Social Integration & Community Engagement Plan
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Introduction

This Social Integration & Community Engagement Plan has been developed to support economic growth, maximise personal/community development opportunities, promote good relations and create social impact from the activities of the Innovation Factory (IF) within the Springfield Road, Shankill area and surrounding locality.

IF have committed significant resources and expertise in the form of a dedicated Community Engagement team and see strong relationships with the local community as being a key success element of the Innovation Factory.

For the purposes of this plan community is defined as any stakeholders who live and/or work within the local area of the proposed activity of IF. This includes political representatives, statutory bodies, businesses, community groups, resident associations, education and training providers and employment initiatives.

This plan will not follow a “one-size-fits-all” approach and is developed within an ethos of proactive engagement at local level by informing, listening and collaborating with a focus of giving community stakeholders a voice about how the IF can contribute to or shape aspirations for the local area.

This Social Integration & Community Engagement Plan will deliver social and economic regeneration objectives for the Springfield Road, Shankill area and surrounding locality by:

- Maximising opportunities for communities
- Working in collaboration to innovate
- Reducing barriers to participation
- Being open and transparent through communication
- Creating a shared space
- Building civic pride and ownership
- Contributing to peace and building future legacy
- Enabling the promotion of Good Relations
- Contributing towards a society where a common vision and diversity is valued
- Meeting employability and skill needs in the local area
- Creating jobs
- Boosting the local economy through a “buy local” procurement approach
- Advancing community development and capacity
- Inspiring the next generation of entrepreneurs and business owners
- Promoting a positive image of the diversity within the Springfield, Shankill and surrounding locality on an international scale
What is the Innovation Factory?

The Innovation Factory (IF) is a new innovation centre located on the Springfield Road, Belfast, managed by Oxford Innovation. IF will be a pioneering, dynamic, flexible and creative entrepreneurial hub for start-up businesses and expanding companies specialising in innovation, research and development as well as creative solutions.

The state-of-the-art (55,000 ft²) facility will support up to 400 jobs, provide services for more than 100 businesses and entrepreneurs and encourage local and foreign direct investment. The Grade A standard accommodation includes 382 workstations across 111 business units, and will house over 100 businesses and entrepreneurs at full capacity. Fully serviced facilities include meeting and conference rooms, hot desking, superfast broadband connection, 24/7 access for tenants, on-site catering and car parking.

The Innovation Factory will offer:

- Flexible office space
- Virtual office packages
- Hot desking and co-working space
- An extensive range of meeting and conference facilities
- Business growth and innovation support
- Facilitated access to business and innovation networks

There will be a range of support services and other benefits for tenants and non-tenants including:

- Expert advice and support to help tenants develop and grow their businesses
- Additional specialist innovation development support tailored to meet needs of users
- Opportunities to meet and collaborate with like-minded innovative businesses
- Business Support Services for non-tenants
Who is delivering the Innovation Factory?

This project is part funded by Belfast City Council, Invest Northern Ireland and the European Regional Development Fund under the European Sustainable Competitiveness Programme for Northern Ireland. Oxford Innovation has been appointed to manage IF and will support a dedicated locally resourced staff team to achieve the shared social and economic ambitions for the centre.

Oxford Innovation manages a network of over 20 Innovation Centres throughout the United Kingdom on behalf of public and private sector building owners. IF is our first Innovation Centre in Northern Ireland and we are building upon our extensive experience gained from operating Innovation Centres in inner-city locations and regeneration areas across the UK.

Start-up businesses and expanding firms specialising in innovation, research and development, and other creative solutions will be able to take advantage of 3,300m² of flexible, affordable space inside the new centre. The Grade A standard accommodation includes 382 workstations across 111 business units, and will house over 100 businesses and entrepreneurs at full capacity.

Oxford Innovation estimate that over the term of the contract (potentially 14 years) an estimated 669 gross jobs will be created in the area with 401 nett jobs created purely as a result of IF. In addition approximately 39 companies will “graduate” to bigger and more suitable premises as they grow over this period.

To achieve the dual goal of economic impact and meaningful community “buy-in”, Oxford Innovation will be contracting directly with Belfast City Council as prime contractor taking on full responsibility for the provision of the services required by Belfast City Council. Oxford Innovation have established a sub-contractor partnership with Full Circle Management Solutions Limited who will be responsible for coordinating the provision of the services below:

- **Business Growth Services** – business support and capacity building activities that aim to accelerate business growth to potential entrepreneurs and existing businesses
- **Business Innovation Services** – a range of programmes aimed at boosting the level of creative thinking done within businesses to create new products, services, processes and technologies
- **Social Integration & Community Engagement** – involving the people that live in the local community with the proposed activities of the Innovation Factory (A brief pen-picture of local supplier organisations is provided in Annex 1)
This Social Integration and Community Engagement Plan has been designed by our local team to ensure we follow a controlled, well managed and visible set of processes aimed at achieving well-formed outcomes and desired results. All tasks and activities will be undertaken within a structured accountability framework based on continuous improvement and development.

Our vision of IF is:

“The promotion of the social and economic regeneration of the Springfield and Shankill Road areas and surrounding locality and of this brownfield site, providing employment opportunities and acting as a catalyst for further development in the area”

We will strive to meet this vision under the ethos of a clear and explicit shared space policy ensuring that IF is a safe environment that supports, encourages and enables tenants, users and the wider community feel welcome, comfortable and safe.

We are committed to the promotion of Good Relations in the delivery of all our services and will treat all employees, IF users and other stakeholders with respect and dignity and will seek to provide a positive working environment, free from political, religious or racial discrimination, harassment or victimisation. This policy will contribute to the development of a workforce that is trained and skilled in embracing Good Relations and where sectarianism and racism is not tolerated. Resources will be committed to staff training, development of partnerships and to progress policies and initiatives that will contribute to the mainstreaming of a Good Relations ethos that acknowledges and challenges sectarianism and racism.

This document sets out the priorities for the next twelve months; highlighting the range of actions/results and desired impacts to be achieved under a number of key priorities. Finally, this strategy is a fluid document that will be influenced by such things as tenant sector diversity and is therefore subject to change to suit emerging opportunities, needs and challenges as they arise.
Implementation of IF’s Social Integration & Community Engagement Plan is built on the seven key priorities highlighted below.

**Priority 1**

To devise a clear and explicit policy based on the principles of Good Relations and Shared Space that ensures the IF remains safe and welcoming environment where all members of the community, tenants, users and visitors feel comfortable and safe.

Our Shared Space Policy will be based on the following principles:

- **Welcoming** – where people feel secure to take part in unfamiliar interactions, and increase an overall sense of shared experience and community;
- **Accessible** – well-connected in terms of transport and pedestrian links within a network of similar spaces across the city and managed to promote maximum participation by all communities;
- **Good quality** – attractive, high quality unique services and well-designed buildings and spaces;
- **Safe** – for all persons and groups, and trusted by both locals and visitors.
The implementation, development and success of this Social Integration & Community Engagement Plan will be built on the foundations of an effective Good Relations Policy based on principles of equality of opportunity, diversity, dialogue, tolerance and cultural diversity.

<table>
<thead>
<tr>
<th>Ref</th>
<th>Task</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Develop and implement an integrated Good Relations/Shared Space Policy.</td>
<td>July 2016</td>
</tr>
<tr>
<td>1.2</td>
<td>Ensure that Good Relations is addressed as part of the induction process of all IF staff.</td>
<td>September 2016</td>
</tr>
<tr>
<td>1.3</td>
<td>Ensure that the IF Good Relations Policy is made available to all internal and external stakeholders.</td>
<td>September 2016</td>
</tr>
<tr>
<td>1.4</td>
<td>Ensure Good Relations is addressed with all new tenants as part of the tenancy agreement.</td>
<td>September 2016</td>
</tr>
<tr>
<td>1.5</td>
<td>Provide Good Relations training for all IF staff and tenants within the first 12 months of operation.</td>
<td>September 2016</td>
</tr>
<tr>
<td>1.6</td>
<td>Progress, review and develop the Shared Space Policy annually to ensure that all tasks and activities are measured and reviewed.</td>
<td>June 2017</td>
</tr>
<tr>
<td>1.7</td>
<td>Organise a “good-will” event as a welcome and gesture of appreciation to the local community.</td>
<td>December 2016</td>
</tr>
<tr>
<td>1.8</td>
<td>Launch of a cross-community summer innovation boot-camp scheme aimed at 10 local young people involved in youth provision.</td>
<td>June 2017</td>
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Impact

- The implementation, development and success of this Social Integration & Community Engagement Plan will be built on the foundations of an effective Good Relations Policy based on principles of equality of opportunity, diversity, dialogue, tolerance and cultural diversity.

- The Good Relations policy will integrate, underpin, impact and influence all other priorities and shape the "way we do business" with all key stakeholders.
Priority 2

To assist & support local businesses to tap into supply-chain “spin-off” opportunities arising from the operation of the Innovation Factory.

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<tr>
<td>2.1</td>
<td>IF will implement a “Buy Local” and business friendly procurement policy to stimulate social and economic improvement. As a token of our commitment a target of 25% of all procurement activity aligned to local suppliers has been established.</td>
<td>July 2016</td>
</tr>
<tr>
<td>2.2</td>
<td>A “Meet the Buyer” sourcing event will be held for local businesses to promote their products and services to IF within the first twelve months of operation.</td>
<td>August 2016</td>
</tr>
<tr>
<td>2.3</td>
<td>Social inclusion/Community benefit clauses will be implemented in IF contracts when and where applicable to stimulate social and economic impact.</td>
<td>September 2016</td>
</tr>
<tr>
<td>2.4</td>
<td>Schemes will be established with local businesses to create attractive discounts for IF tenants to strengthen relationships with the local business community and stimulate a “shop local” ethos.</td>
<td>September 2016</td>
</tr>
<tr>
<td>2.5</td>
<td>A local supplier directory will be created and accessible to all tenants (50 local suppliers to be listed by March 2017). The Directory will be reviewed and updated on an annual basis.</td>
<td>August 2016 (on-going)</td>
</tr>
<tr>
<td>2.6</td>
<td>Notice Boards will be displayed in prominent areas of IF premises for local businesses to advertise their products &amp; services.</td>
<td>November 2016 (on-going)</td>
</tr>
<tr>
<td>2.7</td>
<td>A “Prompt-Payment” system will be implemented to support local small scale suppliers ensuring that they are paid within 30 days of invoicing.</td>
<td>June 2016</td>
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Impact

- Establishment of an accessible “buy-local” supply chain platform to ensure local businesses benefit directly from the existence of the IF.
- Provide a boost to the immediate local economy through increased business activity acting as a catalyst for employment opportunities.
Priority 3

To facilitate skills development work placements & permanent employment opportunities for long term unemployed/economically inactive people living within the local community.

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<tbody>
<tr>
<td>3.1</td>
<td>Establish relationship with local employment initiatives and relevant training providers to promote job opportunities within IF.</td>
<td>June 2016</td>
</tr>
<tr>
<td>3.2</td>
<td>Placement of 2 Community Engagement Workers through suitable supportive employment initiative (Labour Market Intermediary).</td>
<td>September 2016</td>
</tr>
<tr>
<td>3.3</td>
<td>Promote and discuss social clause/community benefit activity will all tenants.</td>
<td>October 2016</td>
</tr>
<tr>
<td>3.4</td>
<td>Develop and establish pre-employment programmes &amp; job placement provision aimed at the Long Term Unemployed / “Hardest To Reach” individuals in the local area with employment Initiatives and relevant training providers.</td>
<td>October 2016</td>
</tr>
<tr>
<td>3.5</td>
<td>Launch of “Taster Placement” Initiative to encourage IF tenants to offer placement opportunities (25% of all IF tenants in year 1).</td>
<td>January 2017</td>
</tr>
<tr>
<td>3.6</td>
<td>Establish placement provision with local universities to develop external evaluation framework to measure full impact of social/economic impact of IF.</td>
<td>January 2017</td>
</tr>
<tr>
<td>3.7</td>
<td>Host two local skills academy events to support skills shortages of local large employers in partnership with existing local forums.</td>
<td>March 2017</td>
</tr>
<tr>
<td>3.8</td>
<td>Launch of a personal development Initiative aimed at promoting IF tenants as positive role-models involving 5 tenants and 10 local males/females.</td>
<td>May 2017</td>
</tr>
</tbody>
</table>

Impact

- A positive contribution to the personal development needs of all members of the community from a variety of backgrounds (Long Term Unemployed/“Hardest to Reach”/Graduates).
- Enable members of the community to gain exposure to the workplace and up to date work experience and skills.
- Develop a skills barometer for IF measuring employer needs and available skilled labour pool, informing career paths and increasing prospects of obtaining meaningful and sustainable employment.
Priority 4

To provide school children from the Springfield Road, Shankill area and surrounding locality with first hand exposure to Innovation & Entrepreneurship with the aim of inspiring the next generation.

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<tbody>
<tr>
<td>4.1</td>
<td>All relevant IF staff and tenants to meet Access NI eligibility in preparation for school activity.</td>
<td>December 2016</td>
</tr>
<tr>
<td>4.2</td>
<td>Establish &amp; secure strategic partnerships with schools within the locality to develop programmes that can inspire young people to focus on the concept of innovation.</td>
<td>Under Review</td>
</tr>
<tr>
<td>4.3</td>
<td>Launch of a mentor/advisor scheme involving 5 tenants and 10 young people giving exposure to innovation, self-employment, entrepreneurship and new career options.</td>
<td>May 2017</td>
</tr>
</tbody>
</table>

Impact

- Inspire young people from the local community to become the next generation of business owners and entrepreneurs
- Widen horizons and challenge aspirations of young people by providing valuable insights into their potential career choices
- Improve attitudes towards the world of work to succeed in employment and self-employment.
Priority 5

To engage actively with the local community to show-case operations including promotion of social enterprise activity and corporate social responsibility.

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<tbody>
<tr>
<td>5.1</td>
<td>Promotion and implementation of 5 “in-kind” offerings from IF tenants to help/benefit the community.</td>
<td>May 2017</td>
</tr>
<tr>
<td>5.2</td>
<td>Development of 1 social enterprise business that can meet the needs of IF/tenants.</td>
<td>September 2017</td>
</tr>
<tr>
<td>5.3</td>
<td>Launch of a local community improvement initiative that can utilise the skill-base of IF tenants for community benefit and well-being.</td>
<td>September 2017</td>
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Impact

- Create real and meaningful connections between IF, its tenants and the local community.
- Advance community development and well-being through mutually beneficial activity.
Priority 6

To encourage positive local engagement aligned to the ethos of the Innovation Factory that can extend its core services to include under-represented groups.

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<tbody>
<tr>
<td>6.1</td>
<td>Establish on-going communication with key stakeholders to promote aims and objectives of IF and inform on progress. (Stakeholders include MP’s, MEPs, MLAs, Councillors, statutory bodies, education and training organisations, employment initiatives and resident associations).</td>
<td>June 2016</td>
</tr>
<tr>
<td>6.2</td>
<td>Sponsorship of an IF specific event within the first 12 months of the project.</td>
<td>June 2017</td>
</tr>
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Impact

- The community will be connected and “part of the IF experience” by being informed and aware of its activities.
- The community will ultimately benefit from using, working and forming business relationships with IF.
Priority 7

To actively target, exploit and monitor potential sources of external support funding/other opportunities related to social regeneration.

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<tbody>
<tr>
<td>7.1</td>
<td>Complete an audit of potential funding sources that focus on social regeneration activity under the themes of employability, community entrepreneurship and social innovation/regeneration.</td>
<td>December 2016</td>
</tr>
<tr>
<td>7.2</td>
<td>Seek and source relevant and appropriate external funding opportunities by the end of year one.</td>
<td>May 2017</td>
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Impact

- External funding streams utilised to broaden and sustain the overall impact of IF contributing to further economic growth, linked to social regeneration and improving connections with the local community.
Conclusion

IF will proactively engage with all stakeholders to promote a clear vision of economic and social regeneration in a professional and transparent way linked to an underlying ethos of good relations and promoting shared space.

This will involve internal structures being established that will continually monitor and review all Community Engagement Activity and include:

- The Social Integration & Community Engagement Plan being reviewed by the Community Engagement team on a monthly basis
- Community Engagement activity being a standing agenda item on a monthly progress meeting involving all staff involved in the operation of IF
- Community Engagement being evaluated as part of a structured year-on-year review
- Updates on progress being given through a number of established networks/forums throughout the local area. (e.g. the Springvale multi agency group)

Any major deviations from the tasks and targets set out in our Community Engagement Priorities will be addressed as part of our internal risk assessment and may involve being more proactive, tailoring our approach and carrying out additional stakeholder mapping depending on the issues that arise.

This approach will have the additional benefit of helping to mitigate key business risks including lack of community interest, negative press, incidents of anti-social behaviour and vandalism and ensure that the site is recognised as a space that welcomes all members of the community.

Effective community engagement will help minimise or eradicate wider business disruption by ensuring that the service commencement plans run on schedule and the site remains clean and tidy, all of which has a strong positive impact on attracting tenants to the IF facility.

Finally IF believes that the evaluation of engagement matters in order to fully demonstrate impact and outcomes of social regeneration. This will enable us to track progress, support judgements and decisions, improve effectiveness and build understanding.
To coincide with priority three of this Social Integration & Community Engagement Plan IF will approach a local university to negotiate a placement student with the aim of developing an external evaluation framework that will measure the full impact of social and economic regeneration. Working closely with the Community Engagement team this framework will involve the development of a two-pronged approach. Firstly it will set out to measure the principles of effective community engagement against a range of pre-determined indicators. In addition we will integrate this with a social return on Investment model so that the impact of the work of IF and the existence of the centre can be measured in its fullest capacity to include economic returns.

This Social Integration & Community Engagement Plan is accessible through the Innovation Factory website www.innovationfactoryni.com/ and through our Facebook page www.facebook.com/innovationfactorybelfast. Hard copies are available upon request.
Local Delivery Team
As our subcontractor Full Circle Management Solutions Limited will be responsible for achieving the dual goal of economic and social impact through the coordination of business growth services, business innovation services and social integration and community Engagement. An outline of who is involved is detailed below.

Business Growth & Business Innovation
Full Circle Management Solutions Limited are a dynamic and result focused management consultancy practice who specialise in management solutions, business support services and a range of programmes aimed at new, growing and established businesses.

Business Growth and Business Innovation will be led by Managing Director Simon Devlin, who will be supported by Full Circle’s team of Directors/Senior Consultants, Helix Innovation Partnership Limited and Manage Disruption Limited. This team has a wealth of experience in the provision of practical and bespoke business advisory services to pre-start entrepreneurs, micro-business owner managers, SME owner managers and the senior management teams of both larger companies and social enterprises.

Social Integration & Community Engagement
The core management tasks related to this Social Integration & Community Engagement Plan will be coordinated by Martin Magennis (Community Engagement Manager) from TIME Associates and Shane Smith (Community Engagement Officer).

Martin will oversee the effective delivery of the social integration and community engagement strategy on behalf of IF. He will be the main point of contact between IF and the Belfast City Council.

Shane, who has been seconded to Oxford Innovation from GEMS NI Limited will ensure the effective delivery of a pre-determined set of priorities and will act as a lead facilitator for all community engagement processes, building relationships with organisations and key individuals as part of the stakeholder engagement process.

Both have over twenty years’ experience in social regeneration and community engagement activity. It is their responsibility to ensure that the aims and objectives of this plan are met in an effective and timely manner.
This project is part funded by Belfast City Council, Invest Northern Ireland and the European Regional Development Fund under the Sustainable Competitiveness Programme for Northern Ireland.