



Collaborative Working Towards Shared Outcomes CCG Case Study



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Getting From Here to There

Clarity

Agree
to
There

Agree
to
Here

Agree
to Next
Steps

Commitment

ENQUIRE

HEAR

ACKNOWLEDGE

STRAIGHT
TALK

Avoid

Failing to
acknowledge
the other's
concern

Not listening
(talking too
much)

Imposing
your solution

Asking
leading
questions

Failing to
clarify the
'There'
upfront

Making
assumptions

Avoiding
honest
feedback

Belfast Definition of Partnership

“Mutual Loathing Suppressed for Cash”



The CCG/ EBFAS project

- Scheme background

- Conceived 10 yrs ago
- Committed Funders
- Let in 2009
- Terminated 2012
- Split into 3 projects

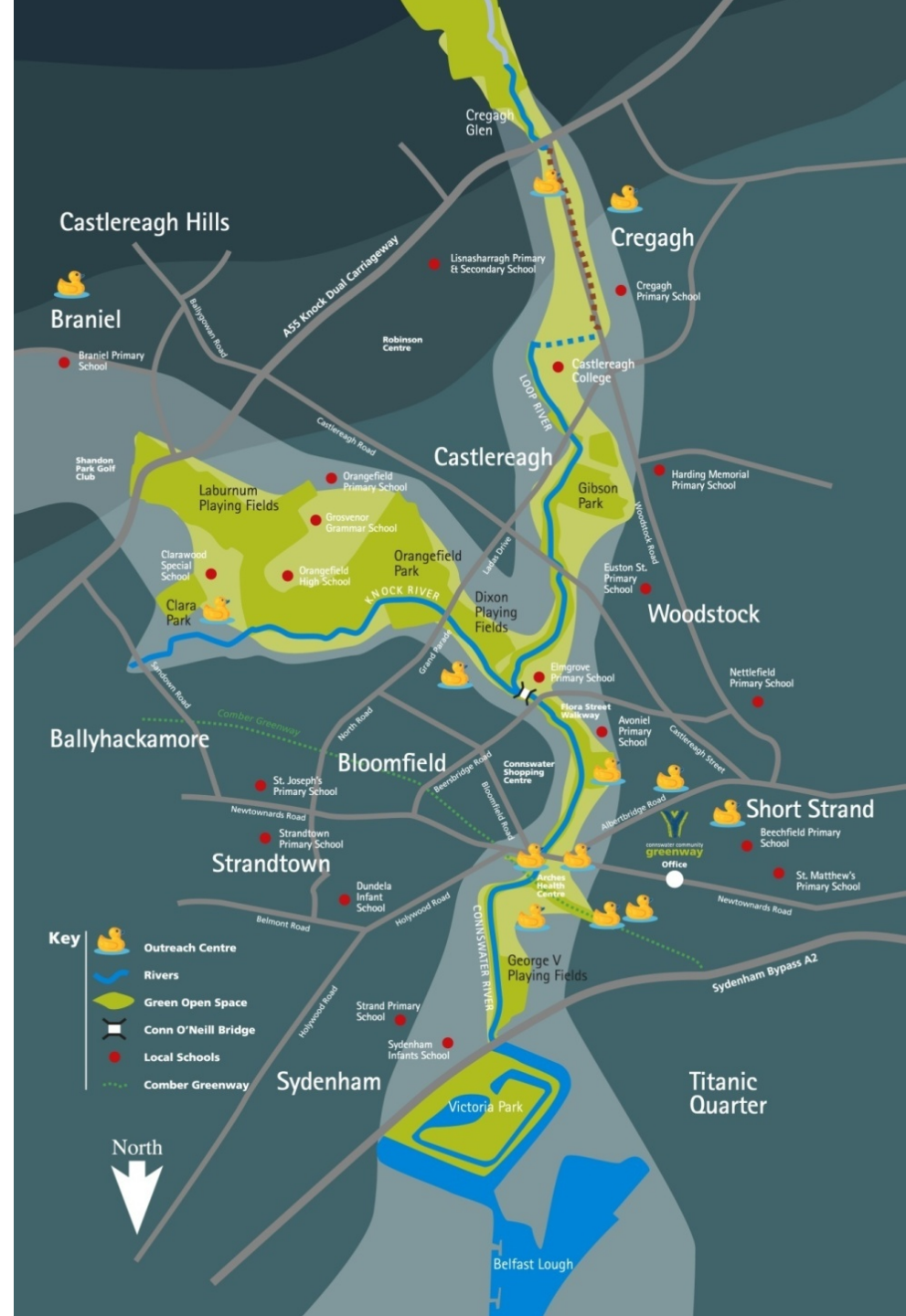
- The project(s)

- Connswater Community Greenway
- East Belfast Flood Alleviation Scheme



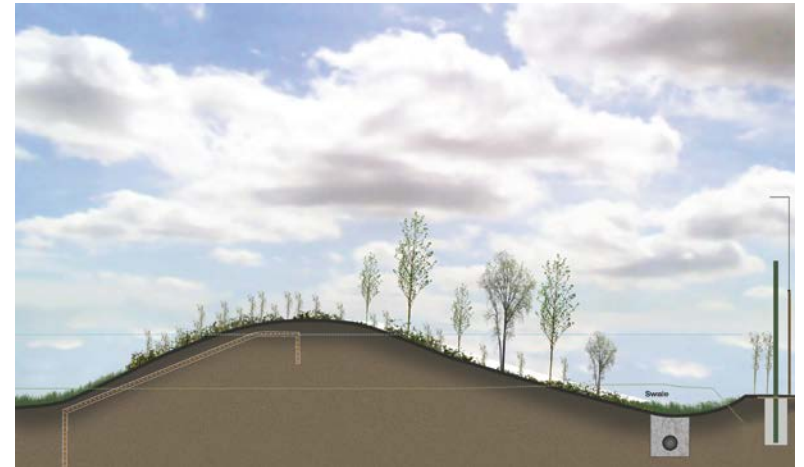
Connswater Community Greenway

- Shared paths/ cycleway
- Incorporation water features
- Protect / enhance ecological features & habitats
- Encourage habitat development
- Encourage travel corridors
- Creates streetscape, parkland and an urban centre
- Heritage and educational features
- Play areas & amenities
- New artwork



East Belfast Flood Alleviation Scheme

- Protection against flooding
 - Fluvial & Tidal Inundation
- Increased river capacity;
 - Larger channel section
 - Larger culverts
 - Attenuation
- Physical flood defences



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Deirdre Hargey

Councillor Deirdre Hargey
Chair, Strategic Policy and Resources Committee



Jim McVeigh

Councillor Jim McVeigh
Party Leader, Sinn Féin (SF)



R. Newton

Alderman Robin Newton
Party Leader, Democratic Unionist Party (DUP)



Tim Attwood

Councillor Tim Attwood
Party Leader, Social, Democratic and Labour Party (SDLP)



Máire Hendron

Councillor Máire Hendron
Party Leader, Alliance Party (ALL)



David Browne

Alderman David Browne
Party Leader, Ulster Unionist Party (UUP)



Hugh Smyth

Alderman Hugh Smyth
Party Leader, Progressive Unionist Party (PUP)

BCC Investment Programme Principles

- Balanced Investment
- Good Relations and Equality
- VFM
- **Partnership Working**
- Sustainability



PARTNERS	WIIFM
- EBP	Lonely Planet
- DSD	Regeneration
- Big Lottery	Living Landmark
- Rivers Agency	Flood Alleviation
- BCC	Asset Upgrade

* Non Partners – DRD/NIW

Politicians Judge by Outcomes not Elegance of the Process



CPD Issues

CPD Issues

- NIPPP
- Design & Build
- Abnormally Low Tender
- NEC form of Contract



Contractor 1

- Novation
- Major Dispute
- Mutual Termination

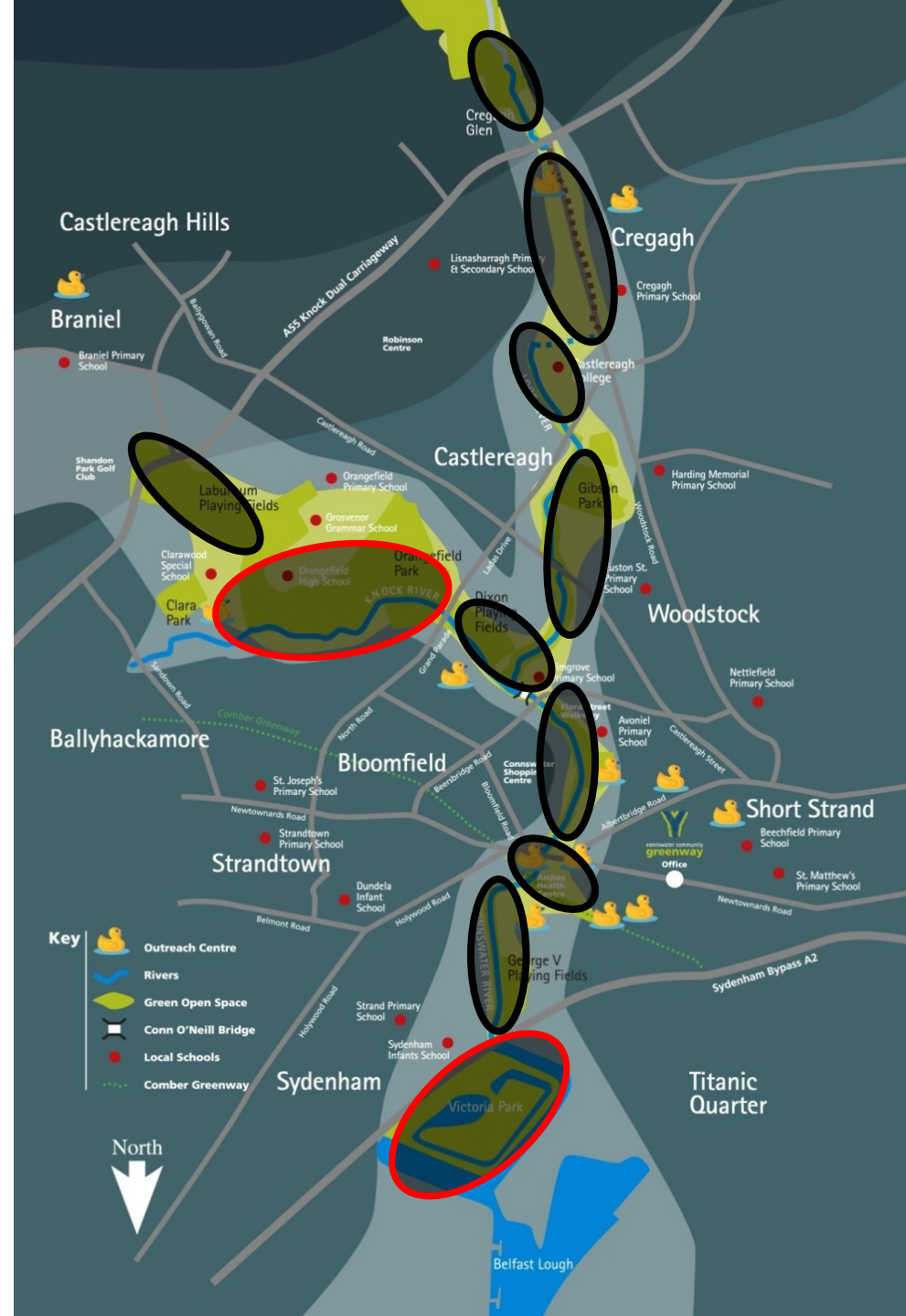
Contractor 2

- Z Clause Sections

Contractor 3

- Rest of Sections

Completion Summer 2016





Governance



- ***CCG Steering Group***
- ***Capital Works Group***
- ***Connswater Trust Group***
- ***Art Commissioner Group***

- ***Stakeholder Group***
- ***Political Group***
- ***Celebratory Events***



Benefits



CS LEWIS
SQUARE

- Van Morrison
- George Best



○ CS Lewis

○ Industrial Heritage



- QUB Study
- Ongoing Relationships

OLYMPIA LEISURE CENTRE



BELFAST WATERFRONT HALL



GIRDWOOD COMMUNITY HUB



Girdwood Community Hub, Cave Hill Place



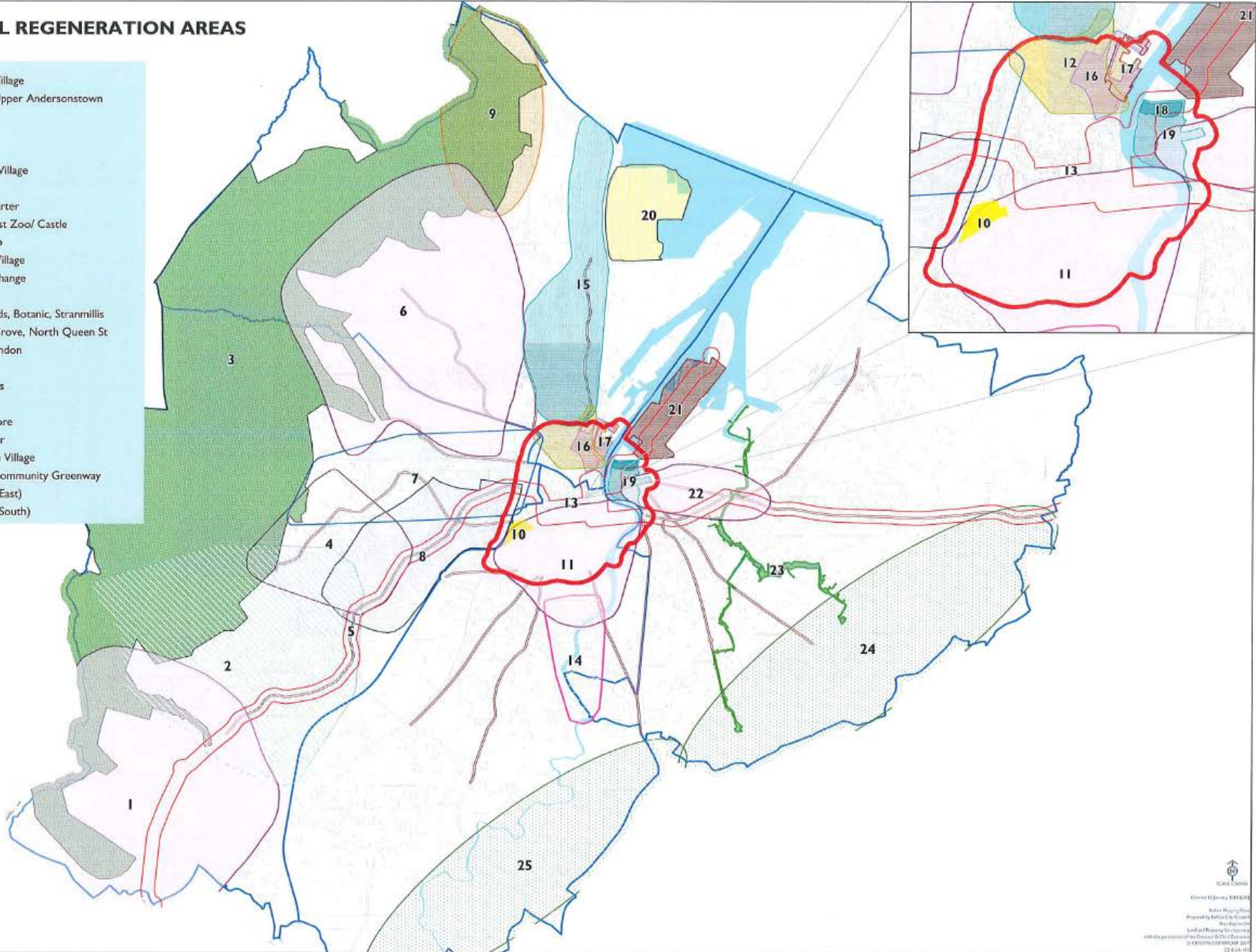
STRANMILLIS GATEWAY



Belfast
City Council

PHYSICAL REGENERATION AREAS

- 1 Colin Urban Village
- 2 Glen 10 and Upper Andersonstown
- 3 Belfast Hills
- 4 White rock
- 5 BRT Line
- 6 North Urban Village
- 7 Peace IV
- 8 Gaeltacht Quarter
- 9 Cavehill- Belfast Zoo/ Castle
- 10 Transport Hub
- 11 South Urban Village
- 12 York St Interchange
- 13 City Centre
- 14 QUB, Holylands, Botanic, Stranmillis
- 15 Shore Road, Grove, North Queen St
- 16 Greater Clarendon
- 17 City Quays
- 18 Odyssey Quays
- 19 East Bank
- 20 North Foreshore
- 21 Titanic Quarter
- 22 Eastside Urban Village
- 23 Connswater Community Greenway
- 24 Outer Fringe (East)
- 25 Outer Fringe (South)



Partnership Lessons...



- **Specific shared purpose the parties cannot make on their own**
- **Desire by partners to meet and a willingness to contribute something to the effect**
- **Appropriate people at the table**
- **Open credible processes**
- **A champion(s) for the effect**
- **Demonstrate high stakes involved**
- **Develop an open candid relationship with principles**
- **Develop a constituency for the effort**
- **Use collaborative leadership skills – Green line conversations**



Questions