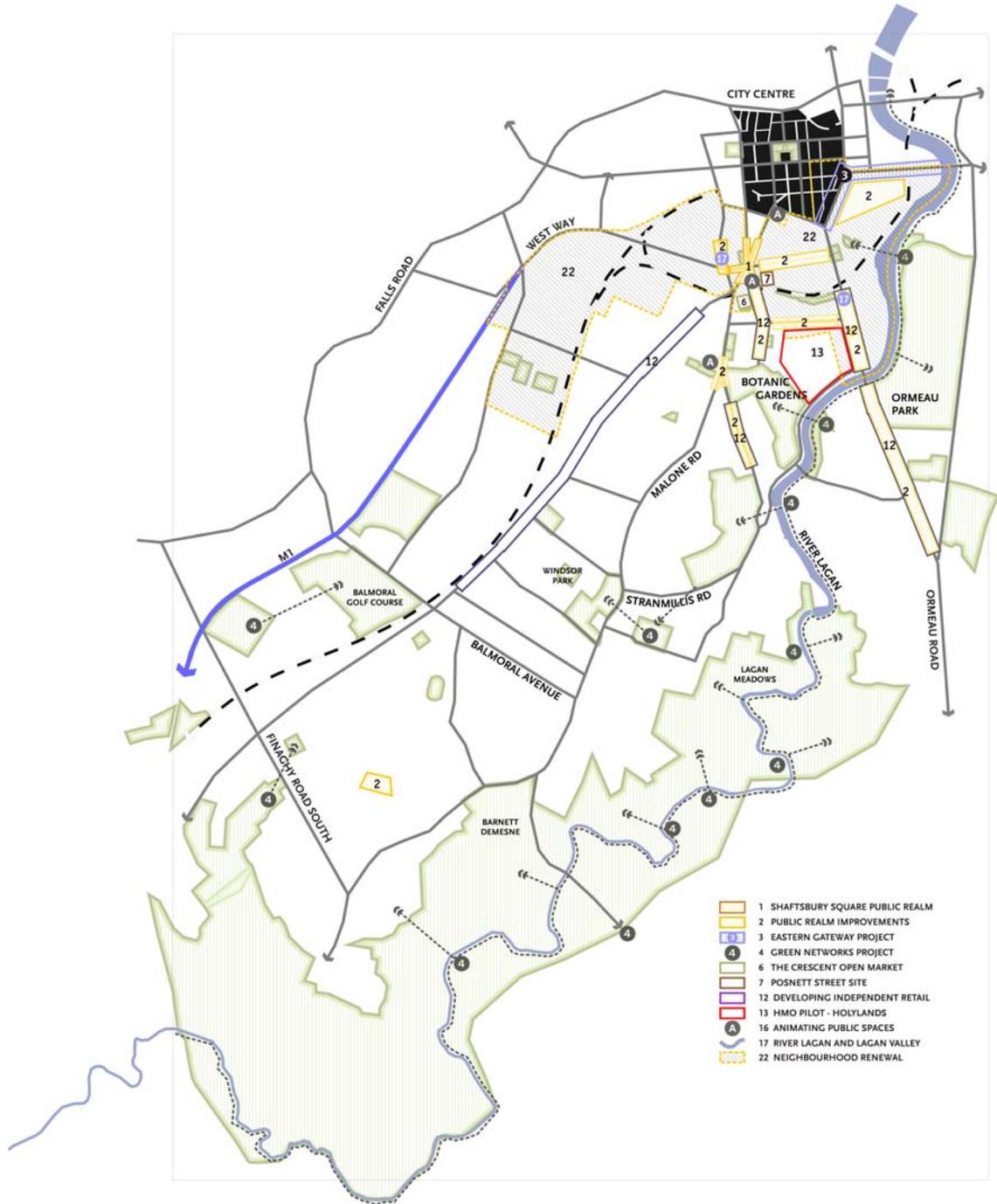


Table 1: Emerging projects, programmes and initiatives

Ref	Title	Description	Related Strategies	Theme	Strategic Priority Statement	Related Strategic Aim	Fit with Strategic Aims	Compat-ibility with other projects	Fund-ability	Deliver-ability	Lead Organisa-tion	Key Stake-holders / Support organis-ations	Implementation Timescale			
													Short	1-2 yrs	Med	3-6 yrs
1	Public Realm and Movement Improvements - Shaftsbury Square / Bradbury Place / Donegall Road	Public realm and movement improvements to this important gateway to South Belfast. Covering the extended Shaftesbury Square area (impinging onto Bradbury Place, Botanic Avenue, Donegall Road, Dublin Road, and Great Victoria Street). The project will seek to extend the dynamism of the Energised Core through to Botanic Avenue, whilst maintaining local distinctiveness and the "Urban Village" dimensions of South Belfast.	Belfast City Masterplan Botanic Masterplan	3.2 Spatial Strategy	3.2A	2 Promote and make more explicit South Belfast's role in the economic and social development of the City. 3 Create a high "Quality of Place". 8 Establish transparent, meaningful and coordinated engagement strategies. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓✓	✓✓✓	✓✓	✓✓	BCC	SBPB, Local Community Groups, QUB	Med			
2	Public Realm Improvements – Arterial Routes and Local Centres	Project to improve and enhance the public realm along arterial routes (e.g., Ormeau Road, Donegall Pass, Lisburn Road, Malone Road) as well as local centres and key nodes (e.g. The Markets, Sandy Row, Botanic Avenue, Taughmonagh)..	BMAP	3.2 Spatial Strategy	3.2 B, 3.2G, 3.2H	3 Create a high "Quality of Place". 10 Promote the creation of sustainable lifestyles. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓✓	✓✓	✓✓	✓✓	BCC	Local Community Groups and traders	Med			
3	Eastern Gateway Public Realm and Movement Improvements	Public realm and movement improvements to this important gateway, taking in East Bridge Street, Cromac Road and the Linen Quarter.	Belfast City Masterplan	3.2 Spatial Strategy	3.2A	2 Promote and make more explicit South Belfast's role in the economic and social development of the City. 3 Create a high "Quality of Place". 8 Establish transparent, meaningful and coordinated engagement strategies. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓✓	✓✓✓	✓✓	✓✓✓	BCC	SBPB, Local Community Groups	Med			
4	Green Networks Project	Study to evaluate the potential for a comprehensive footpath network to connect and make best use of green space, wildlife areas and the River Lagan. To include Bog Meadows.	BMP	3.2 Spatial Strategy	3.2D	4 Protect and enhance South Belfast's existing environmental assets. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓	✓✓✓	✓✓	✓	BCC	Local environment groups	Med			
5	Schools Wildlife Programme	Linked to the Green Networks Project, including River Lagan and Bog Meadows, the aim is to engage children with the natural environment within South Belfast.	BMP	3.2 Spatial Strategy	3.2D, 3.8E	10 Promote the creation of sustainable lifestyles.	✓✓	✓✓	✓	✓✓✓	DENI	Local schools	Short			
6	The Crescent Open Market	Open market in The Crescent, which will be part of the wider "Animating Public Spaces" initiative.	As 9	3.2 Spatial Strategy 3.7 Culture, Arts, and Recreation	3.2E, 3.7E	1 Promote and nurture a diverse and robust local economy. 2 Promote and make more explicit South Belfast's role in the economic and social development of the City. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓	✓✓	✓	✓	As 9	As 9	As 9			

Ref	Title	Description	Related Strategies	Theme	Strategic Priority Statement	Related Strategic Aim	Fit with Strategic Aims	Compatibility with other projects	Fundability	Deliverability	Lead Organisation	Key Stake-holders / Support organisations	Implementation Timescale Short 1-2 yrs Med 3-6 yrs Long > 6yrs
7	Posnett Street Site Redevelopment	Review the potential of the site for Multi-use site, connected to the Botanic Public Realm project.		3.2 Spatial Strategy	3.2H	3 Create a high "Quality of Place". 6 Promote the delivery of quality local services.	✓✓	✓✓	✓	✓✓	BCC	Local Community Groups and traders, Highway 2 Health	Med
8	Mentoring and Motivational Work with Young People	Outreach programme to work within young people within disadvantaged communities aimed at overcoming the cycle of generational antipathy which prevents the next generation from achieving their potential.	Strategy for Neighbourhood Renewal	3.3 Energised Core – Maximising Access to Opportunities	3.3B	8 Establish transparent, meaningful and coordinated engagement strategies.	✓✓	✓✓	✓✓	✓✓	SNAP team	Local Community Groups, SBP	Short
9	South Belfast Parking Strategy	Development of a parking strategy that considers demand and supply and takes account of the importance of on street parking in some locations, the impact of the loss of parking on temporary sites, the issues relating to HMO's and the need to ensure free flow of traffic, particularly buses and access for emergency vehicles.	BMP	3.4 Transport and Movement	3.4D	3 Create a high "Quality of Place". 10 Promote the creation of sustainable lifestyles.	✓	✓✓	✓✓	✓✓	BCC	Local Community Groups and Traders	Med
10	Green Travel Plans	Linking to BMP, this should include a range of measures such as Workplace Travel Plans, School Travel Plans and Personalised Travel Plans, with the aim of reducing dependency on cars and a move towards sustainable transport.	BMP	3.4 Transport and Movement	3.4F	10 Promote the creation of sustainable lifestyles.	✓	✓✓	✓✓✓	✓✓✓	BCC	Local Community Groups and Traders	Short
11	South Belfast Economic Council – "South Belfast First"	Creation of a South Belfast economic council to tackle a range of business issues, including: <ul style="list-style-type: none"> Accommodation shortfalls; To promote / develop opportunities for improving business accommodation in South Belfast.; Start-up Business Support; To encourage and support enterprise within the creative industries through greater collaboration between the university, public and private sectors through the use of clusters (BCC initiative); Exploring availability of land, including QUB landholdings; consolidate and enhance the function of Boucher Road and to maximise employment opportunities for surrounding communities. 	Development Paper – "Tackling Business Needs in South Belfast" (Vol II Appendix)	3.5 Area-wide Economic Strategy 3.3 Energised Core - Maximising Access to Opportunities	3.2A to 3.2G 3.3D	1 Promote and nurture a diverse and robust local economy. 2 Promote and make more explicit South Belfast's role in the economic and social development of the City.	✓✓✓	✓✓✓	✓✓	✓	Action Group led by SBPB	BCC, QUB, Belfast Chamber of Trade and Commerce	Med

Ref	Title	Description	Related Strategies	Theme	Strategic Priority Statement	Related Strategic Aim	Fit with Strategic Aims	Compat-ibility with other projects	Fund-ability	Deliver-ability	Lead Organisa-tion	Key Stake-holders / Support organisa-tions	Implementation Timescale
													Short 1-2 yrs Med 3-6 yrs Long > 6yrs
12	Developing the Independent Retail Sector	Programme, based on Main Street USA, to promote and develop the existing independent retail areas of Botanic Avenue, Stranmillis Road, Sandy Row, Ormeau Road and Lisburn Road.	Development Paper – “Developing the Independent Retail Sector” - Vol II Appendix.	3.5 Area-wide Economic Strategy	3.5C	1 Promote and nurture a diverse and robust local economy.	✓✓✓	✓✓	✓	✓	Action Group led by SBPB	BCC, Lisburn Road Traders	Short
13	HMO Pilot Project – the Holylands	Pilot project, drawing upon existing initiatives and experiences from the HMOs Subject Plan and other cities, to tackle social and community issues associated with areas with high numbers of HMOs / studentification.	HMOs Subject Plan (prepared by the Planning Service). Draft 2006. Research Paper - “HMOs and Community Responsibility” – Vol II Appendix	3.6 Queen’s University	3.6E	3 Create a high “Quality of Place”. 7 Reinforce partnership working across agencies. 10 Promote the creation of sustainable lifestyles. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓✓	✓✓	✓✓	✓	Action Group facilitated by SBPB	QUB, Residents’ Association, Landlords Association, NIHE, NI Planning Service	Short
14	Promoting Tourism in South Belfast	Promotional programme to re-invigorate South Belfast as a tourist destination, promoting arts, culture, quality of place and events. To link with BCC initiative on Community Tourism and with an integrated events and public space animation programme. To include the hosting of international sporting events and arts / cultural festivals,	Concept Paper – “Tourism Development in the Energised Core and South Belfast” – Vol II Appendix	3.7 Culture, Arts and Recreation 3.3 Energised Core - Maximising Access to opportunities	3.7B, 3.7D, 3.7E, 3.7I, 3.7J 3.3E, 3.3F, 3.3G	1 Promote and nurture a diverse and robust local economy. 2 Promote and make more explicit South Belfast’s role in the economic and social development of the City. 11 Promote and influence Health and Education service provision to meet specific local needs.	✓✓	✓✓	✓✓	✓✓✓	SBP	Belfast Visitor and Convention Bureau, BCC	Short
15	Evening Economy Management Scheme	Develop an area specific Evening Economy Management Scheme in conjunction with BCC and City Centre Management.	As 22	3.7 Culture, Arts and Recreation	3.7F	1 Promote and nurture a diverse and robust local economy. 2 Promote and make more explicit South Belfast’s role in the economic and social development of the City. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓	✓✓	✓✓	✓✓	BCC	Local traders, Belfast Chamber of Trade and Commerce	Short
16	Animating Public Spaces Programme	Programme to make better use of public spaces by markets, events, celebrations and festivals, both local and national.	Development Paper – “Animating Public Open Spaces in South Belfast” - Vol II Appendix	3.7 Culture, Arts, and Recreation	3.7E	1 Promote and nurture a diverse and robust local economy. 2 Promote and make more explicit South Belfast’s role in the economic and social development of the City. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓	✓✓	✓✓	✓✓✓	Action Group lead by SBPB	Local trade associations, Belfast Chamber of Trade and Commerce	Short

Ref	Title	Description	Related Strategies	Theme	Strategic Priority Statement	Related Strategic Aim	Fit with Strategic Aims	Compatibility with other projects	Fundability	Deliverability	Lead Organisation	Key Stake-holders / Support organisations	Implementation Timescale Short 1-2 yrs Med 3-6 yrs Long > 6yrs
17	River Lagan and Lagan Valley Plan	Plan to promote and maximise the potential of the River Lagan and Lagan Valley for local residents and visitors. The plan should aim to encourage and promote facilities for water based activities, providing a safe and attractive riverside environment and identifying potential for sensitive riverside development in support of access and facilities for the public.	Lagan Valley Regional Park Local Plan 2005	3.8 Natural Resources	3.8A, 3.8B 3.8C, 3.8D	4 Protect and enhance South Belfast's existing environmental assets. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓✓	✓✓	✓✓	✓✓	BCC	SBPB, Lagan Valley Regional Park	Long
18	Community Health and Education Monitoring programmes	Programmes which will engage with community networks to ensure that needs of hard to reach / isolated groups and individuals groups are recognised and supported by service providers.	Draft Community Support Plan 2008 – 2010	3.9 Neighbourhood Based Interventions	3.9B	6 Promote the delivery of quality local services. 11 Promote and influence Health and Education service provision to meet specific local needs.	✓✓✓	✓✓	✓✓	✓✓	Highway 2 Health	Belfast Health and Social Care Trust, Local Community Groups	Short
19	Enhancing the role of South Belfast Roundtable	Build on the success of the existing Roundtable forum to champion the interests of the cultural communities in South Belfast and facilitate the development of the existing social economy. The role could be extended to tackle boundary issues, open up dialogue and promote and celebrate cultural diversity.		3.9 Neighbourhood Based Interventions	3.9C	7 Reinforce partnership working across agencies. 9 Capitalise on the diverse nature of the communities and promote community cohesion.	✓✓	✓✓	✓✓✓	✓✓✓	South Belfast Roundtable	Local Community Groups, BCC	Short
20	Local Education Initiatives	Initiatives to address local education issues: - Reviewing education provision and catchment areas with a view to influencing future school development programme. - Promoting existing opportunities to engage in lifelong education; - Summer schools and Easter schools; - Apprentices to employers to re-engage "drop-outs"; - Using arts for encouraging children, e.g., afterschool art clubs.		3.9 Neighbourhood Based Interventions	3.9D	7 Reinforce partnership working across agencies. 9 Capitalise on the diverse nature of the communities and promote community cohesion. 10 Promote the creation of sustainable lifestyles 11 Promote and influence Health and Education service provision to meet specific local needs.	✓✓✓	✓✓	✓	✓✓	Department of Education NI	Local schools, Community Organisations	Short
21	Local Area Working Programme	Working with the Council's SNAP Team to advance a South Belfast Local Area Working Programme as part of SNAP ongoing work. This should be common to all SRFs.	Draft Community Support Plan 2008 – 2010	3.9 Neighbourhood Based Interventions	3.9E	7 Reinforce partnership working across agencies. 11 Promote and influence Health and Education service provision to meet specific local needs.	✓✓	✓	✓✓	✓✓	BCC SNAP team	Support Service Organisations, Local Community Groups	Short
22	Support and Enhancement of Neighbourhood Renewal	Continued support to the two Neighbourhood Renewal areas within South Belfast.	Strategy for Neighbourhood Renewal	3.9 Neighbourhood Based Interventions	3.9G	5 Review the implementation process of Neighbourhood Renewal in South Belfast. 11 Promote and influence Health and Education service provision to meet specific local needs. 12 Provide a safe and welcoming environment for residents and visitors.	✓✓✓	✓✓	✓✓	✓✓	SBPB	Neighbourhood Renewal Partnerships	Med

Ref	Title	Description	Related Strategies	Theme	Strategic Priority Statement	Related Strategic Aim	Fit with Strategic Aims	Compat-ibility with other projects	Fund-ability	Deliver-ability	Lead Organis-ation	Key Stake-holders / Support organis-ations	Implementation Timescale
													Short 1-2 yrs Med 3-6 yrs Long > 6yrs
23	Coordination of 'Engagement Data'	Programme for the collating, referencing and sharing of previous consultation material and feedback, to inform future strategy and project development.		Common to all		8 Establish transparent, meaningful and coordinated engagement strategies	✓	✓✓	✓	✓✓	SNAP team	Local Community Groups, SBP	Short
24	Shared Space strategy	Study to identify opportunities within the SRF to include the concept of shared space within South Belfast projects.	Planning Shared Space for a Shared Future	3.2 Spatial Strategy 3.4 Transport and Movement 3.7 Culture, Arts, and Recreation 3.9 Neighbourhood Based Interventions	3.2E, 3.2F, 3.7F, 3.9F	12 Provide a safe and welcoming environment for residents and visitors.	✓✓✓	✓✓✓	✓✓	✓✓	QUB	SBP, BCC	Short
25	Movement and Connectivity Study	Study to investigate the potential for increasing connectivity generally through improvements to road, cycle and pedestrian networks. To include a Pilot Study, possibly on the QUB campus.	BMTP	3.2 Spatial Strategy 3.4 Transport and Movement	3.2C, 3.4E	3 Create a high "Quality of Place".	✓✓	✓✓✓	✓✓	✓✓	BCC	QUB, SBP	Short
26	Parking Strategy	Development of a Parking Strategy to enable better management of parking within South Belfast and to identify opportunities to re-design street space for the advantage of local communities.	BMTP	3.4 Transport and Movement	3.4F	3 Create a high "Quality of Place".	✓✓	✓✓	✓✓	✓✓	BCC	SBP, Local Community Groups	Med
27	Review design guide requirements for South Belfast	Study to review existing design guides and to identify additional requirements, particularly in relation to proposed public realm projects.	BMAP	3.2 Spatial Strategy	3.2F	3 Create a high "Quality of Place".	✓✓	✓✓	✓✓	✓✓	BCC	Local Community Groups	Med
28	Mapping of community needs and service provision	The geography of sustainable communities and their needs requires further investigation to determine the most appropriate location for services and infrastructure. Whilst of particular relevance to the 'Inner City', this strategic approach applies to the whole of South Belfast and beyond to adjoining areas.	BMAP, Draft Community Support Plan 2008 – 2010	3.3 Energised Core 3.9 Neighbourhood Based Interventions	3.3I, 3.9A-G	7 Reinforce partnership working across agencies. 11 Promote and influence Health and Education service provision to meet specific local needs.	✓✓✓	✓✓	✓✓	✓✓	BCC	SBP, Local Community Groups, SNAP team	Med

