

Circular No : URA/PB/2023/05-CUDG
Our Ref : DC/ADMIN/CIRCULAR/PB_23
Date : 03 April 2023

CIRCULAR TO PROFESSIONAL INSTITUTES

Who Should Know

Developers, building owners, architects and business owners.

Effective Date

With immediate effect

UPDATED GUIDELINES FOR OUTDOOR REFRESHMENT AREAS (ORAs) AT SINGAPORE RIVER PROMENADE FOR ROBERTSON QUAY AND CLARKE QUAY

Annex A of this circular supersedes Annex A (Guidelines for Outdoor Refreshment Area (ORA) along Singapore River) under the [Singapore River Urban Design Guidelines & Plans](#) outlined in Circular No: [URA/PB/2019/18-CUDG](#) dated 27 November 2019 on “Updated Urban Design Guidelines and Plans for Urban Design Areas”.

1. This circular is to inform the industry and business owners at Singapore River (Robertson Quay and Clarke Quay) of the updated guidelines for Outdoor Refreshment Areas (see [Annex A](#)).
2. URA makes periodic review of our guidelines to ensure their relevance. The latest review was carried out following the completion of the Singapore River segment of the Round-Island-Route (RIR) and other improvements along the river promenade as part of adjacent redevelopments.
3. The guidelines for the ORAs at Robertson Quay and Clarke Quay were reviewed with a view to ensure public safety and enhance the community’s experience along Singapore River.

Details of Guidelines

4. The key updates to the guidelines are summarised as follows:
 - a. Changes to the allowable extents for ORAs on State Land to account for RIR boundaries and improvements to the promenade as part of adjacent redevelopments (see [Appendix A-1 – A-4](#)); and
 - b. Mandating vertical boundary markers for ORAs along the RIR; (see [Annex A](#) and [Appendix A-5 – A-7](#))

Implementation

5. The guidelines will apply to relevant applications for ORA submitted to URA on or after 03 April 2023.
6. I would appreciate it if you could convey the contents of this circular to the relevant members of your respective organisations. You are advised to refer to the [Development Control Handbooks](#) and URA's website for updated guidelines instead of referring to past circulars.
7. For other information on the master plan, urban design guidelines, private property use and approval, car park locations and availability, private residential property transactions, and conservation areas and buildings, use [URA SPACE](#) (Service Portal and Community e-Services). This is an online portal packed with useful data and visualisation to help building professionals, business operators and the general public in their decision-making. It consolidates detailed information on land use and private property into a one-stop platform presented on geospatial maps. For feedback or enquiries, please [email](#) us.

Thank you.

FUN SIEW LENG (MS)
CHIEF URBAN DESIGNER
(COVERING FOR GROUP DIRECTOR, CONSERVATION & URBAN DESIGN)
for CHIEF EXECUTIVE OFFICER
URBAN REDEVELOPMENT AUTHORITY

ANNEX A

UPDATED GUIDELINES FOR OUTDOOR REFRESHMENT AREAS (ORAs) AT SINGAPORE RIVER PROMENADE FOR ROBERTSON QUAY AND CLARKE QUAY

PARAMETER	GUIDELINES	
1. DEFINITION	<p>An outdoor unenclosed seating area that is an extension of an adjacent Food & Beverage (F&B) unit, where the kitchen is located inside the building.</p> <p>The outdoor seating areas (i.e. the ORAs), should not be the primary seating area of the adjoining F&B unit. Sufficient indoor seating area should be provided within the adjoining F&B unit such that the business will not be severely affected in inclement weather conditions.</p> <p>Outdoor kiosks will not be approved to minimise the extent of physical structures along the riverfront.</p>	
2. USE	<p>For seating only. No food preparations are allowed within the ORA. Any cooking or food preparation, including any service stations, is to be located and carried out within the kitchen of the adjoining F&B unit.</p> <p>ORAs are not supported for Nightclub use.</p>	
3. LOCATION	<p>The riverfront promenade, pedestrian malls and public spaces within the development's boundaries (e.g. covered walkways, courtyards, building setbacks) are shared spaces. To balance the needs of different groups of users, ORAs shall not encroach into escape routes, fire engine accessways / access roads (in compliance with Singapore Civil Defence Force (SCDF)) and landscaped areas (in compliance to NParks' requirements), so as not to obstruct pedestrian movement along the walkways, compromise fire safety and obliterate planting. As ORAs are meant to supplement the indoor seating, they are to be located in front of and/or next to the adjoining F&B unit.</p> <p>ORAs are allowed within public spaces within the development that are adjacent to the public pedestrian network & promenade.</p> <p>The following plans show where the ORAs can be allowed along the promenade and pedestrian malls:</p>	
	<u>ROBERTSON QUAY</u>	<u>CLARKE QUAY</u>
	<p>a Within the indicative location as shown in Appendices A-1, A-2, A-5 and A-6;</p>	<p>b Within the indicative location as shown in Appendices A-3, A-4 and A-7;</p>

PARAMETER	GUIDELINES
4. SIZE	<p>In general, ORAs along the promenades can be considered up to a maximum depth of 3m to 4m as shown in Appendices A-1 and A-2. The maximum allowable extent will vary from site to site, depending on the existing site conditions and compliance with technical requirements such as fire safety.</p> <p><u>Boundary Markers</u></p> <p>The extent of ORAs shall be clearly marked to prevent spillage beyond the approved area.</p> <p>If planter boxes or railings are proposed, they shall not be easily removable and shall be placed within the ORA boundary (see Appendix A-8-1 for example).</p> <p>For ORAs along the Round-Island-Route (RIR), the extents are to be clearly demarcated by black tape (see Appendix A-8-2, Figure 2-1 for example). The black tape shall remain visible at all times. Vertical boundary markers are required for ORAs adjacent to RIR to prevent risk of accidents between patrons and RIR Users (see Appendix A-5, A-6 and A-7).</p> <p><u>Queuing Space for ORAs along the RIR</u></p> <p>If the F&B unit requires queueing space to facilitate their business operations, please provide a dedicated queueing space of at least 0.6m within the ORA. Queueing space should not impede movement nor spill into the RIR (see Appendix A-8-2, Figure 2-1 for example).</p> <p>All structures and furniture, including menu stands, displays and signage, must not encroach beyond the extent of the approved ORA.</p>
5. FRONTAGE	<p>The full frontage of the development along the promenade and pedestrian mall can be considered for ORA use, subject to detailed evaluation on the maximum allowable extent based on the existing site conditions and compliance with technical requirements. Please refer to the Appendices A-1 to A-4.</p> <p>To facilitate pedestrian movement between the covered walkway of the developments and the promenade, a minimum 1.5m wide clear walkway is to be set aside at appropriate intervals along the development's frontage (see Appendix A-8-2, Figure 2-2 for example). This could be in addition to the requisite clear distance from the fire escape stairs/routes regulated by the SCDF.</p>

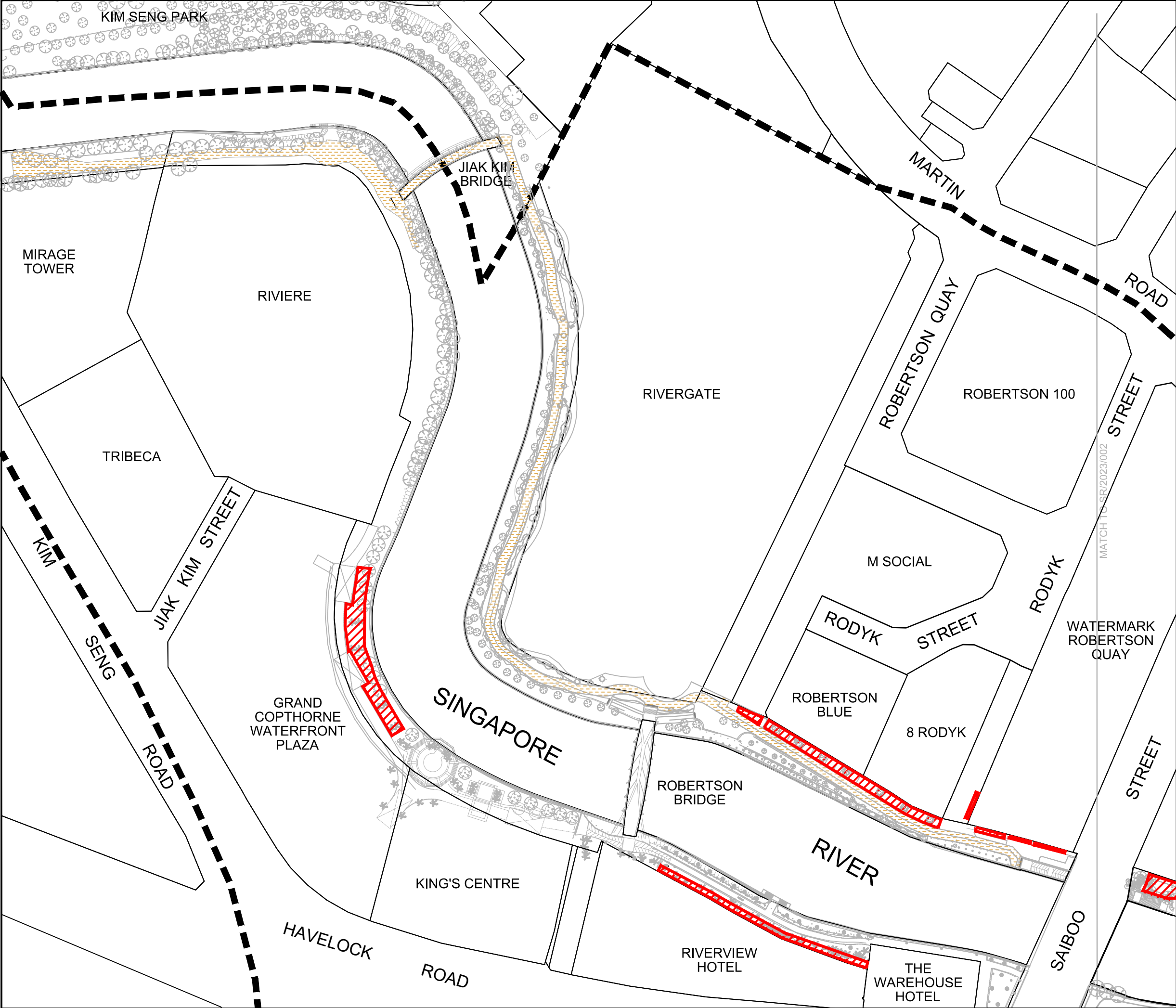
PARAMETER	GUIDELINES	
6. STRUCTURE & HEIGHT	<p>ORAs as al-fresco dining areas are meant to be outdoor, unenclosed dining areas, allowing patrons to dine and enjoy the outdoors at the same time. Hence, ORA structures should not be designed to be weather-proof and bulky. Any forms of vertical partitions, including roll-down blinds, are not allowed on the ORA structures.</p>	
	<table border="1"> <tr> <td data-bbox="505 490 963 1944"> <p><u>ROBERTSON QUAY</u> <u>ORAs within Development-related zones</u></p> <p>Free-standing structures are not allowed. Only retractable awnings, mounted on the development facades are allowed. Applicants are advised to also seek SCDF's clearance on the extent of the awnings proposed. From an urban design viewpoint, awnings where allowed should be:</p> <ul style="list-style-type: none"> a Designed to complement the architecture and rhythm of the respective facades (respond to columns, etc.); and b Located at a height that relates to the 1st storey of the development or the external soffit height of the adjacent covered walkway, subject to a maximum height of 4m. <p>Market-style umbrellas can be considered if the ORAs do not abut the development façade. The umbrellas are not to be anchored to the promenade. Please see Appendix A-8-3 for examples of allowable ORA awnings and umbrellas.</p> </td><td data-bbox="963 490 1428 1944"> <p><u>CLARKE QUAY</u> <u>ORAs within Development-related zones</u></p> <p>Light-weight structures designed as an independent structure abutting the development can be considered. Its design is to be as porous as possible. In addition, ORAs can also be considered on the 2nd storey, as shown in Appendix A-7. Linking the 1st storey and 2nd storey ORAs with a staircase is not supported as it increases physical bulk and reduce visual porosity.</p> <p><u>ORAs within River-related zones (applicable only to Clarke Quay Conservation Area)</u></p> <p>Standalone ORA structures can be considered. They should be:</p> <ul style="list-style-type: none"> a Light-weight; and b Not exceeding 4m in height. </td></tr> </table>	<p><u>ROBERTSON QUAY</u> <u>ORAs within Development-related zones</u></p> <p>Free-standing structures are not allowed. Only retractable awnings, mounted on the development facades are allowed. Applicants are advised to also seek SCDF's clearance on the extent of the awnings proposed. From an urban design viewpoint, awnings where allowed should be:</p> <ul style="list-style-type: none"> a Designed to complement the architecture and rhythm of the respective facades (respond to columns, etc.); and b Located at a height that relates to the 1st storey of the development or the external soffit height of the adjacent covered walkway, subject to a maximum height of 4m. <p>Market-style umbrellas can be considered if the ORAs do not abut the development façade. The umbrellas are not to be anchored to the promenade. Please see Appendix A-8-3 for examples of allowable ORA awnings and umbrellas.</p>
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PARAMETER	GUIDELINES
7. GFA & PAYMENT OF TOL/TDL/DP	<p><u>For ORAs located on State land</u> For ORAs located on State land, Applicants have to obtain Singapore Land Authority (SLA)'s consent as the landowner prior to submitting an application. Upon obtaining the Planning Permission (Temporary) from URA, Applicants have to obtain a Temporary Occupational License (TOL) from SLA, prior to the commencement of the ORA use.</p> <p><u>For ORAs located within Development Boundary (not applicable to Clarke Quay Conservation Area)</u> For developments which have maximised their development potential, the proposed ORAs, inclusive of boundary markers, within the development boundaries can be considered over and above the maximum intensity stipulated in the Master Plan for the site, subject to the overall 10% GFA bonus cap¹ for each development and the payment of Land Betterment Charge (LBC).</p> <p>As per current practice, all additional GFA granted under the bonus GFA incentive schemes will not form the future development potential of the site upon redevelopment.</p>
8. FURNITURE	<p>To maintain a pleasant experience along the promenade, the ORAs are to be kept free of clutter both physically and visually. Please ensure the following:</p> <p><u>Furniture and Service Stations</u></p> <ul style="list-style-type: none"> a Only loose tables, chairs and approved structures by relevant authorities are allowed only within the ORAs; b Service stations, bar counters are not allowed within the ORAs; c Any furniture or opaque structures above 1.2m height will be subject to further assessment by the Authority; and d Menu stands should be stable and secure, and placed within the ORAs (see Appendix A-8-4).
9. SIGNAGE	<p>Business names are allowed to be displayed on the awnings/structures. Any third-party advertisement signs or sponsor logos are not allowed as free-standing structures or to be displayed on the awnings/structures (see Appendix A-8-5).</p> <p>Any signs will require the written approval of Building and Construction Authority (BCA) prior to installation.</p>

¹ Please refer to the circular on “Framework for Managing Bonus Gross Floor Area Incentives” (Circular No: [URA/PB/2009/03-DCG](#))




PARAMETER	GUIDELINES	
10.TREES & LANDSCAPING	<p>Please comply with NParks' requirements as follows:</p> <ul style="list-style-type: none"> a Existing trees and shrubs are not to be pruned or removed; b Tree aeration and planting areas are to be kept open to the sky; c Tree aeration areas are not to be paved over or roofed over; and d Ad-hoc elements, e.g. lights, are not to be introduced to the existing landscaping areas or trees (see Appendix A-8-6). 	
11.TELEVISION SCREEN(S) & SPEAKERS	<p><u>ROBERTSON QUAY</u></p> <p>To minimize any potential disturbance to neighbouring uses and residents, outdoor music / radio or screening of TV programmes / sports / movies etc. are <u>strictly</u> not allowed within the ORAs.</p> <p>TV screen(s) and speakers are only allowed within enclosed F&B units.</p> <p>Any such screening within the indoor area of the adjoining F&B unit should not be installed near or at the entrance and should not face outwards towards the ORAs (see Appendix A-8-7).</p> <p>For open-concept F&B units, TV screen(s) and speakers are strictly not allowed within the premise.</p>	<p><u>CLARKE QUAY</u></p> <p>Relevant licenses are to be obtained and are subject to licensing conditions.</p>
12.PLANNING PERMISSION & TECHNICAL AGENCIES CLEARANCES	<p>All ORA uses, whether with or without structures; and whether on State land or within private development boundaries, would require a Planning Permission. In areas where there may be concerns with potential disamenity arising from ORA operations, all proposals will be approved on a temporary basis with the issuance of a Temporary Permission, subject to renewal upon expiry.</p> <p>In addition to the guidelines stipulated in this circular, all proposals are still subject to compliance and clearance from the other relevant authorities like Singapore Civil Defence Force (SCDF), Singapore Land Authority (SLA), NParks, Land Transport Authority (LTA), National Environment Agency (NEA), Public Utilities Board (PUB), etc. The requirements from the relevant authorities may affect the location, final allowable extent and layout of the ORAs for individual proposals.</p>	

PARAMETER	GUIDELINES
13.SUBMISSION REQUIREMENT	<p><u>Standard Plans and Elevations showing:</u></p> <ul style="list-style-type: none"> a The location of the proposed ORA layout, in an appropriate scale, in relation to the surrounding features on the promenade, pedestrian mall and public space, such as walkways, landscaping, fire engine access, lighting etc, and the adjacent development; b The layout of the indoor F&B unit, including the location and size of kitchen, and layout of the main indoor seating area, are to be included as part of the overall plan submission; and c The boundary and boundary markers of the proposed ORA (see Appendix A-8-8). <p><u>Detailed Plan & Elevation in 1: 50 scale showing:</u></p> <ul style="list-style-type: none"> d The proposed structures such as awnings and furniture, as well as proposed signs, with annotation on the type and size of structure and materials. <p><u>Letter of Undertaking</u></p> <ul style="list-style-type: none"> e To ensure better ownership of the ORA operations, ORA operators are required to submit a letter of undertaking (LOU) to declare that the ORAs are clearly demarcated, confined within approved boundaries, and will not cause disamenities. The letter of undertaking must be submitted upon application (see Appendix A-8-9).



GUIDELINES FOR OUTDOOR
REFRESHMENT AREAS (ORAs) AT
SINGAPORE RIVER FOR
ROBERTSON QUAY & CLARKE
QUAY
[SINGAPORE RIVER PLANNING
AREA]

LOCATION PLAN (PART 1)
ROBERTSON QUAY

- LEGEND**
-  EXTENT WHERE ORA CAN BE CONSIDERED
(Please note that some separation between ORAs is required within allowable extent to facilitate pedestrian movement and fire escape)
 -  PLANNING AREA BOUNDARY
 -  NPARKS ROUND-ISLAND-ROUTE / PARK CONNECTOR NETWORK


SCALE : 1:1500 @ A3

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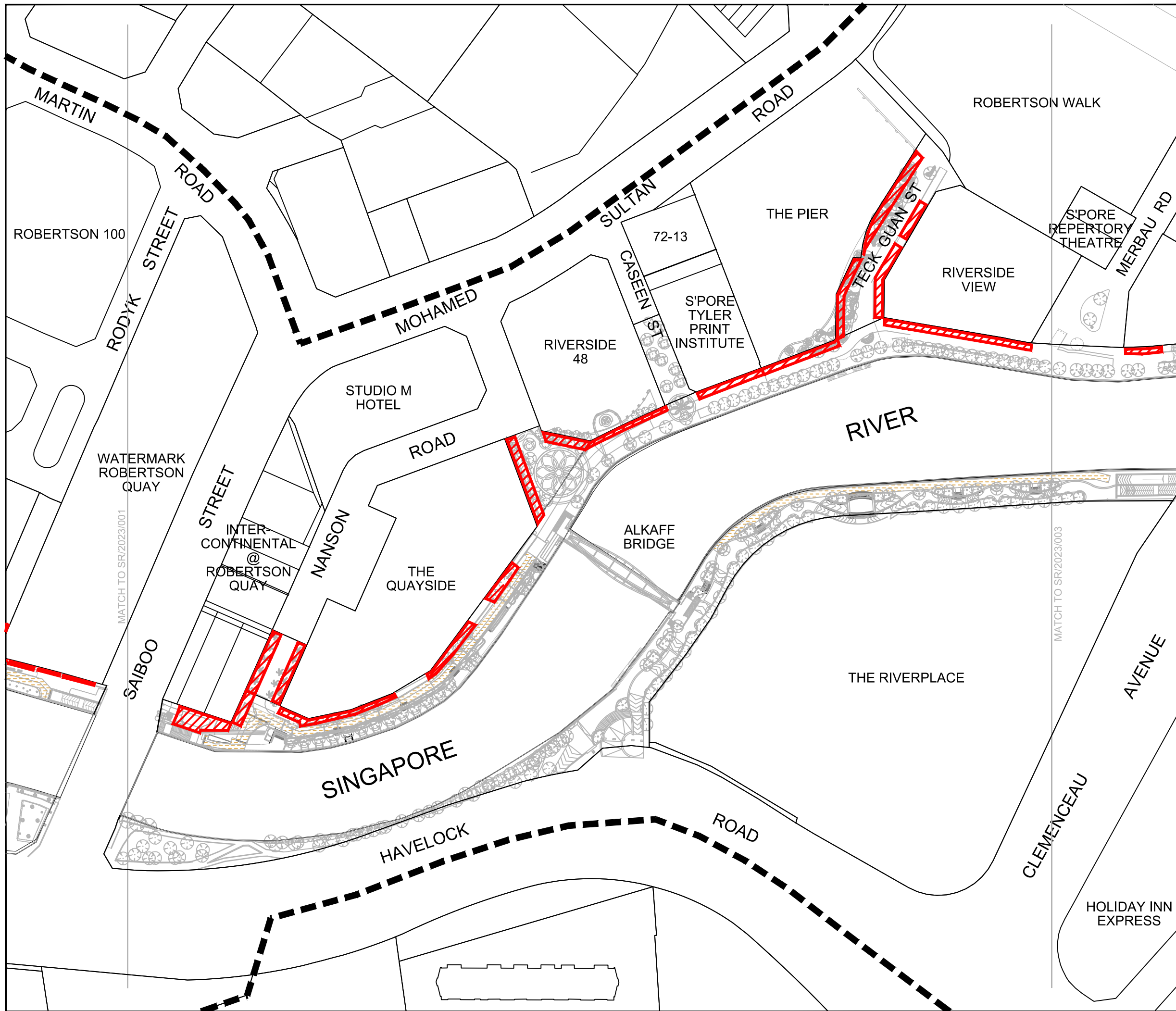
DRWG NO : SR/2023/001

DATE : APR 2023

GROUP : CUDG

 **URBAN REDEVELOPMENT AUTHORITY**




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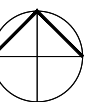
GUIDELINES FOR OUTDOOR
REFRESHMENT AREAS (ORAs) AT
SINGAPORE RIVER FOR
ROBERTSON QUAY & CLARKE
QUAY
[SINGAPORE RIVER PLANNING
AREA]

LOCATION PLAN (PART 2)
ROBERTSON QUAY

LEGEND

-  EXTENT WHERE ORA CAN BE
CONSIDERED
(Please note that some separation
between ORAs is required within
allowable extent to facilitate pedestrian
movement and fire escape)
-  PLANNING AREA BOUNDARY
-  NPARKS ROUND-ISLAND-ROUTE
/ PARK CONNECTOR NETWORK

SCALE : 1:1500 @ A3



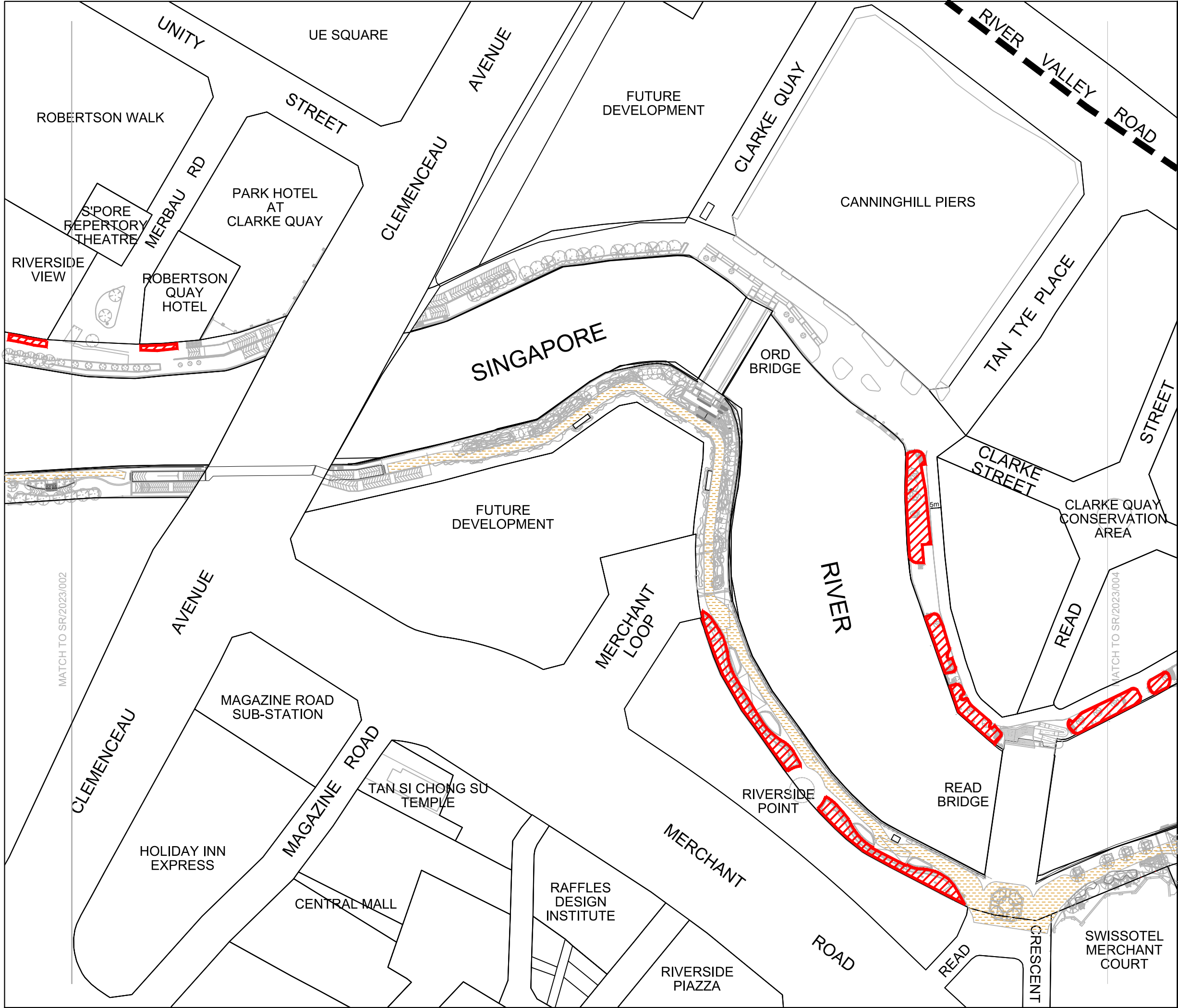
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DATE : APR 2023

GROUP : CUDG






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GUIDELINES FOR OUTDOOR REFRESHMENT AREAS (ORAs) AT SINGAPORE RIVER FOR ROBERTSON QUAY & CLARKE QUAY [SINGAPORE RIVER PLANNING AREA]

LOCATION PLAN (PART 3)
CLARKE QUAY


LEGEND

-  EXTENT WHERE ORA CAN BE CONSIDERED
(Please note that some separation between ORAs is required within allowable extent to facilitate pedestrian movement and fire escape)
-  PLANNING AREA BOUNDARY
-  NPARKS ROUND-ISLAND-ROUTE / PARK CONNECTOR NETWORK

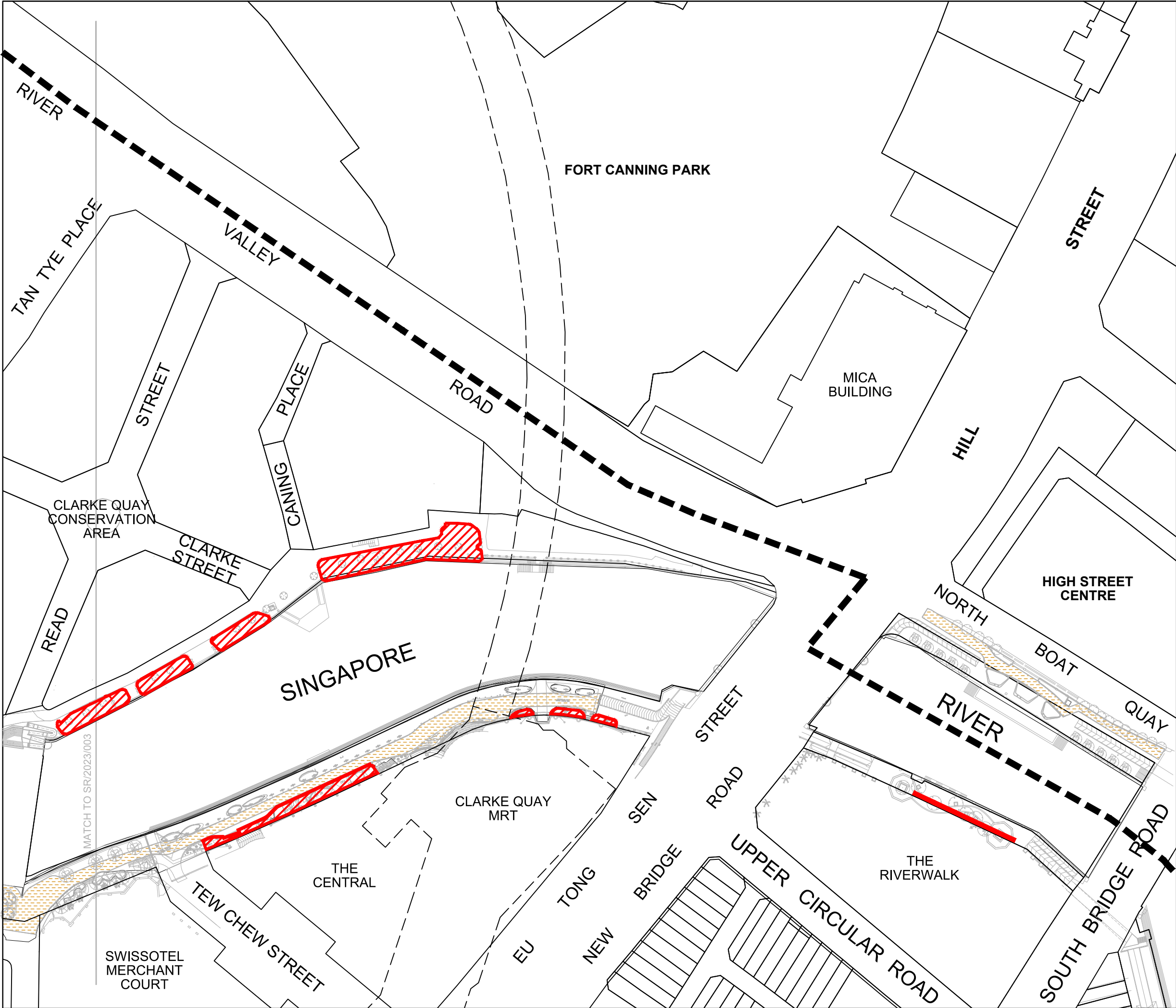
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DRWG NO : SR/2023/003
DATE : APR 2023
GROUP : CUDG

 **URBAN REDEVELOPMENT AUTHORITY**



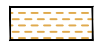
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GUIDELINES FOR OUTDOOR
REFRESHMENT AREAS (ORAs) AT
SINGAPORE RIVER FOR
ROBERTSON QUAY & CLARKE
QUAY
[SINGAPORE RIVER PLANNING
AREA]

LOCATION PLAN (PART 4)
CLARKE QUAY

LEGEND

-  EXTENT WHERE ORA CAN BE CONSIDERED
(Please note that some separation between ORAs is required within allowable extent to facilitate pedestrian movement and fire escape)
-  PLANNING AREA BOUNDARY
-  NPARKS ROUND-ISLAND-ROUTE / PARK CONNECTOR NETWORK

SCALE : 1:1500 @ A3

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DATE : APR 2023

GROUP : CUDG

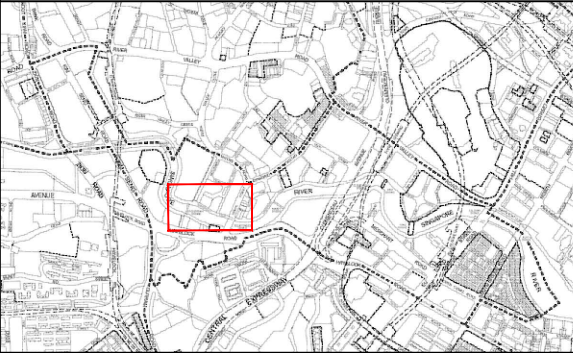


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GUIDELINES FOR OUTDOOR
REFRESHMENT AREAS (ORAs) AT
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QUAY
[SINGAPORE RIVER PLANNING
AREA]

LOCATION WHERE ORA CAN BE CONSIDERED
- ROBERTSON QUAY (PART 1)

KEY PLAN



PL102.9m▽
PL102.5m▽

SINGAPORE RIVER

Vertical Wall

Vertical Boundary Markers
for ORAs along RIR

Primary row of trees

Retractable awnings mounted on
the development facade

Covered
Walkway

F&B
unit

EXISTING / PROPOSED
DEVELOPMENT

Development Related Zone

River Related Zone

15m Wide Promenade

Extent where
ORA can be considered

Route-Island-Route cum
Fire Engine Access

Planting

min 2.5m

Development Boundary

SCALE : 1:100 @ A3

0M 2.5 M



DRWG NO : SR/2023/005

DATE : APR 2023

GROUP : CUDG

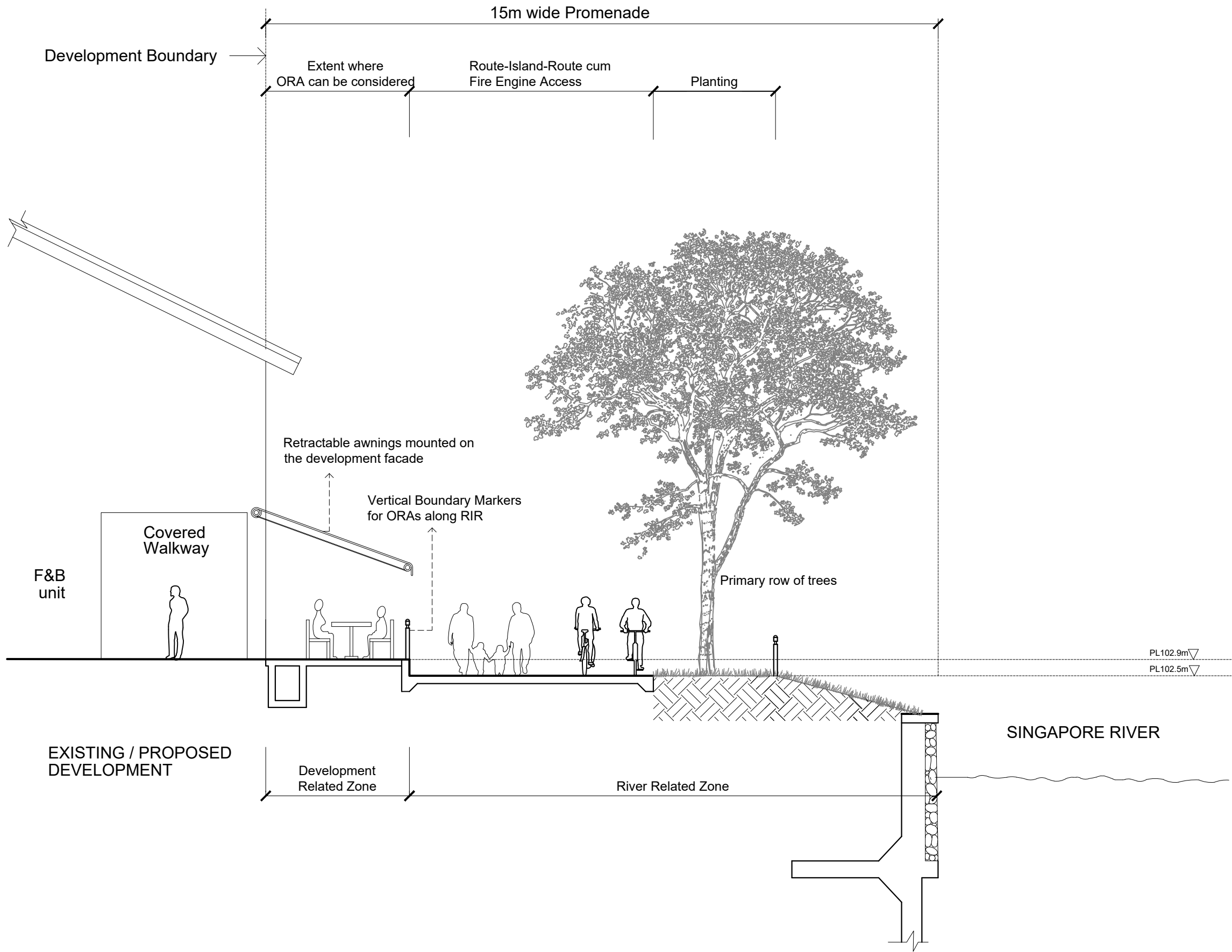
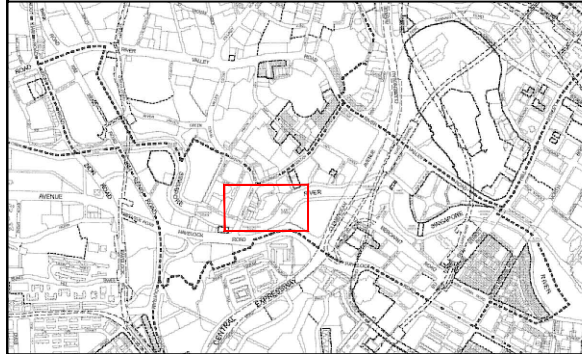


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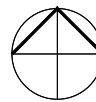
LOCATION WHERE ORA CAN BE CONSIDERED
- ROBERTSON QUAY (PART 2)

KEY PLAN



SCALE : 1:100 @ A3

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DATE : APR 2023

GROUP : CUDG

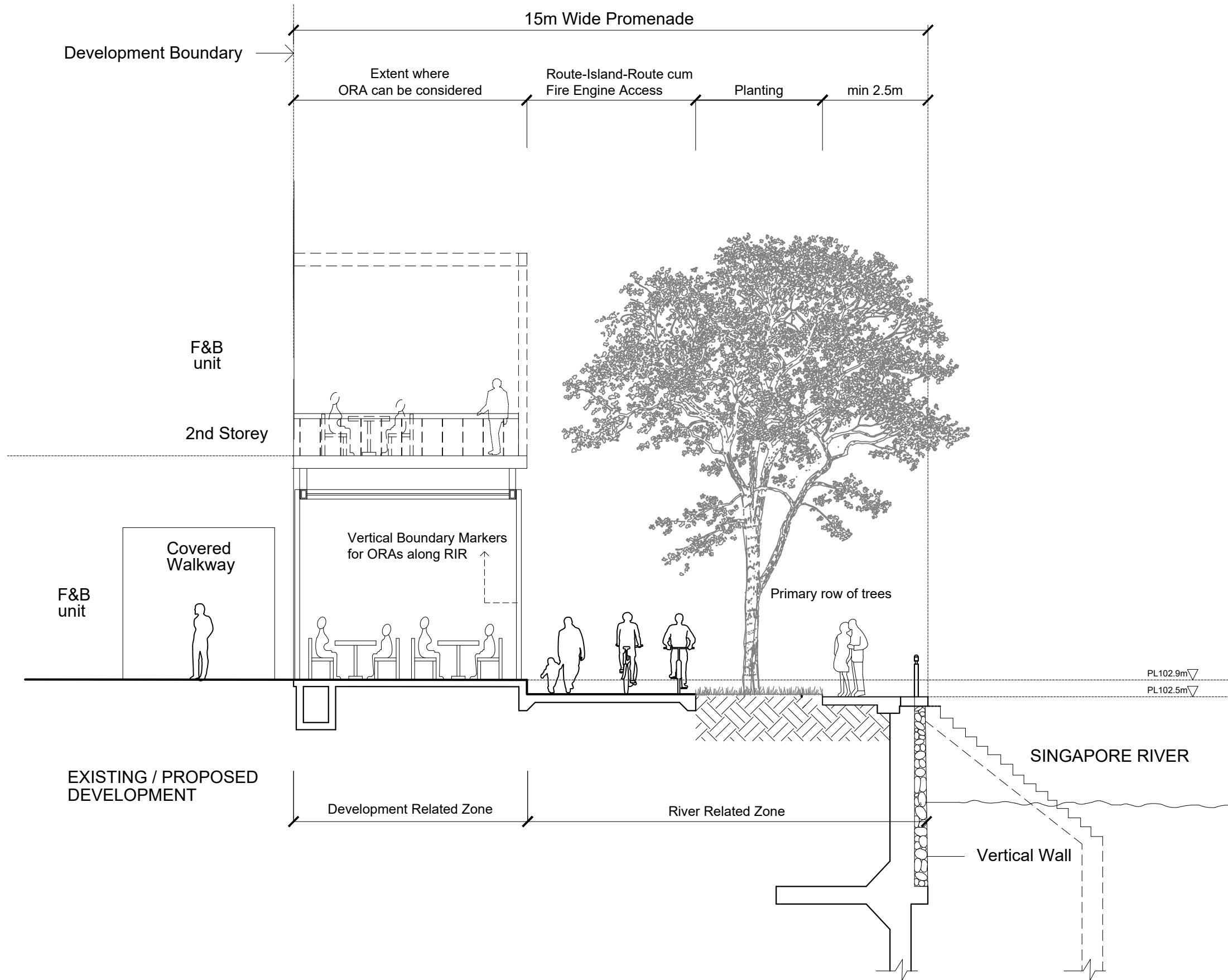
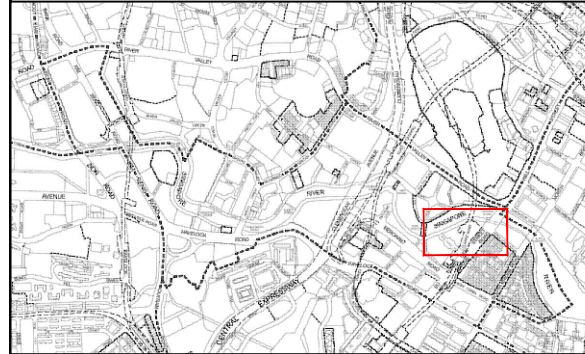


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GUIDELINES FOR OUTDOOR
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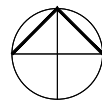
LOCATION WHERE ORA CAN BE CONSIDERED
- CLARKE QUAY

KEY PLAN



SCALE : 1:100 @ A3

0M 2.5 M



DRWG NO : SR/2023/007

DATE : APR 2023

GROUP : CUDG



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EXAMPLE OF BOUNDARY MARKERS FOR ORAs



Option A – Planter Box



Option B – Railings



Figure 1-1: Planter boxes or railings used to define the ORA boundary should be sizeable so that they are not easily removable.

EXAMPLE OF GOOD ORA FRONTAGE



Figure 2-1: Black tape marker to remain visible at all times for ORAs along the RIR. Dedicated queuing space of at least 0.6m for F&B customers within ORA black tape boundary. Use of a combination of planters and railings for demarcating between dining areas and queuing areas.

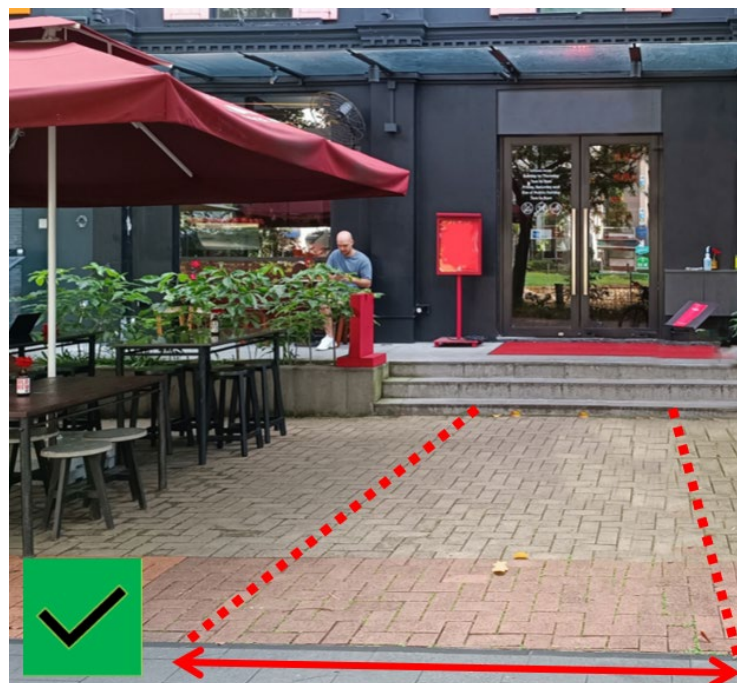


Figure 2-2: Minimum 1.5m clear walkway maintained to facilitate pedestrian movement.

EXAMPLE OF AWNINGS AND UMBRELLAS AS SHELTERS FOR ORAs



Figure 3-1: Awnings are to complement the scale and rhythm of the development façade, e.g. correspond to the column locations. Applicants should also seek clearances from SCDF on the location and extent of protrusion from the building façades.



Figure 3-2: Market-style umbrellas are supported if they do not abut the development façade, as they help to enhance the laid-back ambience of Robertson Quay.

EXAMPLE OF PLACEMENT OF MENU STANDS WITHIN ORAs

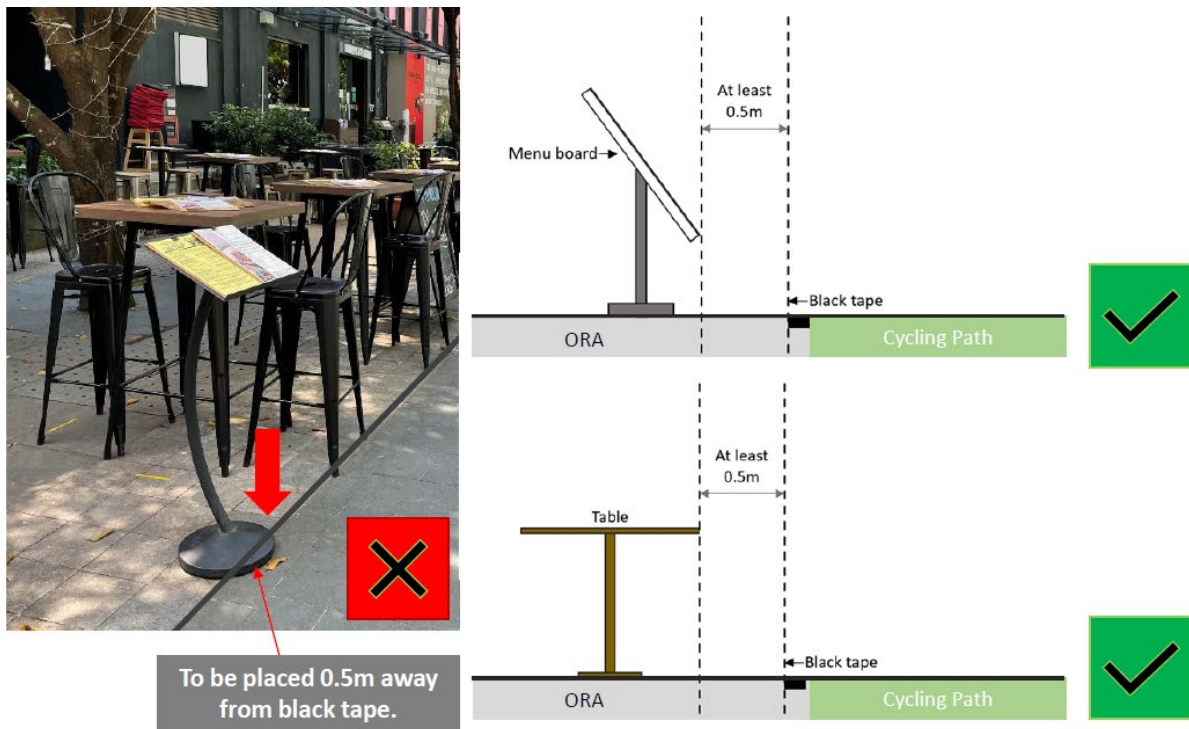


Figure 4-1: Stable and secure menu display stands or menu display tables are to be placed at least 0.5m away from black tape marker of ORA boundary. This is to allow space for F&B customers to safely browse menus out of the shared walking and cycling path.



Figure 4-2: Flimsy menu boards are not allowed to ensure safety of pedestrians and cyclist on the shared walking and cycling path.

EXAMPLE OF FREE-STANDING STRUCTURES

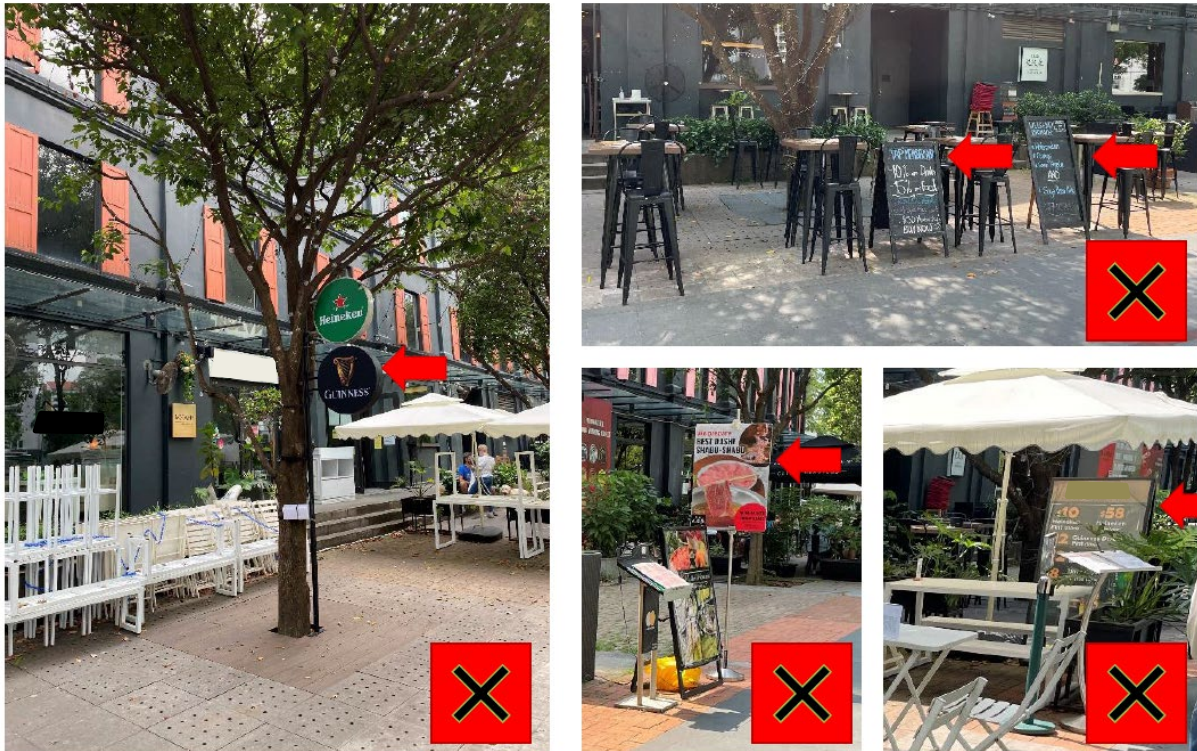


Figure 5–1: Free-standing structures including any third-party advertisement signs or sponsor logos are not allowed.

EXAMPLE OF UNAUTHORISED ORA LIGHTINGS, SIGNAGES

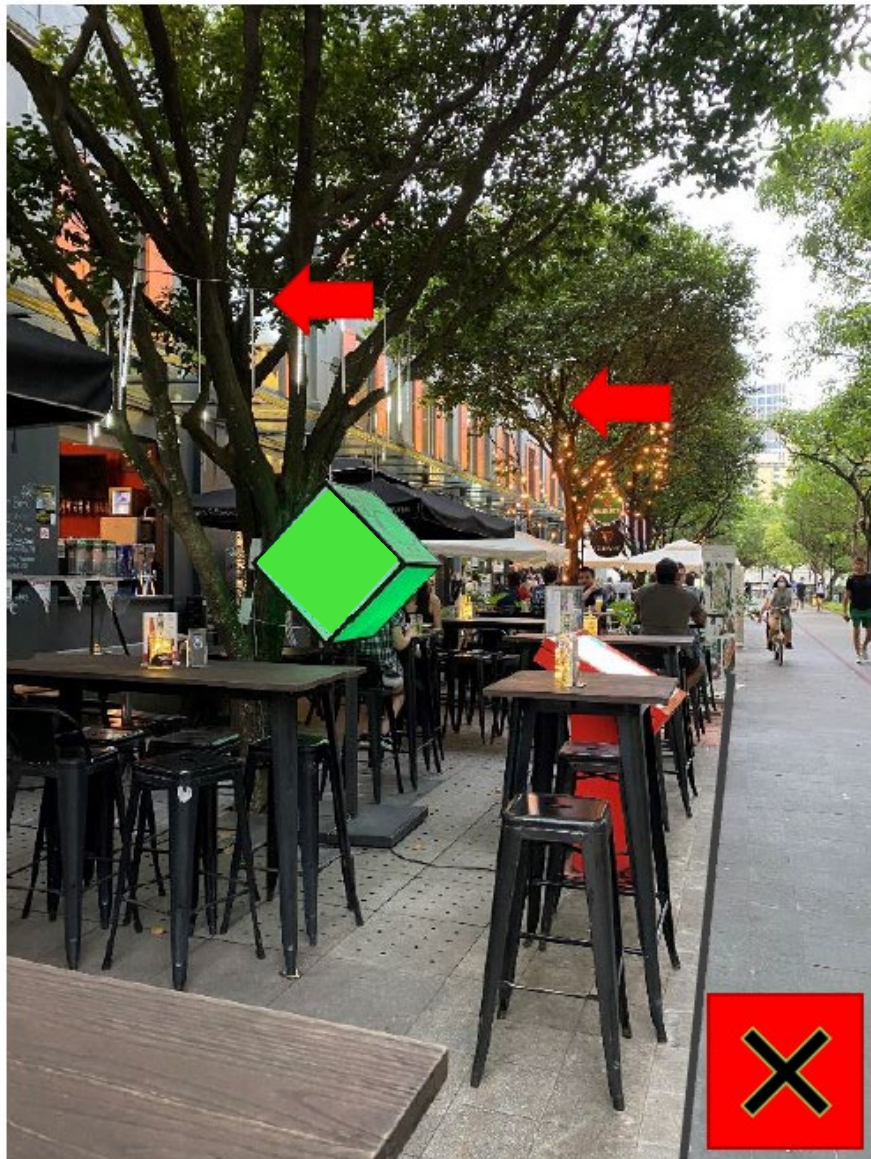


Figure 6–1: Unauthorized elements such as lights are not to be introduced to the existing landscaping or trees.

EXAMPLE OF TV SCREEN(S) AND SPEAKERS PLACEMENT & DIRECTION FOR ORAs AND RESTAURANT/RESTAURANT AND BAR PREMISES FOR ROBERTSON QUAY

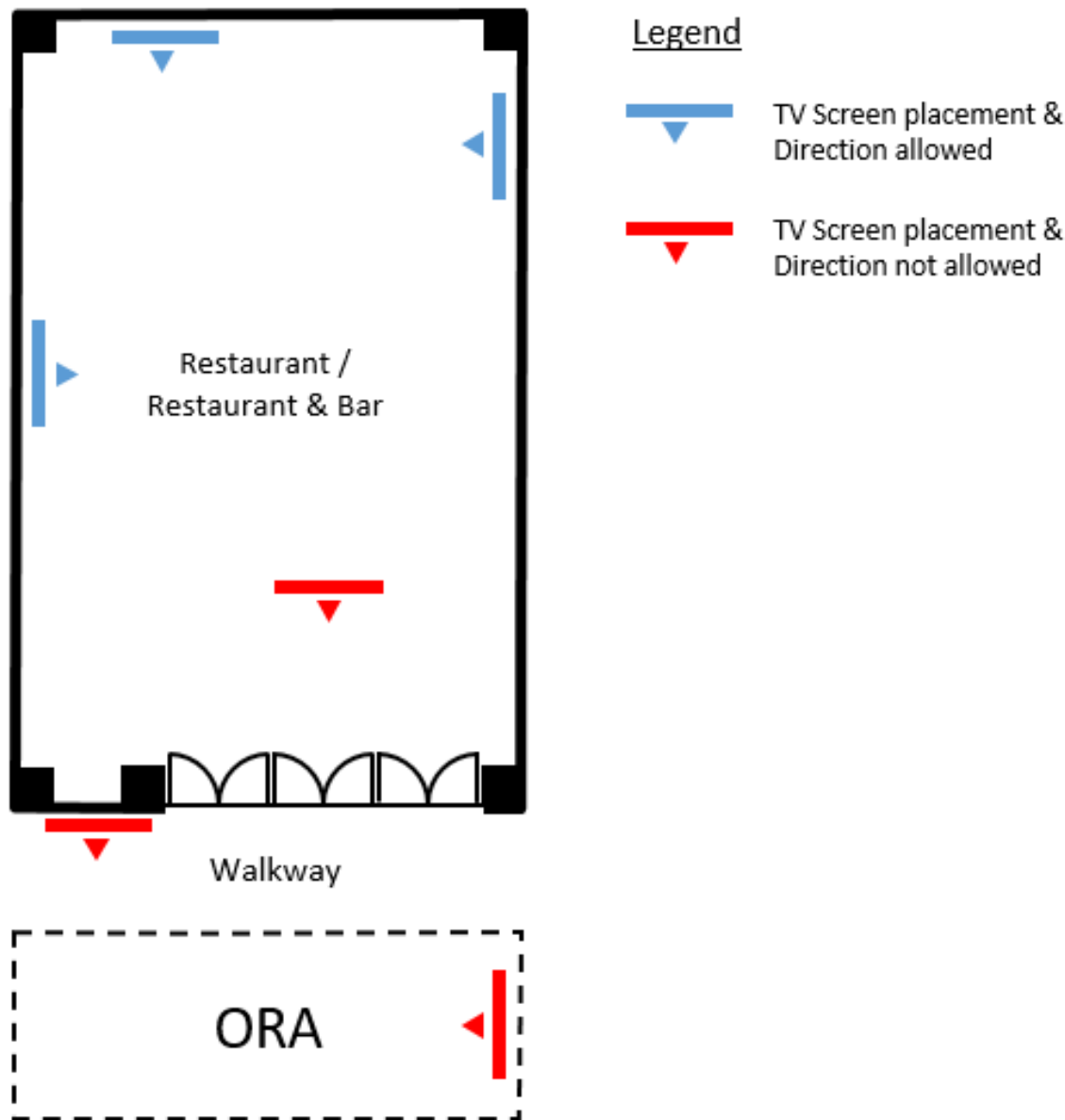
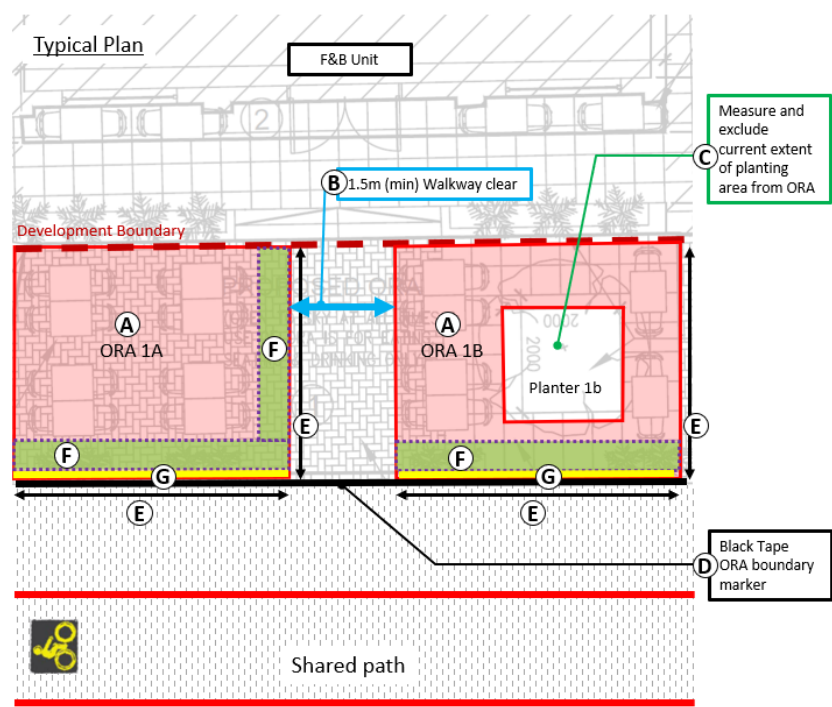


Figure 7-1: TV screen(s) and speakers are only allowed within enclosed F&B units. They are not to be installed near or at the entrance of the adjoining F&B unit. They are also to be placed at the back of the premise and should not face outwards towards the ORAs.

REQUIRED ANNOTATIONS TO ORA SUBMISSION PLANS

S/N	Required Annotations
A	To demarcate ORA on State land (shown in red)
B	To keep a minimum of 1.5 meters clear for pedestrian passageway from entrance of F&B unit to outside path, as well as along the covered walkway
C	To demarcate, measure, and exclude the current extent of planting area on-site from the ORA.
D	To have annotation for "Black Tape ORA boundary marker" on plan for ORAs along the RIR.
E	Dimensions of ORA extents on State land and within private development boundary clearly indicated.
F	Dedicated Queuing area if provided – refer to Appendix A-8-2 for images.
G	Planter boxes / railings as boundary markers for ORAs along the RIR are to be within the ORA boundary.



Use	Area	Location
ORA 1A	XX sqm	State land (TOL) TS XX Lot XX
ORA 1B	XX sqm (x sqm – 1b planting area)	State land (TOL) TS XX Lot XX
Total on State Land	XX sqm	

To: Chief Executive Officer
Urban Redevelopment Authority
As Competent Authority
Under the Planning Act (Cap. 232)

LETTER OF UNDERTAKING

PROPOSED (To insert project caption)

Whereas _____ (applicant's name) (NRIC No. : _____) of
(address) _____ (hereinafter referred to as "the Applicant") has applied to the
Competent Authority for planning permission under section 13 of the Planning Act
(Cap 232) to use the land on _____ (description of land for ORA) (hereinafter referred
to as "the said land") for an Outdoor Refreshment Area for _____ (period of planning
permission) _____ from the Grant of Written Permission.

In consideration of the Competent Authority issuing the planning permission, the
Applicant hereby undertakes as follows:

- a) to confine all uses for or relating to Outdoor Refreshment Area within the said land
and any area demarcated for that purpose as shown in the approved plans of the
planning permission; and
- b) to ensure that the uses for or relating to Outdoor Refreshment Area referred to in
paragraph (b) above ("the ORA") does not encroach onto any public walkway.
- c) to have clear and effective demarcations of the ORA with markers that are not
easily moveable and do not result in the enclosure of the ORA; and
- d) not have any playing of music/radio or screening of TV programmes within the
ORA, to minimize disamenities to the residents.

The Applicant acknowledges and understands that the planning permission shall be
issued by the Competent Authority subject to such conditions as the Competent
Authority may impose and in the event of any breach or non-compliance with any of
such conditions, the Competent Authority may, in the exercise of his powers under the
aforesaid Act, cancel the said planning permission. Any such breach or non-
compliance is also an offence under the aforesaid Act which will render the Applicant
and other parties responsible liable to be prosecuted and on conviction to a maximum
fine of Two Hundred Thousand dollars (\$200,000) and a further fine not exceeding
Ten Thousand dollars (\$10,000) for every day or part thereof during which the offence
continues after conviction.

Dated this ____ day of _____ 2023.

Signature and Name of Applicant

The Common Seal of)
XXXXXXXXXXXXXXXXXXXX)
was hereunto affixed in the)
presence of:)

Director

Secretary/Director