

# Public Document Pack

**Democratic Services Section  
Chief Executive's Department  
Belfast City Council  
City Hall  
Belfast  
BT1 5GS**



**Belfast  
City Council**

5<sup>th</sup> March, 2018

## **MEETING OF CITY GROWTH AND REGENERATION COMMITTEE**

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 7th March, 2018 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

### **AGENDA:**

1. **Routine Matters**
  - (a) Apologies
  - (b) Minutes
  - (c) Declarations of Interest
2. **Presentation**
  - (a) Visit Belfast - 2018/19 Business Plan and 2018/22 Strategy (Pages 1 - 6)
3. **Matters Referred Back from Council/Motions**
  - (a) All-Ireland Boxing Championships (Pages 7 - 8)
4. **Request to Present to a Future Meeting**
  - (a) Shopmobility (Pages 9 - 12)
5. **Restricted Item**

- (a) City Centre Investment Fund - Update (Pages 13 - 14)
- 6. **Regenerating Places and Improving Infrastructure**
  - (a) City Centre Engagement Plan (Pages 15 - 20)
- 7. **Positioning Belfast to compete**
  - (a) City Events and Festivals Strategy (Pages 21 - 36)
  - (b) Tourism Workplan (Pages 37 - 46)
  - (c) Culture Framework and Action Plan: Delivery Plan 2018/19 (Pages 47 - 60)
  - (d) International Relations Update and Workplan (Pages 61 - 76)
  - (e) City of Music (Pages 77 - 82)
  - (f) Ciclovia (Pages 83 - 86)
  - (g) Belfast - City for Investment (Pages 87 - 96)
  - (h) Charity Abseiling Events at Belfast Castle (Pages 97 - 100)
- 8. **Growing Businesses and the Economy**
  - (a) Addressing Educational Inequality 'Right to Succeed' (Pages 101 - 106)
  - (b) Belfast Facts & Figures 2018 (Pages 107 - 110)
  - (c) Growing the Economy - Working and Learning (Pages 111 - 120)
- 9. **Finance, Procurement and Performance**
  - (a) Quarter 3 Finance Update (Pages 121 - 130)



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| <b>Subject:</b>           | Visit Belfast: 2018/19 Business Plan and 2018/22 Strategy               |
| <b>Date:</b>              | 7 March 2018  |
| <b>Reporting Officer:</b> | Donal Durkan, Director of Development                                   |
| <b>Contact Officer:</b>   | Lisa Toland, Head of Economic Initiatives and International Development |

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| <b>Restricted Reports</b>                         |   |
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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>   |
| 1.1        | The purpose of this report is to present the request for funding from Visit Belfast for the 2018/19 financial year and to set out the organisation's strategic plan for the coming four years, focused on increasing visitor numbers and, as a result, tourism spend in the city. Members should note that Visit Belfast will be in attendance at the Committee to present its 2018/19 business plan and 2018/22 strategic plan. |

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| <b>2.0</b> | <b>Recommendations</b>  |
| 2.1        | <p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>- Note the draft Visit Belfast business plan 2018/19 and strategic plan 2018/22 and the areas where Council funds will be applied. The overall funding agreement with Visit Belfast is built into the revenue estimates.</li> <li>- Approve the funding allocation of £1,902,465 for 2018/19 expenditure, subject to the development of a funding agreement establishing priority areas of activity and agreed targets</li> <li>- Support the additional areas of investment for the coming financial year – set out in section 3.10 – in line with the 2018-2022 strategic plan. The collective budget allocation will not exceed £95,000. This investment will be measured as part of the ongoing activity monitoring work undertaken with Visit Belfast and will be reviewed at the end of the financial year.</li> </ul> |
| <b>3.0</b> | <b>Main report</b>  |
| 3.1        | <p>Members will be aware that Visit Belfast is the principal Destination Management and Marketing Organisation for the city of Belfast. Visit Belfast leads on the tourism marketing activities in Belfast. It is a membership organisation with more than 500 member businesses across the wider hospitality industry. Visit Belfast works, on behalf of its members, with a range of public and private partners such as the Belfast Chamber and the Business Improvement Districts (BIDs) to promote Belfast as a tourism destination.</p>   |
| 3.2        | <p>Visit Belfast targets both the leisure and business tourism markets. It has a Memorandum of Understanding (MOU) with Belfast Waterfront to drive new business to the City. There have been significant successes in this field and business events and conferences taking place in the City in this financial year are projected to deliver a return of around £45 million.</p>  |
| 3.3        | <p>Visit Belfast is a public/private partnership. Its current Chairman is Howard Hastings OBE from the Hastings Hotel Group. Belfast City Council has four Councillor representatives on the Board: Councillor Arder Carson, Councillor Deirdre Hargey, Councillor Emmet McDonough-Brown and Alderman Guy Spence.</p>   |
| 3.4        | <p>The tourism and hospitality sector in Belfast is expected to become one of the largest employers in the city in the coming years. Forecasts suggest that the sector will account for around 15% of new jobs in the coming decade. While the tourism sector currently accounts</p>  |

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|     | <p>for only 5% of the regional GDP, in many other locations, this is more than 10% of the GDP. This illustrates the potential for additional growth within the sector. One of the key growth areas is in hotel accommodation: planning approval has been secured on almost 2,300 new bedrooms since 2016 and 1000 of these rooms will be complete by the end of the year. While this will address the current shortages in the market, analysis identifies the need for additional bed spaces to meet the growing demand. The Belfast Agenda aims to attract 1 million out of state visitors to the City by 2021, generating £500million of spend. This will increase the demand on hotel bedspace and will present opportunities to support the further development of the sector.</p>   |
| 3.5 | <p>Visit Belfast is focusing on growing overnight stays as well as servicing the day trippers to the City. Visit Belfast is currently looking at the implications of these targets for its work and its presentation to Committee will take account of how it plans to focus its operating model in order to maximise the return on investment and capitalise on emerging areas of opportunity.</p>   |
| 3.6 | <p>One of the new areas of work that the Council supported in the current financial year was an in-market presence, based in London, focused on generating new business leads, predominantly in the business tourism sector. This involved a financial contribution of £75,000 from Council. The investment has been very successful – identifying around £40 million of potential new business to date. Visit Belfast is proposing to continue this investment in order to explore new opportunities and deliver on a number of new leads generated. This new business will benefit all of the venues in the City, including Belfast Waterfront.</p>   |
| 3.7 | <p>In a separate report to this Committee focusing on support for wider tourism development in the City, and noting the mid-term review of the Integrated Tourism Strategy for Belfast, reference is made to the “demand-side” and the “supply-side” interventions in the tourism industry. Visit Belfast – along with Tourism Ireland, Tourism Northern Ireland and other marketing partners – are largely responsible for the “demand-side” activities, principally marketing the City to those interested in visiting. In parallel, “supply-side” activities such as local tourism initiatives, product development, skills development and infrastructure investment are required in order to build the sector and ensure that there is a credible, quality product that can be marketed to target audiences. The report notes that the Council has a significant role to play in supporting and shaping the product development and skills development activity and recommends that its investment in tourism marketing – driven by Visit Belfast – is at least maintained in the context of an increasingly competitive tourism</p> |

market.

3.8

The 2018/19 operational plan proposes retaining the focus on exiting areas of business while developing a number of new projects which will help deliver on the business targets. These activities will be undertaken within existing Visit Belfast resources. They include:

- Researching and targeting new conference business among the UK Association Conference network
- Developing new 'Born in Belfast' events that align to the city's research and industrial base and that have the potential to attract an international audience, in conjunction with research and industry partners as well as the City's key venues (including Belfast Waterfront)
- Developing a new digital marketing campaign which will utilise the new brand across both the business and leisure tourism markets
- Development of additional visitor welcome facilities for the growing number of cruise passengers (more than 200,000 expected). Belfast Harbour will provide a new facility from 2019 so this interim year will focus on improved imagery within the current 'marquee' facilities and additional 'welcome band' performances, particularly for the larger ships
- Additional investment in language support to take account of needs of international visitors. The Council has already supported Visit Belfast by providing resources to cover costs allocated with their engagement in the 'China Ready' programme for frontline staff
- Re-focusing of marketing activities to develop 'packages' and 'experiences' tailored to visitor needs – and to encourage additional spend.

3.9

Visit Belfast have also been working on a four year strategic plan. This aims to set the direction of travel for the organisation, to help them meet the ambitions of their partners and funders, and to deliver on the ambitious targets around increased visitor numbers and visitor spend. Seven priority areas of development have been identified. These include:

- Supporting the Belfast Brand implementation: this involves working with their membership base and key partner organisations to support the implementation of the new brand, to maximise take-up and impact
- Sports tourism: researching and supporting new sports-related events that may fit with the City's ambitions, as well as exploring opportunities for conference-based business (e.g. meetings of Referees' Associations etc.)
- International Showcase programme: building on the success of the in-market

presence (see 3.6) as well as previous showcase activity, Visit Belfast will explore the potential of undertaking “showcases” in a number of key cities. These will be selected based on those that are likely to demonstrate the greatest potential for return (e.g they have an existing air link to the city; there are strong partner/Sister City connections)

- Data and tourism insights: technology has revolutionised the way in which data is collected and presented. There is a need to develop real-time tourism insights in order to measure the performance of investment, track visitor attitudes to the City and identify the origin of visitors with a view to undertaking more targeted marketing activity
- Investment in improved support for cruises: with an anticipated 200,000 cruise visitors arriving in Belfast in 2018 and the market looking likely to grow with the development of the new terminal in 2019, there is an opportunity to work on improving the visitor welcome as well as linking into the existing businesses in the City to ensure that they can benefit from the cruise visitors
- Support for enhanced marketing of events: with a growing appetite and ambition to develop Belfast as a recognised “City of Events and Festivals”, it will be important to ensure appropriate levels of investment in marketing for these events in order to generate demand and visitor growth from external markets and ensure alignment with the City brand.

3.10

These development areas will require significant investment from the respective partners if they are to secure the return for the City in terms of visitor spend and footfall. Visit Belfast will seek to lever these additional resources and work with partners to identify opportunities for collaboration in order to move forward on these new areas of work in the coming years. In order to underline the Council’s support for the new areas of work, it is proposed that funding is set aside to help bring forward activity on a number of these priority areas, in line with wider Council priorities. These will include:

- Supporting the Belfast Brand implementation: £20,000 to be set aside from existing budgets to provide brand activation support. Working in conjunction with the 500+ member organisations, Visit Belfast will encourage local organisations to consider how they can utilise the Belfast Brand in order to maximise partner buy-in
- International Showcase Programme: £15,000 to be set aside to support up to three showcase events in key target cities. These events will offer an opportunity to present the business tourism offer in the City. Visit Belfast will work closely with other partners – including Belfast Waterfront – in the delivery of these showcase events

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| <p>3.11</p> <p>3.12</p> <p>3.13</p> <p>3.14</p> | <ul style="list-style-type: none"> <li>- Support for enhanced marketing of events: up to £60,000 to be set aside to support additional campaigns aligned to a number of the major Events and Festivals, in order to increase visitor numbers from external markets.</li> </ul> <p>At present, Visit Belfast is funded 60% by public sector, 40% by private sector partners. In order to maintain the level of funds required to support their delivery, Visit Belfast is reviewing its funding arrangements with key partners. Its four year plan shows that this breakdown is likely to remain broadly the same as the organisation moves forward.</p> <p><u>Financial &amp; Resource Implications</u></p> <p>In the current financial year, Belfast City Council’s funding arrangement with Visit Belfast is £1,902,465. An allocation of £1,902,465 has been set aside within the Departmental estimates for the financial year 2018/19.</p> <p>The proposed pilot activities for 2018/19 set out in section 3.10 will total an additional £95,000. This allocation has also been set aside within the Departmental estimates for the financial year 2018/19.</p> <p><u>Equality or Good Relations Implications</u></p> <p>No specific equality or good relations implications.</p> |
| <p><b>4.0</b></p>                               | <p><b>Appendices – Documents Attached</b></p>  |
|   | <p>None</p>  |





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| <b>Subject:</b>           | Motion – All-Ireland Boxing Championships    |
| <b>Date:</b>              | 7th March, 2018                              |
| <b>Reporting Officer:</b> | Suzanne Wylie, Chief Executive               |
| <b>Contact Officer:</b>   | Louise McLornan, Democratic Services Officer |

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| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
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| Never   | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>  |
| 1.1        | To consider the Motion regarding the All-Ireland Boxing Championships which was considered by the Council at its meeting on 1st March, 2018 and, under Standing Order 13(f), referred to the City Growth and Regeneration Committee without discussion. |
| <b>2.0</b> | <b>Recommendations</b>  |
| 2.1        | The Committee is asked to: <ul style="list-style-type: none"> <li>• Consider the motion and take any such action as may be determined.</li> </ul>   |

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| 3.0 | <b>Main report</b>  |
| 3.1 | <p><u>Key Issues</u></p> <p>The Council, at its meeting on 1st March, will consider the following Notice of Motion which will be moved by Councillor Murphy and seconded by Councillor Garrett:</p>   |
| 3.2 | <p><i>“Belfast has produced world class athletes through the sport of amateur boxing who have consistently succeeded through every level of the sport and brought recognition to the city of Belfast through their successes.</i></p> <p><i>We, as a City, are very proud of the achievements of boxers from this City and should seek to build on these successes by showcasing the talent this vibrant sport has to offer across Ireland.</i></p> <p><i>This Council agrees to engage with the Irish Athletic Boxing Association to explore the possibility of bringing the All Ireland Boxing Championships to the City of Belfast.”</i></p> |
| 3.3 | <p>Under Standing Order 13(f), the motion will be referred to the City Growth and Regeneration Committee without discussion.</p>  |
| 3.4 | <p>If the Committee agrees to the contents of the Motion, then a full report on the proposal, together with costings, will be submitted to the Committee at the earliest possible opportunity.</p>  |
|     | <p><u>Financial &amp; Resource Implications</u></p>   |
| 3.5 | <p>Details will be included in the follow up report.</p>  |
|     | <p><u>Equality or Good Relations Implications</u></p>   |
| 3.6 | <p>None.</p>  |
| 4.0 | <b>Appendices – Documents Attached</b>  |
|     | None  |



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| <b>Subject:</b>           | Request to present: Shopmobility             |
| <b>Date:</b>              | 7th March, 2018                              |
| <b>Reporting Officer:</b> | Suzanne Wylie, Chief Executive               |
| <b>Contact Officer:</b>   | Louise McLornan, Democratic Services Officer |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>  |
| 1.1        | The Committee is asked to consider a request from Shopmobility to attend a future meeting of the City Growth and Regeneration Committee.  |
| <b>2.0</b> | <b>Recommendation</b>   |
| 2.1        | The Committee is asked to: <ul style="list-style-type: none"> <li>• determine whether it wishes to accede to a request from Shopmobility to present to a future meeting of the Committee</li> </ul> |

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| <b>3.0</b> | <b>Main report</b>  |
| 3.1        | Shopmobility Belfast has requested to address the City Growth and Regeneration Committee in order to raise awareness of its service and to request Council backing and financial support.   |
| 3.2        | The request from Shopmobility Belfast advises that:<br>“It’s the largest scheme in Northern Ireland with eight centres in the greater Belfast area. They have had almost 48,000 bookings over the last forty-two months, providing a free service to help people with mobility problems to access everyday services; to shop, to socialise with friends and family and to attend GP and hospital appointments and to do so with freedom, dignity and independence.  |
| 3.3        | Inability through lack of funding to access these activities can result in social isolation, poor physical and mental health and depression, leading people to remain or become lonely, excluded and confined to their homes.   |
| 3.4        | For the past twenty-two years, Shopmobility Belfast has afforded its users equality and parity of esteem to do what every able-bodied person is able to do; choose when and where they can go and what they do.   |
| 3.5        | One unique aspect of its service allows it to meet members who struggle to make it to their units at local bus and train stations, hotels, tourist board offices and at shopping centre car parks. It provides sighted guides for people who are blind or have reduced vision and works with councils and event organisers to provide mobility equipment assistance at shows, cultural events, fairs and fleadh’s around the region throughout the year to ensure people with disabilities and mobility issues get full access to enjoy activities, the same as able-bodied people. This also attracts huge economic benefit to Belfast and beyond with our members spending an average £30 per trip. |
| 3.6        | The current threat of cuts or cessation to this already beleaguered service comes from the Budgetary Briefing Paper issued by the Department of Finance on 18th December 2017. There has also been no renewal of the contract with Belfast City Council (through Economic Development) to provide Accessible Services to the people of Belfast City. This an inexcusable and indefensible scenario. It would rob the most vulnerable in our society of a life line and their overall quality of life would be severely diminished.  |

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|            | <p>Shopmobility is not just about transport, it serves a wider purpose and contributes in every way to a healthier, diverse and equal society. Belfast City Council should show commitment to addressing key inequalities, particularly those experienced by the Section 75 equality groups.”</p> |
| 3.7        | <p>The Committee is asked to consider whether it wishes to accede to the request to present at a future meeting.</p>  |
|            | <p><u>Financial and Resource Implications</u></p>   |
| 3.8        | <p>There are no financial or resource implications associated with any agreement to accede to a request from Shopmobility Belfast.</p>  |
|            | <p><u>Equality or Good Relations Implications</u></p>   |
| 3.9        | <p>None.</p>  |
| <b>4.0</b> | <p><b>Appendices – Documents Attached</b></p>   |
|            | <p>None</p>   |

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| <b>Subject:</b>           | City Centre Engagement Plan                           |
| <b>Date:</b>              | 7 March 2018  |
| <b>Reporting Officer:</b> | Nuala Gallagher – Director of City Centre Development |
| <b>Contact Officer:</b>   | Briege Coyle Ext: 3671                                |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>  |
| 1.1        | The purpose of this report is to update Members on the ongoing work to deliver a City Centre Engagement Plan and the intention to procure technical advice to assist residents understanding of and engagement with development taking place in the city. |
| <b>2.0</b> | <b>Recommendations</b>  |
| 2.1        | The Committee is asked to: <ul style="list-style-type: none"> <li>agree to the procurement of independent technical advice to help residents understanding of and engagement with development taking place in the city.</li> </ul>                        |

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| 3.0 | <b>Main report</b>   |
| 3.1 | <p data-bbox="272 264 432 293"><u>Background</u></p> <p data-bbox="272 309 1433 394">In May 2017, members approved a proposal to develop and implement an engagement plan linked to regeneration in the city.</p>  |
| 3.2 | <p data-bbox="272 450 1174 479">The Engagement Plan is required to focus on the following elements:</p> <ul data-bbox="272 533 1433 1070" style="list-style-type: none"> <li data-bbox="272 533 1433 719">• Physical inclusion – this focuses on the capacity building of residents and businesses to enable them to understand the impacts of physical developments, and providing technical advice as required so that they can meaningfully engage with the planning process and consultation activity.</li> <li data-bbox="272 734 1433 920">• Social inclusion – this element focuses on improving connectivity to and from the city centre, and also includes potentially engaging with residential and business communities to develop Meanwhile uses on vacant sites/buildings in the city centre; and</li> <li data-bbox="272 936 1433 1070">• Economic inclusion – aims to help residents and businesses secure the maximum benefit from city centre development in terms of employment, training and supply chain opportunities.</li> </ul> |
| 3.3 | <p data-bbox="272 1144 703 1173"><u>Update on the Engagement Plan</u></p> <p data-bbox="272 1189 1433 1323">The City Centre Development Team is working with the Development Department on a co-ordinated engagement strategy and will provide a further update as this strand of work progresses.</p>   |
| 3.4 | <p data-bbox="272 1397 922 1426"><u>Physical inclusion- Independent Technical Advice</u></p> <p data-bbox="272 1442 743 1471"><b>Community Engagement Context</b></p> <p data-bbox="272 1487 1433 1675">In June 2016, the council published its Statement of Community Involvement as required by The Planning (NI) Act 2011. The Statement of Community Involvement sets out the council’s policy for engaging with the community when carrying out its development plan, development management and enforcement functions.</p>   |
| 3.5 | <p data-bbox="272 1742 1433 2031">In relation to development management, the Planning Act also places a duty on applicants to engage with the community on their development proposals. Prior to the submission of a major planning application, applicants are required to submit a pre-application notice (PAN) outlining their approach to consulting with the community. The PAN must be submitted 12 weeks prior to the submission of the planning application and the level of engagement must meet the minimum statutory requirements stipulated in The Planning</p>  |

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|      | <p>(Development Management) Regulations (Northern Ireland) 2015. In addition, the applicant is also required to prepare a pre-application community consultation report.</p>  |
| 3.6  | <p><b><i>Existing support for residents to engage with planning</i></b></p> <p>The Planning Act enables the Department for Infrastructure (DfI) to provide grants to organisations whose primary objectives are to enhance an understanding of planning policy proposals or development proposals. In this regard, DfI provides funding to Community Places, a not-for-profit organisation to provide independent and impartial planning advice, support and capacity building to people and communities across Northern Ireland.</p> |
| 3.7  | <p>As the funding is required to provide support to the entire region, the ability to provide assistance to a particular community is dependent upon the number and scale of planning issues across the province at any given time. In recent years, resources have focused on providing assistance to communities on large scale renewable energy projects outside the Council area.</p>   |
| 3.8  | <p>DfI (and the former DOE) has provided funding for a number of years however funding is not guaranteed but applied for on a year by year basis and it is understood that DfI plan to review its planning support in the coming months.</p>  |
| 3.9  | <p>In other jurisdictions, Planning Aid provides planning advice and support to help individuals and communities engage with the planning system. In England for example, advice and support is provided by Planning Aid who rely heavily on chartered planners to volunteer. Arrangements are also in place to avoid conflicts of interest.</p>  |
| 3.10 | <p><b><i>Pilot Independent Technical Advice Service</i></b></p> <p>It is recognised that despite opportunities for communities to engage in the planning process, it can be challenging to participate meaningfully without prior knowledge or experience of how the system operates. As planning applications come through the PAN and PAD process, neighbourhoods potentially affected may need advice in relation to the proposal.</p>   |
| 3.11 | <p>A budget of up to £30,000 has been identified within the existing budget of the City Centre to procure independent technical advice for a 12-month pilot to support communities in Belfast city centre affected by proposed development and planning applications coming</p>   |

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|      | <p>forward. This will involve providing independent professional advice to help groups respond to and engage with the proposals and plans for physical change that are coming forward in the city centre. The pilot will help develop knowledge and skills of residents to facilitate a better understanding of the planning and development process and build capacity to enable them to effectively engage and respond.</p>   |
| 3.12 | <p>A key component will be ensuring that the consultant and their advice is impartial and independent.</p>  |
| 3.13 | <p><b><i>How will the technical advice service work?</i></b></p> <p>The appointed consultant will be required to develop and deliver a range of services to eligible communities affected or concerned by development coming forward within the city. It is anticipated that the consultant will provide advice in relation to a range of planning and regeneration issues including:</p> <ul style="list-style-type: none"> <li>• legislation, policy and guidance;</li> <li>• development management; and</li> <li>• effective community engagement.</li> </ul> |
| 3.14 | <p>The council will develop a communication strategy for promoting the service to potential applicants including Online, City Matters and social media. The appointed consultant will be responsible for managing subsequent requests for advice and support. The council will also develop eligibility criteria to ensure that those residents or groups with limited capacity and most directly impacted by development benefit from the programme.</p>   |
| 3.15 | <p>VuCity, VuBelfast, the 3D visualisation tool for proposed development is going live in March 2018, it is envisaged that this tool be used to benefit residents understanding of the nature, scale and impact development may have. The Planning Department are engaging with developers to request that they use VuBelfast for their proposed development, however this currently will be at the developers' agreement.</p>  |
| 3.16 | <p>It is anticipated that a brief will be issued by April 2018 and a consultant appointed by June 2018. The pilot will be reviewed at 6 months and a report brought back to committee 6 months after the start of the service.</p>  |
| 3.17 | <p><u>Equality and Good Relations Implications</u></p> <p>The pilot programme will be equality screened.</p>  |

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| 3.18 | <u>Finance and Resource Implications</u><br>Resource requirements will be met from existing departmental budget allocation. |
| 4.0  | <b>Appendices – Documents Attached</b>  |
|      | None  |

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| Subject:           | City Events and Festivals: proposed future investment and support  |
| Date:              | 7 March 2018   |
| Reporting Officer: | Donal Durkan, Director of Development  |
| Contact Officer:   | Gerry Copeland, City Events Manager<br>Clare Mullen, Tourism, Culture, Arts and Heritage Manager<br>Lynda Bailie, Development Department |

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| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Sometime in the future                            | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of Main Issues</b>  |
| 1.1        | The purpose of this report is to highlight the key findings and recommendations from the recent review of Council-funded Events and Festivals undertaken by Festivals and Events International (FEI) and to secure Committee agreement on a development plan for moving forward, taking account of FEI's recommendations. |

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| <b>2.0</b> | <b>Recommendations</b>  |
| 2.1        | <p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Note the key findings of the review of Events and Festivals undertaken by FEI</li> <li>• Endorse the findings and consider the recommendations set out in sections 3.13-3.14 as the broad direction of travel</li> <li>• Agree to proceed to engagement with key partner organisations on the basis of the current findings and recommendations and to consider a draft Events and Festivals Strategy – taking account of external partner input as well as an ongoing engagement across Council departments – in June 2018</li> <li>• Commission further analysis work on the potential to attract sponsorship funding to support additional investment in Events and Festivals.</li> </ul> |
| <b>3.0</b> | <b>Main Report</b>  |
| 3.1        | <p>In July 2017, Festivals and Events International Limited (FEI) were commissioned to develop a new Events and Festivals Strategy (2018-2023) for the Council, its partners and other stakeholders across the City. The brief included:</p> <ul style="list-style-type: none"> <li>• A review of current portfolio</li> <li>• Consultation with stakeholders, Events and Festivals (via Festivals Forum)</li> <li>• Benchmarking how Events and Festivals are funded and delivered in other cities</li> <li>• Consideration of pre and post event impact modelling</li> <li>• Consideration of future structures for delivery</li> <li>• Making recommendations for the identification, securing, funding and delivery of Events and Festivals in Belfast.</li> </ul>  |
| 3.2        | <p>FEI undertook an extensive round of consultations with stakeholders. These included face to face meetings; telephone interviews and workshops with Events and Festivals organisers and cultural organisations. They also drew up a survey for completion by festival organisers. In total there were 36 face-to-face interviews; 11 telephone interviews; 2 workshops covering 45 groups; and 14 survey returns.</p>   |
| 3.3        | <p>FEI also undertook engagement with Members of the Council’s City Growth and Regeneration Committee and the Council’s Corporate Management Team. In addition, they attended meetings of the Council-supported Festivals Forum Steering Group as well as a meeting of the Festivals Forum. Following completion of the draft report, Officers undertook</p>  |



Party Group Briefings with all parties to update on the key findings and recommendations.

Funding and Delivery of Current Festivals and Events in Belfast: Current Portfolio

3.4

As part of their review of the existing provision, FEI looked at the current portfolio of Events and Festivals in Belfast. Overall, FEI indicated that while Belfast has a strong reputation in organising, managing and delivering very successful Events and Festivals, is not currently recognised, nationally or internationally, as an Events and Festivals destination. If the Council has ambitions to sell the City in this way, FEI suggested that there will be a need to work with partners to re-focus investment in Events and Festivals, particularly those that have the potential to drive visitor numbers and spend. FEI did acknowledge that there was a broad programme of activity undertaken. However they noted that the objectives for many of the activities focused on supporting community cohesion and social development. They recognised the value of these events to local communities but considered that the Council and partners should take a differentiated approach to investment in events that aimed principally at supporting community cohesion and those aimed at generating economic value and profile for the City. In that way, FEI advised that funders could be clear about what outcomes they expected from their investment and project promoters could be clear about what deliverables were expected of them, in turn.

3.5

FEI identified around 200 Events and Festivals and categorised these according to an industry standard segmentation process (see Appendix 1). These categories are:

- Mega events
- Major events
- Signature events
- Growth events
- Local events
- Neighbourhood events (an additional category to capture some of the Council's Neighbourhood-level funding streams).

3.6

Using this categorisation, FEI concluded that, if the Council wants to maximise the economic return on investment from its events, it may need to look again at the balance of investment across the various event “categories”. FEI identified the following breakdown of Events and Festivals in Belfast by number:

- 5 Signature Events/Festivals
- 17 Growth Events/Festivals
- 88 Local Events/Festivals

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|      | <ul style="list-style-type: none"> <li>• 90 Neighbourhood Events/Festivals.</li> </ul>   |
| 3.7  | <p>It should be noted that there are currently no Mega or Major Events identified within Belfast's Events and Festivals portfolio. Belfast is not likely to ever host a Mega Event (such as the Olympics), given the scale of the infrastructure required. The City has hosted Major events in the past, such as Giro d'Italia and MTV EMAs and is currently bidding to host the UEFA Super Cup in 2020. Given the significant investment and resources associated with hosting these events, they don't tend to happen every year. If the City was to secure Major Events on a more regular basis, consideration would need to be given to investing appropriate levels of resources on an ongoing basis in order to meet the significant financial commitments associated with these events.</p>   |
| 3.8  | <p><u>Funding and Delivery of Current Festivals and Events in Belfast: Current Funding Mix</u></p> <p>FEI noted that the funding of Events and Festivals in Belfast is exceptionally complex. The Council is one of a number of funders – other major funders include Tourism NI, Sport NI and Arts Council of Northern Ireland (ACNI). In the financial year 2016/17, the Council invested around £3.42million in Events and Festivals, supporting 200 events.</p>  |
| 3.9  | <p>The analysis suggests that the return on investment (ROI) for Events and Festivals in Belfast ranges from £9 to £25 across the different funding streams. In other benchmark cities – such as Edinburgh – public investment can lever up to £43 for every £1 invested. Although Edinburgh is widely acknowledged as a Festival City, other comparator cities also appear to drive a significant return on investment – at the higher end of the Belfast figure and above. FEI point out that the impacts of many of the Local and Neighbourhood Events are qualitative as well as quantitative – and it is important that the Council is clear about its metrics in supporting the range of Events and Festivals. FEI recommends that the smaller Neighbourhood Events should be separated out from other Events and Festivals funding and managed through the City and Neighbourhood Services Department, in order to ensure alignment with wider investment in Community Safety and Community Services. All Events and Festivals – as with all Council activity – needs to align to agreed metrics within the Belfast Agenda.</p> |
| 3.10 | <p><u>Benchmarking</u></p> <p>FEI undertook benchmarking against five European cities: Aarhus (one of the 2018 European Capitals of Culture); Edinburgh; Galway; Liverpool and Rotterdam. From this analysis, they concluded that Belfast could achieve a higher return from its Events and Festivals investment</p>   |

if a more strategic approach was taken to investment in some of these activities. The benchmarks provided a number of useful lessons for Belfast to consider, namely:

- There is an opportunity to generate significant commercial income if the right structures are put in place and if a more commercial approach to event delivery is taken (lesson learned from Liverpool)
- Independent Events and Festivals can make a huge contribution to the City's cultural and tourism offer, with the right approach to investment (lesson learned from Galway)
- There are a range of operating models across the benchmark cities for delivery of Events and Festivals. These range from in-house (current Belfast approach) to fully independent delivery, with City support (the approach in Rotterdam).

#### Key Findings

3.11

FEI found that the Events and Festivals portfolio showed a great deal of creativity, innovation and passion. However, they noted some weaknesses in the current approach to funding, principally the fragmented approach across a range of funders. Given that the various funding streams have evolved over time and have not been reviewed in recent years, there is no process to ensure strategic alignment to the key documents driving Council investment, particularly the Belfast Agenda. In addition, there is limited co-ordination across funders on mechanisms for supporting Events and Festivals. This can make the application process complicated and reduces opportunities to invest at the appropriate levels in those events that have the potential to grow and contribute to the cultural and economic life of the City in a meaningful way.

3.12

FEI also concluded that securing funding for Signature and Growth Events is particularly challenging and that, because of this fact, the ability of these events to reach their growth potential can be inhibited. FEI have proposed a longer-term investment in a number of targeted events to support their development and give them the time to focus on building the event without having the concern of applying for annual funding. In addition to the funding support, FEI note the important developmental role that Council Officers can play in supporting events, helping them to consider their artistic development, supporting them with their sales and marketing and considering their organisational development needs. This, in turn, will support the longer-term sustainability of the sector. It also means that, with the right support, Growth Events may become Signature Events in time. Likewise, Local Events may grow into Growth Events.

### Key Recommendations from the FEI report

3.13

Given the issues identified, the consultancy team's key recommendations focused on a number of areas including Funding Streams, Capacity Building Support, Evaluation and Measurement and Governance and Delivery. A summary of their recommendations is set out below. A note has been added where Officers consider there would be a potential practical difficulty with implementation in the short-term, or where Members have already expressed alternative views through the Party Briefings.

#### **Funding Streams**

- Need to adopt the standard classification of Events and Festivals as Major, Signature, Growth, Local and Neighbourhood (see **Appendix 1**). This is used by most other locations and by many other funders. Adopting this will make it easier to develop a joined-up approach to events funding with other partners;
- Need to re-position investment to maximise return by supporting a smaller number of Signature, Growth and Local Festivals to a greater value, aligned to the Belfast Agenda. Note: it is recognised that Belfast City Council also invests for social as well as economic return and that this is an important aspect of the Belfast Agenda. It is acknowledged that the circumstances in Belfast at the time that a lot of the Events and Festivals were developed (particularly in Neighbourhood and Local Events and Festivals) were very different to those being experienced in other benchmark cities used in this study. FEI do make the point, however, that if Belfast wants to be recognised as an Events and Festivals City, and if it does want to generate a higher level of economic return from Events, there will need to be a higher level of investment and more focused support for Major, Signature and Growth Events and Festivals;
- Need to consider the implications of the ongoing Grants Review for the funding of Events and Festivals;
- Need to separate the funding and reporting of Neighbourhood Events from Major, Signature, Growth and Local Events and consider relevant metrics for measuring impact of these events (which should be different from the other events);
- Need for greater engagement with partners from government e.g. Tourism NI, Sport NI to bid for major events that offer a proven investment, using agreed investment/evaluation criteria, and Visit Belfast in terms of Event marketing.

#### **Capacity building support**

- Need to develop a "portfolio" approach with all Signature and Growth events. This will involve Council Officers developing a "client management" relationship with these

Events and considering how they can bring together packages of support, training and capacity building appropriate to the scale and ambition of the respective Events and Festivals, in order to help them achieve their growth potential and ambitions;

- Need to consider multi-annual funding arrangements for Signature and Growth Events and Festivals (four year agreements for Signature Events; two year agreements for Growth events, with five year and three year business plans respectfully)
- Need to consider bidding for at least one Major event every third year;
- Need to support at least six Signature Events each year (those events with budgets of £800k+);
- Need to support at least twelve Growth Events each year (those events with budgets of £50k+);
- Need to develop a programme of support and development for Local Events and Festivals at an appropriate level. This support should include opportunities to consider how some of the Local Events and Festivals can become Growth Events and Festivals.

#### **Evaluation and Measurement**

- Adopt the proposed investment/evaluation criteria for all Events and Festivals funding and simplify annual evaluation based on demonstrating value against the Belfast Agenda, ensuring that the level of evaluation is commensurate with the scale of the event;
- Introduce standardised reporting in line with relevant indicators set out in the Belfast Agenda.

#### **Governance and Delivery**

- Need to improve internal co-ordination across Council for those working on events. FEI proposed simplification of the internal structures and sub-sections who deal with Events and Festivals in the City, particularly to ensure integration between the City Events Team, Parks Events Team and the Tourism, Culture, Heritage and Arts team. This may include merging elements of existing activity at the appropriate time;
- Need to consider moving towards commissioning for certain events – this will support the development of the cultural sector by providing long-term sustainability and improved partnership working;
- Establish an internal Events and Festivals Coordination Group to consider how events can be better planned and how Council can engage with external

organisations to support the delivery of Events and Festivals;

- Consider the establishment of a Members Working Group to monitor the work of the internal group (above). Note: Members have expressed a view that the practicalities of this need to be considered and reports may need to be brought back directly to Committee;
- Given the need for greater partnership with other major funders of Events and Festivals, need to establish a “Strategic Events Partnership” to coordinate Events and Festivals strategy and funding across Belfast City Council, Arts Council of Northern Ireland, Tourism Northern Ireland and other relevant funders;
- Consider the potential of moving towards joint agreement by the key funding partners (as set out above) on the City approach to Events and Festivals with a view to possibly establishing an independent organisation to deliver the annual events programme and support collaboration across Events and Festivals at a future date. Note: It is recognised that there is unlikely to be a political appetite to take such a radical step at this stage.

#### Feedback from Member briefings

Following completion of the draft report, the Director of Development undertook a series of Party Briefings to provide insight into the key findings and the recommendations within the report. A summary of the key issues identified by Members included:

3.14

- Wide-ranging support for the current investment in Events and Festivals and recognition of the value of this support within local communities;
- Need to secure alignment with other major funders (Tourism NI, Sport NI, ACNI) in taking long-term approach to investment in events – otherwise the Council approach will be undermined;
- Support for simplification and streamlining of existing processes, commensurate with the level of investment;
- Support for additional openness and transparency in the process for supporting Events and Festivals;
- Need to give consideration to opportunities for generating revenue through Events where appropriate. At the September 2017 meeting of the Strategic Policy and Resources Committee, Members agreed that the Council should take a commercial approach to more activities, including sponsorship/events, to generate additional income. Approval has been given to create a new post of Commercial Manager, funded from Invest to Save, to support this approach;

- Need to consider how Events and Festivals can support delivery of Belfast Agenda ambitions, including inclusive growth;
- Support for making the distinction between Signature/Growth/Local events and Neighbourhood Events – agreement with proposal to transfer Neighbourhood Events to City and Neighbourhood Services Department to ensure alignment with core service delivery and wider investment;
- Recognition of the impact and role that Neighbourhood and Local Events and Festivals can play in local communities;
- Acceptance that further/additional investment is required in Signature and Growth Events if these Events and Festivals are to generate the return on investment that other cities are experiencing
- Lack of agreement around the establishment of a Members Working Group on this issue – consideration that there are too many meetings and structures and that it may be better to update through the regular Committee process.

3.15

During the course of the Party Briefings, Members were also updated on the key findings of the report from Féile an Phobail regarding future opportunities for the development of the St Patrick's Day celebrations in the City. It is recommended that the report recommendations are considered as part of the implementation plan for the Events and Festivals Review recommendations.

Alignment with European Capital of Culture Activity

3.16

Members will be aware that, since the European Commission's decision in November 2017 that the participation of the UK in the European Capital of Culture in 2023 is still under dispute, Officers have been in discussions with the other four bidding cities and the Department for Digital, Culture, Media and Sport (DCMS). Work is ongoing to resolve this issue and agree on a clear way forward for the cities involved.

3.17

Officers are also considering how, regardless of the outcome of these discussions, an effort is made to ensure that the energy, enthusiasm and work undertaken by the cities and partners is harnessed and mobilised. Any future developments in this activity will be considered in light of the recommendations set out in this report to ensure a joined up approach across Council.

Regardless of the outcome, plans are being made to deliver some of the ambitious cultural projects considered during the first phase of the bidding process with a view that these would

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| 3.18 | <p>be linked to the desire to growth the number of Signature Events and Major Events. It would still be the ambition to build up this strategic programme from now to 2023, which could culminate in a significant year-long programme.</p>  |
| 3.19 | <p>It is recommended that the financial planning process initiated to deliver the European Capital of Culture is aligned to this framework which would then allow a series of Major Events and programmes to be delivered between now and 2023 and provide more sustainability beyond 2023 as well. However, a more detailed report will be brought back on this following Member meetings with DCMS and the European Commission</p>   |
| 3.20 | <p>The proposals in the report on a City of Music (see separate report) are also part of this more strategic approach to Events and Festivals, focusing on our unique strengths and building our reputation internationally, using local talent.</p>   |
| 3.21 | <p><u>Proposed Implementation Plan</u></p> <p>Subject to Member feedback on the key recommendations, it is proposed that the implementation plan for the revised approach to Council support for Events and Festivals will involve a number of key steps in order to ensure that this renewed approach is in place for the 2019/20 financial year. In line with any policy change, the draft strategy will also need to go to public consultation, in keeping with guidance from the Council's Equality and Diversity Team. Feedback from this consultation exercise will also be critical in the development of the final approach. Consideration will need to be given to the establishment of a specific improvement should be given to the establishment of a dedicated Project team to oversee and manage the implementation of this important area of work.</p>                      |
| 3.22 | <p>A draft implementation plan, focusing on activities in the coming year, is set out in <b>Appendix 2</b>. The key actions will include:</p> <ul style="list-style-type: none"> <li>• Engagement with other key funders (Tourism NI, Department for Communities, Arts Council of Northern Ireland, Sport NI) to secure agreement around re-alignment of existing funding streams in line with the report recommendations and engagement with Visit Belfast to consider opportunities for enhanced marketing of Events and Festivals</li> <li>• Securing appropriate levels of financial support to ensure delivery of the relevant funding programmes across the Council departments and exploring opportunities to lever additional resources through other public or private partners</li> <li>• Development of and agreement on assessment criteria for each of the funding</li> </ul> |



streams

- Development of an engagement programme with the cultural sector to advise of proposed changes, update on consultation outcomes and advise on changes to funding streams, in order to enable them to plan for future investment proposals
- Consideration of staff resource implications of the proposed approach, including any skills development support issues
- Establishment of the Internal Officer Events and Festivals Co-ordination Group in order to improve co-ordination and planning across the various teams involved in Events and Festivals delivery and support and consideration of any potential Member Engagement mechanisms.
- Creation of a Strategic Events Partnership Group with key City stakeholders in order to improve co-ordination and forward planning in attracting Major Events.

3.23

Following the public consultation process, a report will be brought back to the Committee highlighting progress made to date; updating on feedback from the public consultation exercise and the engagement with key partner organisations and making final recommendations on the way forward for the Council in supporting Events and Festivals from the financial year 2019/20. This emerging framework for investment will align to the Belfast Agenda and, given that the aspiration is that the final approach will lead to agreement on a City Strategy for Events and Festivals as opposed to a Council approach, it will be essential that the other funding partners are in agreement with the proposals put forward.

#### Financial & Resource Implications

3.24

The Council's current investment in Events and Festivals is around £3.4 million annually with £295,000 of that amount met through a variety of external funders. A significant proportion of this budget is allocated via grants at a local and neighbourhood level and some of the funding is from external partners. The consultants' recommendations are based on maintaining the current budget, but re-focusing resources to maximise return on investment. However, when the implementation plan is brought forward, it is likely to recommend that further allocation is made to ensure the delivery of more Signature and Major Events, and that this aspiration is met through additional sponsorship and other forms of revenue raising from the private sector, as well as aligning the financial allocations for European Capital of Culture.

The budget is subject to annual agreement, as part of the rates setting process.

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| <p>3.25</p> <p>3.26</p> <p>3.27</p> | <p><u>Equality or Good Relations Implications</u></p> <p>The development of a strategically-directed programme of Events and Festivals will assist in creating a City that is open to all and as such has the potential to promote good relations and equality by bringing together people from a wide range of backgrounds.</p> <p>The consultation process will allow further consideration of any equality and good relations implications and these will be addressed in the final report to Committee.</p> |
| <p><b>4.0</b></p>                   | <p><b>Appendices – Documents Attached</b></p>   |
|                                     | <p>Appendix 1 – Industry Standard Classification of Events</p> <p>Appendix 2 – Draft Development Plan</p>   |

## Appendix 1: Industry Standard Classification of Events

### MEGA EVENTS

- Peripatetic events with global reach
- Major bidding effort
- High level of government resource and support
- Come with broadcast partners
- E.g. Olympic, World Cup

### MAJOR EVENTS

- Peripatetic and one off events
- Required to be bid for
- Rights owned by a third party
- International reach through media coverage
- Significant national (out of area) and some international attendance
- Significant economic impact
- Partnership bidding effort
- Mostly sporting, sometimes cultural
- E.g. Grand Depart Tour de France, MTV awards

### SIGNATURE EVENTS

- Recurring event - annually or periodically
- Home produced or commissioned
- Distinctive to the location
- Enhance senses of place and visitor experience
- National reach through media coverage
- Local, regional and international attendance
- Economic, social and cultural impact
- Often require public funding
- E.g. Edinburgh Festivals, London Marathon

### GROWTH EVENTS

- Recurring events; occasionally peripatetic
- Regional or sectorial event or new local events ambitions to become signature events
- Distinctive to the location
- Grow the capacity of the place and visitor experience
- Regional reach through media coverage
- Mainly local attendance but with potential to attract visitors
- Economic, social and cultural impact
- Mostly cultural events, sometimes sporting
- E.g. White Night, mixed arts festivals

### LOCAL EVENTS

- Recurring events; occasionally on-off
- General interest but aimed mainly at residents
- Citywide interest
- Local media coverage
- Local attendance
- Limited economic impact, often significant social impact
- E.g. Civic Events

### NEIGHBOURHOOD EVENTS

- Recurring events; occasionally on-off
- Aimed at single community / community of interest
- Of limited citywide interest
- Low or no local media coverage
- Local attendance usually from one community
- No economic impact, often significant social impact
- E.g. Bonfire Parties, Party in the Park

With appropriate investment, Growth Events can become Signature

With appropriate investment, Local Events can become Growth Event

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## Appendix 2: Events and Festivals: Draft Development Plan

| Activity  | Lead  | Timeframe   |
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| <b>Funding Streams</b>  |   |   |
| Explore opportunities to re-profile or increase current investment in Events and Festivals, in line with recommendations (Council investment)   | BCC - Development - in liaison with Financial Services                                  | March-August 2018   |
| Engagement with key funders (Tourism NI, DfC, ACNI) to secure agreement around the possibility of re-alignment of existing funding streams to support report recommendations  | BCC - Development   | March-June 2018   |
| Additional analysis of existing funding commitments under the standard classifications (Appendix 1) to assess potential implications for funded organisations   | BCC - Development   | April-June 2018   |
| Take account of outcome of ongoing Grants Review led by C&NS Department and implications for investment in Events and Festivals across all current funding streams  | BCC - Development (in liaison with C&NS Department)                                     | March-May 2018  |
| Commission work to understand the potential for additional sponsorship income to increase investment in Events and Festivals  | BCC - in partnership with specialist input  | March-June 2018   |
| Secure agreement for separation of Neighbourhood Events from Major, Signature, Growth and Local Events  | BCC - Development   | April-June 2018   |
| <b>Capacity Building Support</b>  |   |   |
| Consideration of multi-annual funding arrangement for Signature and Growth Events - liaison with Legal Services and Finance regarding approvals, financial assessment support etc.  | BCC - Development   | April-September 2018  |
| Assessment of skills development needs for Council staff engaging in support activity and provision of required support   | BCC - Development in liaison with Legal Services, HR, Finance                           | April-August 2018   |
| Develop capacity building programme for Events and Festivals - to include information and training for funding applicants   | BCC - Development in partnership with cultural sector                                   | April-August 2018 (roll-out from October 2018, subject to Council approval) |
| <b>Evaluation and Measurement</b>   |   |   |
| Develop agreed assessment criteria for each of the proposed funding streams, ensuring alignment to Belfast Agenda   | BCC - Development in liaison with CX Department   | April 2018-June 2018)   |
| Development appropriate reporting frameworks - ensuring that reporting requirement is commensurate with level of investment   | BCC - Development in liaison with Central Grants Unit                                   | April 2018-August 2018  |
| <b>Governance and Delivery</b>  |   |   |
| Establishment of Internal Officer Events and Festivals Co-ordination Group  | BCC - Development in liaison with CNS Department  | March-April 2018  |
| Creation of Strategic Events Partnership Group to improve coordination and planning in resourcing and bidding for larger events - agree aims and objectives/desired outcomes from collaborative investment in Events and Festivals (link to engagement on funding for events) | BCC - Development in liaison with partner organisations                                 | March-August 2018   |
| Consider internal staffing implications, taking account of delivery resources across a number of different parts of the Council   | BCC HR in conjunction with Development and CNS  | March-August 2018   |
| Secure Committee agreement on revised approach to Events and Festivals Support  | BCC Development   | August-September 2018   |
| Complete consultation with key partner organisations  | BCC Development in conjunction with external partners and relevant internal departments | April-June 2018   |
| Undertake public consultation exercise, including equality impact assessment  | BCC Development in conjunction with Equality Team                                       | August-October 2018   |

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| <b>Subject:</b>           | Tourism Delivery Plan 2018/19                                     |
| <b>Date:</b>              | 7 March 2018  |
| <b>Reporting Officer:</b> | Donal Durkan, Director of Development, ext 3470                   |
| <b>Contact Officer:</b>   | Clare Mullen, Tourism, Culture, Heritage & Arts Manager, ext 3770 |

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| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
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| <b>Call-in</b>                        |  |
| Is the decision eligible for Call-in? | Yes <input type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report</b>   |
| 1.1        | <p>The purpose of this report is to:</p> <ul style="list-style-type: none"> <li>• Provide Members with an update on the key issues emerging from the mid-term review of the Integrated Tourism Strategy (2015-2020)</li> <li>• Seek Members' approval to progress a number of priority actions in the 2018/19 financial year.</li> </ul> |

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| <b>2.0</b> | <b>Recommendations</b>   |
| 2.1        | <p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Note the content of the report, in particular the role of tourism as a key priority for City Development and Growing the Economy themes of the Belfast Agenda</li> <li>• Note the key findings of the mid-term review of the Tourism Strategy and the priority areas of focus for the coming years</li> <li>• Consider and agree the priority actions for 2018-19, as set out in sections 3.17-3.27</li> <li>• Agree a budget allocation of £170,000 towards local tourism development support activities. A further report on this matter will be brought back to this Committee for information and approval</li> <li>• Agree to proceed with the data challenge in order to improve data capture and enhance the level of intelligence on visitors to the City, in order to support future marketing investment within the budget allocation of £50,000.</li> <li>• Agree to continue the budget allocation of £200,000 towards the Tourism Conference Subvention Scheme as in previous years, in order to support the growth of the business tourism sector in the City. This was built into the budget during the rate setting process.</li> </ul> |
| <b>3.0</b> | <b>Main report</b>   |
| 3.1        | <p><u>Key Issues</u></p> <p>The Integrated Tourism Strategy was approved by the Strategic Policy and Resources Committee in May 2015. The Strategy was developed in tandem with the City Centre Regeneration Strategy and Investment Plan and the proposals are aligned to support the future development, economic growth and profile of the city.</p>  |
| 3.2        | <p>The vision is to develop Belfast as a City that wants to welcome the world and share its history by creating a destination that the world wants to experience first-hand. The strategic goal is to double the value of tourism by 2020 with the focus on achieving this by generating discretionary tourist overnight stays, especially higher value leisure and business tourism.</p>  |
| 3.3        | <p>Since the publication of the Strategy, the tourism economy has continued to grow in the City and in Northern Ireland as a whole. Statistics published by NISRA on 1 February 2018 show that, in the 12 months to September 2017, tourism trips in Northern Ireland generated circa £951m to the local economy with 72% coming from external visitors, making tourism worth</p>  |



£679m as an export business. This is an increase of 18% in overall visitor spend and a 17% increase in external visitor spend when compared with the 12 months to September 2016. Overall visitor numbers increased by 11% to 5million compared with the 12 months to September 2016. Increases in bed nights and spend have been driven by a continued growth in external visitors, particularly from ROI, GB and overseas.

3.4

In terms of Belfast's performance in 2017, the rise of tourism was clearly evident through:

- 81.6% room occupancy in our hotels throughout the year, with occupancy levels exceeding 90% at some points
- 94 cruise ships docked in Belfast, bringing 158,000 cruise visitors to the City (+10%)
- The City hosted 71 conferences in 2017 - these conferences generated 79,300 bed nights for our hotels – up 7% on the previous year – and generated more than £45million for the local economy
- More than 837,000 visitor enquiries were handled at the Visit Belfast Welcome Centre, visitor information points at the two airports, and self-service kiosks at key locations, showing an increase of 16% on 2016.

3.5

The Belfast Agenda has at its core a commitment to inclusive economic growth. “Growing the Economy” and “City Development” are the two pillars that set out our ambitions for growing tourism in the City. Under these pillars, the priority is to increase tourism spend as well as the number of bed nights.

3.6

Additionally, the importance of tourism as a priority business sector is evident in a number of key documents including the draft Programme for Government. One of the indicators in the PfG is “to improve Northern Ireland’s attractiveness as a destination”. This relates to improving the profile of the region as a business and tourism location, as well as improving the quality of life for those that live here. While the draft Industrial Strategy was limited in its reference to tourism and hospitality as a key growth sector, this oversight was identified by many commentators and by the tourism sector itself. The UK Industrial Strategy does identify tourism as a key growth sector and – along with other key growth sectors – commitments are made around a “Sector Deal” which will underpin investment in the infrastructure, skills, product development and marketing to realise the potential growth prospects.

3.7

Mid Term Review of the Integrated Tourism Strategy

Members will be aware that one of the activities agreed as part of the Tourism Action Plan

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|      | <p>last year was a commitment to undertake a mid-term review of the Integrated Tourism Strategy to ensure that it provided a relevant framework for co-operation between the key partners responsible for tourism development and promotion in the City. The review also took account of factors such as:</p> <ul style="list-style-type: none"> <li>• The potential impact of Brexit on the tourism economy, including currency fluctuations</li> <li>• The recent growth in hotel developments in the city and the continued push to grow the tourism accommodation provision in Belfast</li> <li>• The ongoing investment in the City Centre and the buoyant private sector investment profile, illustrated by the recent public-private partnership approach of MIPIM.</li> <li>• Council proposals for a new City Centre visitor attraction to complement the existing infrastructure.</li> </ul>              |
| 3.8  | <p>The review was completed in February 2018. It provides a series of independent, evidence-based recommendations against the backdrop of Council's target of doubling the value of tourism by 2020.</p>  |
| 3.9  | <p><u>Integrated Tourism Strategy Review: Summary Findings and Key Recommendations</u></p> <p>The report reinforces the growth of tourism globally. The UN World Travel Organisation (WTO) highlights that tourism accounts for 7% of global exports, that there has been a 50% growth in tourism over the last 10 years and tourism accounts for 1 in 10 jobs globally. Global trends highlight the importance of unique and authentic experiences, the growth of city-based tourism, business travel and emerging markets e.g. China, as well as the increasing role of technology (analytics and data, augmented and virtual reality, etc.) in the tourism industry and visitor experience. On a local/UK level, issues such as Brexit have changed tourism demand as a result of currency fluctuations (positive for the NI market at this stage) and wider concerns about future travel and accessibility.</p> |
| 3.10 | <p>At a local level, the review notes the absence of strong political and industry leadership for the tourism industry. Members will be aware of the commitment to support the newly-formed Northern Ireland Tourism Alliance – an industry body that will take responsibility for improving the profile of the sector. It is interesting to note that, despite the recent growth of the sector, it still account for only around 6% of jobs in the City – as opposed to the 10% global average.</p>  |
| 3.11 | <p>Capital development is significant in the City. The surge in hotel investment (over 1,000</p>  |

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|      | <p>additional hotel rooms during 2018), the extension to the Belfast Waterfront to provide additional conference and exhibition space and the ongoing investment by Visit Belfast, Tourism Northern Ireland and Tourism Ireland in getting the product to market means that the City's global presence across a number of key target markets has improved. However, there are deficits: there is a need, in particular, for additional high quality visitors experiences and products to encourage spend and dwell-time in the City. The positive plans for Destination Hub (Belfast Story) as well as commitments to new product developments across the City and within the neighbourhoods can help redress the deficit. The opportunity presented by the recent City Deal announcement to help bring forward new visitor experiences is very positive.</p>  |
| 3.12 | <p>The review suggests that tourism development is essentially made up of two elements: supply side and demand side interventions. The supply side covers issues such as:</p> <ul style="list-style-type: none"> <li>• Research/data/insights</li> <li>• People and skills</li> <li>• Product development</li> <li>• Experience development</li> <li>• Destination development</li> <li>• Enabling infrastructure</li> <li>• Public realm improvements.</li> </ul>   |
| 3.13 | <p>The demand side covers issues such as marketing, sales and visitor messaging. This is, in essence, the role that Visit Belfast plays on behalf of the City – working with partners in Tourism Ireland and Tourism Northern Ireland as well as the private sector and industry partners.</p>   |
| 3.14 | <p>The supply side is much less cohesive and there is no one organisation in the lead for the City. Tourism Northern Ireland does play much of that role at a regional level but the review notes that there is a need for committed leadership to join up the various elements of the supply side of the tourism industry in Belfast in order to derive maximum benefit and to ensure that Visit Belfast, Tourism Northern Ireland and Tourism Ireland have a clear, fully-aligned, high quality proposition to take to market. While there has been some recent progress on issues such as skills development and product development, the ability to make inroads in some of the other areas has been more limited. The review recommends a strategic partnership involving – in the first instance at least – Belfast City Council, Visit Belfast, Tourism Ireland and Tourism NI – in order to get a handle on the relevant “supply</p> |

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|      | <p>side” elements and consider how each can be brought forward to enhance the Belfast tourism offer. This is likely to require a much more “involved” role by Belfast City Council – moving from coordination of activities towards stimulating interesting and building new partnerships to make things happen.</p>   |
| 3.15 | <p>A review of approaches to tourism support in other cities echoes the need to move from a tourism marketing approach towards a more holistic approach that takes account of both supply-side and demand-side measures. One interesting evolution in global tourism has been the recognition that it is necessary to ensure that tourism is a positive experience for locals as well as tourists. The UNWTO (UN World Tourism Organisations) notes that “only a city that is good for its people can be good for visitors”. Belfast still generates significant interest from the “culturally curious” who come to visit the City’s unique cultural offer. That offer exists not only in the City Centre but also in the City’s communities. The Council has undertaken some early engagement work around the opportunities for local tourism development and it is clear that there is significant interest in developing this further in the coming years. This is one of the key areas of investment that is proposed for 2018/19.</p> |
| 3.16 | <p>The review concludes that, if Belfast is performing strongly on promotion and marketing (the demand side), the City needs to strengthen activity on product and experience development as well as the development of people and skills to bring this up to a comparable level. It identifies a number of areas in need of targeted investment and partner engagement, namely:</p> <ul style="list-style-type: none"> <li>• People and Skills</li> <li>• Product Development/ Quality and Standards</li> <li>• Data, Insights and Innovation</li> <li>• Infrastructure Development.</li> </ul>   |
| 3.17 | <p><u>People and Skills</u></p> <p>Members will be aware of the scale of investment in the sector in recent years (particularly in the hotel sector) and the ongoing industry concerns about potential skills shortages at all levels across the industry. The Council has already engaged in a range of Hotel and Hospitality Academies but it is recognised that there is a need to take a much wider approach to addressing this issue. It will involve considering the attractiveness of the sector to potential new entrants (including those just thinking about their future careers at this point). This needs to be a collaborative approach – leveraging resources and support from other public and private sector partners.</p>  |

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| 3.18 | <p>It is proposed that the Council will continue to work with key strategic partners such as Tourism NI, Department for Economy, Hospitality Ulster and the Hotels Federation and local schools and colleges to develop a joint plan which will tackle the skills shortage within the industry and improve its profile and reputation. The funding for these activities will come from the Employability and Skills and Economic Development budgets – these will be brought to the April meeting of this Committee for endorsement.</p>   |
| 3.19 | <p><u>Product Development/Quality and Standards</u></p> <p>If Belfast is to be internationally competitive, it needs to invest in the visitor experiences that attract more people and gives them reason to stay longer and spend more. The Destination Hub including the Belfast Story can be a real “anchor” and there are also opportunities for new developments in a number of areas including maritime heritage, screen tourism and the “Beyond Peace” narrative.</p>  |
| 3.20 | <p>As tourism is becoming increasingly accessible, and the global industry becomes more competitive, it is critical that the City endeavours to differentiate itself on a number of levels. Ensuring high quality standards must be a key driver for investment in the local tourism industry. This will require investment to ensure that individual products and the overall city offer remains ahead of the curve in meeting and exceeding visitor expectations.</p>  |
| 3.21 | <p>In order to respond to these challenges, it is recognised that there is a need to focus investment on the key tourism assets and the development of new assets (including the planned City Centre visitor attraction). This will also include support for the development of local tourism products across the City in order to ensure that the benefits of tourism growth are felt across Belfast. Members will be aware that the SP&amp;R Committee has recently approved up to £4million of Council resources from the Social Outcomes Fund to support a series of local tourism investments, subject to them meeting a series of feasibility tests. In addition, at the February meeting of this Committee, it was agreed that the Council would commit resources to test the viability and feasibility of new and emerging tourism products across the City with a view to improving the volume and quality of local tourism products and exploring new mechanisms for investment. This piece of work – alongside learning from some earlier investment in local tourism product in the east and west of the City – will help inform the opportunities for development for the coming year. A budget of £25,000 has already been approved for this work.</p> |

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| 3.22 | <p>In terms of support for new product development opportunities that emerge, these may include the development of tourism trails, support for marketing, improvements in Quality Standards and management of online presence. A budget of £170,000 has been set aside with Departmental budgets for this work and Officers will also engage with partners including Tourism NI to lever additional budgets to increase the investment. Further work will be undertaken to consider how this funding is distributed and managed and a report will be taken back to Committee in due course. The development work on the City Deal will also consider opportunities for leveraging resources for additional investment in local tourism product.</p>   |
| 3.23 | <p><u>Data, Insight and Innovation</u></p> <p>Like most cities, Belfast struggles to get valuable visitor insights which can inform future investment and track the impact of previous investment. As the tourism and hospitality sector in the City grows, the need for improved research and analysis, including real-time data becomes more critical. The Council has been working with partners including Tourism NI, Visit Belfast and the Smart Cities team to develop new technology-based solutions to improve data collection in order to provide the tourism industry with improved insights into visitor numbers as well as qualitative feedback on their experiences of the City. Following engagement with the private sector through a range of technology-based challenges in 2017/18, additional investment will be made to bring forward some solutions to improve insights in the coming financial year. A budget of £50,000 has been set aside for this work. Resources will also be levered from other public sector and research partners to support delivery of this activity. Officers will take this project forward with strategic input from the Smart Cities Team, together with Visit Belfast (to ensure statistics are available at a city level), Tourism NI and Tourism Ireland (to have corresponding but related statistics at a regional level). This initiative will also ensure that tourism statistics will be available at a City Region level to support investment decisions related to the City Deal. Officers will engage with colleagues in the other five Councils that are party to the ongoing City Deal negotiations to ascertain if they are willing to provide some additional funding to support this important area.</p> |
| 3.24 | <p><u>Infrastructure development</u></p> <p>The original Strategy identified that access was one of the key challenges for the City. While we have access to two airports (with easy access to Dublin airport for international visitors), there is a concern that it may be viewed that Belfast is difficult to get to. The City Deal offers an opportunity to look at new investment opportunities in infrastructure. It will be important</p>  |

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|      | <p>to maintain a focus on air route access to the City's airports, given that the majority of the GB and European visitors (who make up the most of our overnight stays) will access the City by air. This is likely to be one of the key areas of engagement for the proposed Belfast Tourism Co-ordination Group (see below). There are no specific financial requirements for the Council on this matter at this point.</p>  |
| 3.25 | <p><u>Governance</u></p> <p>The review considers that current governance and management around tourism and proposes the establishment of the Belfast Tourism Co-ordination Group (BTCG) with the Council as Chair. The group should oversee, co-ordinate, facilitate, and integrate all action programmes being undertaken by public and private agencies in support of tourism development in Belfast. Given the importance of the issue to the City's future growth, it proposes senior level representation on this group.</p>   |
| 3.26 | <p><u>Maintaining a focus on City Marketing</u></p> <p>Members will be aware from the presentation by Visit Belfast (at this Committee), that the organisation receives an annual financial contribution from the Council of £1.9million. This funding levers resources from the private sector as well as other public sector partners. It is recommended that the Council continues to support the organisation (see separate report) and that it uses its influence to ensure that there is ongoing engagement between Visit Belfast, Tourism Ireland and Tourism Northern Ireland in order to maximise the impact of the collective investment. Tourism marketing is likely to be another priority area for engagement by the Belfast Tourism Co-ordination Group.</p>                  |
| 3.27 | <p><u>Supporting Business Tourism Investment</u></p> <p>Members will be aware that the Council and Tourism NI have, for a number of years, co-invested in a Conference Support Scheme for the City. This has been a key element of the business tourism support activity over recent years and will be critical if the growth ambitions are to be achieved in the coming years. It is proposed that the Council makes an investment of £200,000 in this scheme for 2018/19. This allocation will be matched by investment from Tourism NI. In addition to the Conference Support Scheme, the Council will continue to provide access to City Hall for key functions such as conference receptions as this is a critical element of added value and a unique selling point for the City.</p> |
| 3.28 | <p><u>Financial &amp; Resource Implications</u></p> <p>Activities identified will be resourced from the agreed Departmental budget allocations for</p>  |

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| 3.29       | <p>the current financial year. These have already been approved by the Committee as part of the estimates process.</p> <p><u>Equality or Good Relations Implications</u></p> <p>The Tourism Strategy was screened out and any major projects will be taken forward in consultation with the Council's Equality and Diversity Officer.</p> |
| <b>4.0</b> | <b>Appendices – Documents Attached</b>  |
|            | None  |





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|---------------------------|--|
| <b>Subject:</b>           | Cultural Framework and Action Plan: Delivery Plan 2018/19          |
| <b>Date:</b>              | 7 March 2018   |
| <b>Reporting Officer:</b> | Donal Durkan, Director of Development, ext. 3470                   |
| <b>Contact Officer:</b>   | Clare Mullen, Tourism, Culture, Arts & Heritage Manager, ext. 3770 |

|   |   |
|---|---|
| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Sometime in the future                            | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

|                                       |   |
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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of Main Issues</b>   |
| 1.1        | The purpose of this report is to: <ul style="list-style-type: none"> <li>- Seek approval for the activities set out in the year 3 delivery plan of the 2016-2020 Cultural Action Plan including approval to enter into relevant legal agreements and Service Level Agreements with named delivery partners.</li> </ul> |
| <b>2.0</b> | <b>Recommendations</b>   |
| 2.1        | It is recommended that Committee: <ul style="list-style-type: none"> <li>- Notes the contents of this report and agrees the year 3 delivery plan (2018/19) of the 2016/2020 Cultural Action Plan including the associated budget requirements, as set</li> </ul>   |

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|            | <p>out in Appendix 1.</p> <ul style="list-style-type: none"> <li>- Notes the planned inquiry into the cultural resilience of UK cities and agrees to participate, at a cost of £10,000 towards the research work.</li> </ul>   |
| <b>3.0</b> | <b>Main Report</b>   |
| 3.1        | <p><u>Key Issues</u></p> <p>The Cultural Framework was launched in October 2012. This Framework was created in consultation with the culture, arts and heritage sectors across Belfast. An action plan for 2012-15 was delivered and a report to this Committee in January 2016 set out the many achievements. It also set out a further four-year action plan (2016-2020) which helped re-focus efforts on areas of opportunity, in line with the original framework.</p>   |
| 3.2        | <p>The vision for 2020 was that: “everyone in Belfast experiences and is inspired by our City’s diverse and distinctive culture and arts. Arts &amp; Heritage are valued for enriching quality of life and creating wealth and the city’s culture and creativity is renowned throughout the world.”</p>  |
| 3.3        | <p>The framework contains four main priorities for action, namely;</p> <ul style="list-style-type: none"> <li>- Distinctly Belfast</li> <li>- Attracting audiences</li> <li>- Inspiring communities</li> <li>- Strengthening the sector.</li> </ul>  |
| 3.4        | <p>The support is delivered through a range of mechanisms including grant funding, development work with key bodies such as the Festivals Forum, Visual Arts Forum and strategic investment in areas such as audience development. Key to successful delivery of this framework is the ongoing need to work in partnership with city stakeholders including government agencies and the cultural sector itself.</p>  |
| 3.5        | <p>Some of the priority activities delivered in 2017/18 include:</p> <ul style="list-style-type: none"> <li>- Approximately £1.4m invested in supporting 56 key cultural organisations through Core Multi Annual Funding (CMAF)</li> <li>- Successful Festivals and Visual Arts fora are operating in the City</li> <li>- 33 Community Festivals supported across the city through the Community Festivals Fund with match funding being provided by the Department for Communities (DfC)</li> <li>- £160,000 invested in supporting 29 culture, arts and heritage grants</li> </ul> |

- Successful application to Creative Europe-funded programme via Eurocities network to support a three day study visit to Belfast in June 2017 by four European cultural experts. They undertook a review of cultural sector support, made an assessment of the potential of the sector and produced a final report with a series of recommendations
- Development and delivery of Belfast Arts Weekender programme. This is a programme of city animation that will take place all across Belfast over two weekends: 2-4 March and 10-11 March 2018
- Co-ordinated the delivery of a range of successful music events such as Gradam Ceoil and Other Voices
- Delivered a Bringing Heritage to Life Programme as part of European Heritage Open Days initiative with 300 people in attendance
- Development of phase 1 of the Resilience Programme which aims to build the capacity and sustainability of local arts and cultural organisations in conjunction with Arts Council NI
- Working in partnership with Creative and Cultural Skills, supported the NI Creative Employment Programme for 6 trainees to find employment within the cultural sector
- Successful application to the Peace IV programme which has secured £400,000 of investment to deliver an 'Artists in Residence' programme. This programme will be rolled out across Belfast from Summer 2018.

3.6 The Belfast Agenda identifies the contribution that culture and arts can make to the City, helping to improve quality of life, drive economic regeneration and make Belfast a shared, and welcoming City. A vibrant and animated City is an essential element of strategies to improve the quality of life for residents. Equally it is a key element of the investment proposition for a City, focusing on a diverse cultural offer involving a mixture of indigenous talent and international events. Cultural Tourism is also a critical element of Belfast's tourism offer and one of the key customer segments in the city is the "culturally curious".

3.7 Members will be aware that the cultural sector is under considerable financial pressure. The Arts Council for Northern Ireland (ACNI) has recently consulted with the sector and advised that it is likely to face funding cuts from its parent Department (Department for Communities (DfC)). This will mean that it, in turn, will have to pass those cuts on to the organisations that it supports financially. ACNI also met with Party groupings in BCC and asked for ongoing support for the sector. While Belfast City Council has maintained its level of financial support to the sector over the last number of years, it is important to note that the Council support, while essential, represents on average less than 10% of a funded organisation's turnover. In

April 2017, the Committee agreed to make a strategic investment in a small number of the larger cultural organisations in order to improve their resilience and make them more sustainable. Delivery of this three year programme will commence in the coming weeks. Funding for events (largely resourced through the Community Festivals Fund (CFF) ensures that there is a vibrant events and festivals scene in the City. The funding mainly supports local festivals and events (as referenced in the Events and Festivals report that is also being presented to this Committee). Subject to agreement on the proposed approach to Events and Festivals, it will be critical to consider the development role provided by the Officers responsible for the delivery of the Cultural Action Plan. The Events and Festivals report proposes a “client management” role on Signature and Growth events in order to help them achieve their growth ambitions.

3.8 The year 3 delivery plan is included at Appendix 1. The plan has taken into consideration the range of actions to be delivered over the four-year period of the Action Plan (2016-2020) and has identified a number of priorities to be delivered in 2018/19. As in previous years, partnership working is essential to the development and delivery of actions within the Cultural Framework and Action Plan.

Across each of the 4 themes, some of the proposed actions for 2018/19 will include:

- 3.9
- Distinctly Belfast:
    - Deliver a “Cultural Animation” programme – the Belfast Arts Weekender Programme in partnership with other cultural organisations across Belfast
    - Deliver a “Bringing Heritage to Life” programme as well as a Heritage Skills Programme, linking to the European Year of Cultural Heritage in 2018.
  
  - Inspiring Communities
    - Deliver an Artist in Residence programme in a number of key locations across the City, funded through the Peace IV programme.
    - Develop a Capacity Building Programme to enhance the skills of the sector across a number of key areas including marketing, product development, strategic and financial planning and social enterprise support.
  
  - Attracting Audiences
    - Develop and deliver a tailored programme of support on audience development and growing cultural audiences in partnership with the cultural sector and

statutory partners.

- Strengthening the Sector:

- Work in partnership with ACNI to deliver year two of the Resilience Programme, focusing on 15 key cultural organisations in Belfast
- Engage with Arts and Business NI to develop and deliver a tailored programme of support that helps build the sustainability of small to medium sized cultural organisations.
- Establish Memorandum of Understanding with key partners including the British Council to develop collaborative partnerships to support sectoral development and profile the sector internationally.

3.10 One of the key areas for consideration in this year's delivery plan is how the sector can be mobilised and brought on board as part of the legacy plans arising from the development work undertaken for the European Capital of Culture bid for 2023.

3.11 Additionally, as a result of a Creative Europe funded study visit to Belfast which was completed in June 2017 by four international cultural and city development experts, Belfast has been given a series of recommendations in terms of how to maximise the city's potential by using culture as a key city driver.

3.12 Recommendations include working collaboratively with other council units, government agencies, sectors, universities and the private sector to create a more joined up approach to culture and creativity amongst key partners, which support entrepreneurship and the internationalisation of the city's culture.

Supporting the Inquiry into the Cultural Resources of the UK's Cities

3.13 As set out above, the cultural sector is currently under significant financial pressure in the context of public sector funding pressures. These pressures are not only impacting on the local cultural sector, they are being experienced across many other administrations. The Core Cities Group – a group of the largest cities in the UK – has developed a proposal for a joint research project to explore in detail the level of cultural investment in the key UK cities and to share experience on potential alternative approaches to investment in the cultural sector. This work – an Inquiry into the Cultural Resources of the UK's Cities – will examine how to make most effective use of cultural resources and explore innovative approaches to enable smarter investment in culture in UK cities. The Inquiry will work with leading cities across the UK to

address the issue of investment, to enable the cities to realise the full the benefits that culture can provide as part of effective local growth strategies. It will draw on the experience of city development and neighbourhood regeneration over recent decades and will cover the following points:

- Consideration of the current channels and instruments of investment into culture in order to determine how these can be used to greatest effect, in order to unlock maximum social and economic value for communities
- Consideration of alternative models of channelling resources into culture – both economic and human. This will include an examination of international examples, and how these may be applied in a local context
- Present practical recommendations for local and national policy-makers, influencers, funders and deliverers to aid City development planning.

3.14 The Inquiry will be developed and delivered by a Board which will comprise representation from a range of sectors including local government, Arts Councils, major cultural institutions, property development and media sectors. It is to be chaired by Jayne-Anne Gadhia, CEO of Virgin Money. The partnership wishes to take an inclusive approach to the work and it has therefore invited Belfast to be a partner in the Inquiry. This will involve sharing information with the Inquiry Team and hosting an event in Belfast in the course of the programme of work (February to September 2018). The work is to be funded by the Local Authority and Arts Councils across the UK (ACNI have been invited to engage by Belfast City Council). The costs associated with engagement in this Inquiry will not exceed £10,000.

#### Financial & Resource Implications

3.15 The Year 3 Delivery Plan will be supported by 2018/19 Tourism, Culture & Arts budget. The funding required has been set aside in the departmental budget for 2018/19 which has been approved by this Committee. Details of the budgets required for each of the programme elements are set out in Appendix 1.

3.16 The Belfast City Council contribution to the Inquiry into the Cultural Resources of the UK's Cities will not exceed £10,000. The work will be completed by September 2018 and will help inform investment plans for the 2019/20 financial year and beyond. All funding required has been set aside within existing departmental budgets.

#### Equality or Good Relations Implications

3.17 The Cultural Framework was subject to an Equality Impact Assessment. This updated action plan will continue to be monitored accordingly.

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| <b>4.0</b> | <b>Appendices – Documents Attached</b>     |
|            | Appendix 1 - Year 3 Delivery Plan: 2018/19 |

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**Appendix 1**  
**Cultural Action Plan 2016-2020; Year 3 Delivery Plan: 2018/19**

| Strategic Alignment  | Proposed Actions  | Approval/<br>Budget                              | Other resources/<br>stakeholders   |
|--|---|--|--|
| Distinctly Belfast   | <p>Action: Deliver a “Bringing Heritage to Life” Programme</p> <p>As part of European Year of Cultural Heritage, this project will support a number of animation events in a range of historic buildings throughout the City. This will include engagement in and support for the European Heritage Open Days that take place each September.</p> <p>Seek match funding opportunities for the programme from TNI and Heritage Lottery.</p>              | £10,000  | <ul style="list-style-type: none"> <li>- Department for Communities</li> <li>- Heritage partners</li> </ul>  |
| Distinctly Belfast   | <p>Action: Deliver a Heritage Skills Development Programme</p> <p>A skills development programme will be developed and delivered to a number of key organisations based on the needs and recommendations of the Tourism NI report “Exploring the Potential of Heritage Tourism.</p>   | £10,000  | <ul style="list-style-type: none"> <li>- Statutory partners</li> <li>- Heritage &amp; Community sectors</li> <li>- Heritage Lottery Fund</li> <li>- Tourism NI</li> <li>- Heritage Partners</li> </ul> |
| Distinctly Belfast/<br>Attracting Audiences/<br>Inspiring Communities/<br>Strengthening the sector | <p>Action: Deliver a Cultural Animation Programme</p> <p>Deliver the Belfast Arts Weekender Programme. This programme was developed to help animate the City’s neighbourhoods through a range of collaborative cultural events. The inaugural event (2018) will be reviewed and the lessons learned will inform the year two event in 2019. There will also be a focus on leveraging partnership support for the event from other funding partners.</p> | £60,000  | <ul style="list-style-type: none"> <li>- Local cultural organisations</li> </ul>   |
| Distinctly Belfast   | <p>Action: Develop and Publish an Art in the Public Realm Framework</p> <p>Officers will work in conjunction with ACNI to develop a Public Art Framework. This will involve a review of models of good practice and alignment with the planning process, including public realm</p>   | No costs associated (apart from staff resources) | <ul style="list-style-type: none"> <li>- ACNI</li> <li>- Council Departments (Planning, City Centre Development)</li> <li>- Development partners</li> </ul>  |

| Strategic Alignment   | Proposed Actions  | Approval/<br>Budget   | Other resources/<br>stakeholders   |
|-----------------------|---|---|--|
| Distinctly Belfast    | <p>investments.</p> <p>Target: Agree and develop partnership agreements to support city profiling in key international markets, focusing on cultural development and promotion.</p> <p>Action: Develop an action plan which supports the Memorandum of Understanding with the British Council to enable the joint planning of partnership projects and initiatives that will raise the profile of the city in key international markets.</p>  | £20,000<br>(co-funded through British Council)                | - British Council & other key bodies such as local universities.   |
| Inspiring Communities | <p>Action: Deliver an Artist in Residence programme, funded through Peace IV programme.</p> <p>There are a number of phases to this programme including;</p> <ol style="list-style-type: none"> <li>1) A cultural mapping exercise to identify 8 key areas for intervention. These will be in areas where cultural output or provision is low, in interface areas or in areas that are in close proximity to interfaces.</li> <li>2) Rolling out of a Capacity Building programme in each of the 8 areas. The outcome will be the development of a Terms of Reference for the artist.</li> <li>3) Commissioning of 8 artists to undertake an 18-month residency in each of the identified areas. All residencies will explore the themes of diversity, tolerance and respect as part of the process of co-creation. All residencies will focus on removing barriers to participation to ensure that all sections of the community can engage with high quality culture, arts and heritage.</li> </ol> | No BCC funding required (100% funded by Peace IV)<br>£400,000 | <ul style="list-style-type: none"> <li>- SEUPB</li> <li>- Community sector</li> <li>- Arts sector</li> <li>- Statutory partners</li> <li>- Internal departments</li> </ul> |
| Attracting Audiences  | Proposed Actions: Attracting Audiences is a key strategic theme in the Cultural Framework. The theme is about engaging, retaining and move to target developing audiences. The Cultural Framework identifies the need for a strategic partnership with Thrive (previously Audiences NI) to undertake the delivery of actions in   | £50,000   | Project delivery partner - THRIVE for the delivery of proposed actions under the Attracting Audiences theme of the SLA.  |

| Strategic Alignment | Proposed Actions   | Approval/<br>Budget | Other resources/<br>stakeholders |
|---------------------|--|---------------------|----------------------------------|
|                     | <p>relation to growing and retaining cultural audiences. Officers are currently working with Thrive on the identification of key actions for 2018/19. However, some indicative areas for action include:</p> <p><u>Thrive:</u></p> <p>Key Actions:</p> <ul style="list-style-type: none"> <li>• Undertaking a programme of research to enhance the understanding of cultural audiences in Belfast through ticketing data across venues and festivals.</li> <li>• Work to embed the insight from this research through practical actions and advocacy.</li> <li>• Work with other organisations at policy level to improve the quality of data collection across arts, culture and heritage sector in Belfast (inc NISRA, TNI, ACNI, DfC, other councils, etc)</li> <li>• Examine opportunities for data collection across large scale, non-venue based events.</li> <li>• Undertake a series of organisational level interventions.</li> </ul> <p><u>Audience Experience:</u></p> <p>Key Actions:</p> <ul style="list-style-type: none"> <li>• Develop a long-term collaboration, cross art form campaign to address and attract audiences – e.g. family arts campaign in the UK.</li> <li>• Embed audience development in organisations receiving BCC funding – i.e. submission of an audience development plan with all applications.</li> <li>• Deliver sessions between the cultural and tourism sectors to be delivered in order to create new business to business working.</li> </ul> <p><u>Digital</u></p> |                     |                                  |

| Strategic Alignment      | Proposed Actions   | Approval/<br>Budget                   | Other resources/<br>stakeholders  |
|--------------------------|--|---------------------------------------|---|
|                          | <ul style="list-style-type: none"> <li>• Examine the potential to create a one stop platform to promote culture, heritage and arts events.</li> <li>• Scope/explore the potential for digital platform in partnership with other strategic partners.</li> <li>• Deliver workshops/training to assist organisations in the use of digital media at various levels.</li> </ul> <p><u>Strategic Connections Partnership</u></p> <ul style="list-style-type: none"> <li>• Establish a strategic attracting audiences steering group.</li> <li>• Establish a communications working group to increase the profile of culture, heritage and arts across the city.</li> </ul> |                                       |   |
| Strengthening the sector | <p>Target: Establish Memorandum of Understanding with key strategic partners</p> <ul style="list-style-type: none"> <li>• Engage with ACNI to roll out the second year of the Resilience Programme for key cultural organisations</li> </ul>   | £100,000<br>(equally matched by ACNI) | - ACNI  |
| Strengthening the sector | <ul style="list-style-type: none"> <li>• Action: Develop and deliver a programme of support through Arts and Business NI. Support and build the sustainability of small to medium sized cultural organisations. Officers are in the process of identifying key programmes to be delivered as part of this programme and will bring back a further report on this for Committee approval.</li> <li>• Identify the potential for this programme to be match funded by ACNI.</li> </ul>   | £30,000                               | - Arts & Business NI  |
| Strengthening the sector | Target: Ongoing delivery of small grants programme including Community Festivals funding   | £237,000 + (50% match funded by DfC)  | <ul style="list-style-type: none"> <li>- Department for Communities (DfC)</li> <li>- Central Grants unit</li> </ul> |

| Strategic Alignment      | Proposed Actions   | Approval/<br>Budget           | Other resources/<br>stakeholders   |
|--------------------------|--|-------------------------------|--|
|                          | <ul style="list-style-type: none"> <li>Review the provision of small grants in line with the corporate review timetable.</li> </ul>  |                               | <ul style="list-style-type: none"> <li>Internal departments</li> </ul>   |
| Strengthening the sector | <p>Target: Support collaboration and partnerships on a local level</p> <ul style="list-style-type: none"> <li>Develop a programme of capacity building support for festival organisations on areas such as marketing and audience development.</li> <li>Support the Visual Arts Forum and Festivals Forum in partnership with other bodies such as DfC.</li> <li>Develop annual action plans for both fora.</li> <li>Provide ongoing Officer support as required.</li> </ul> | <p>£20,000</p> <p>£22,000</p> | <ul style="list-style-type: none"> <li>Visual Arts Forum</li> <li>Festivals Forum</li> <li>Cultural sector</li> <li>Creative industries sector</li> <li>Key sectoral bodies eg CC Skills, NI Screen</li> <li>Private sector</li> <li>Educational establishments</li> </ul> |

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|                    |   |
|--------------------|---|
| Subject:           | International Relations Update and Action Plan 2018/2019  |
| Date:              | 07 March 2018   |
| Reporting Officer: | Donal Durkan, Director of Development                     |
| Contact Officer:   | Laura Leonard, European & International Relations Manager |

|   |   |
|---|---|
| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Sometime in the future                            | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

|                                       |   |
|---------------------------------------|---|
| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

|            |   |
|------------|---|
| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>  |
| 1.1        | The purpose of this report is to: <ul style="list-style-type: none"> <li>– Update Members on the delivery of the International Relations Framework, focusing on activity over the last six months since September 2017</li> <li>– Seek approval for the delivery of the 2018/2019 Action Plan.</li> </ul> |
| <b>2.0</b> | <b>Recommendations</b>  |
| 2.1        | The Committee is asked to: <ul style="list-style-type: none"> <li>– Note the range of activities and associated outputs of International Relations actions</li> </ul>   |

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|            | <p>over the course of the second half of this financial year</p> <ul style="list-style-type: none"> <li>– Approve the International Relations Action Plan outlining activity and budgetary commitments for 2018/2019, as set out in sections 3.7-3.12.</li> </ul>  |
| <b>3.0</b> | <b>Main report</b>   |
| 3.1        | Members will recall the November 2016 approval of a new International Relations Framework for the period 2016 - 2021.  |
| 3.2        | The aim of this Framework is to continue to promote Belfast on the international stage with other stakeholders as a place to invest, work, visit and study. The Framework will deliver primarily on the formal relationships already in existence through our Sister City Agreements with Shenyang, Boston and Nashville, and developing relationships with Dublin, and with the City of London. New areas of opportunity will be considered on their merits and relevance to Belfast.   |
| 3.3        | Members will be aware that, at the 13 September 2017 meeting of the City Growth and Regeneration Committee, an update report on International Relations activity for the previous six months was presented and the outline plans for the coming period were set out for endorsement. This report provides an update on the activities and associated outcomes over the six-month period from October 2017 to March 2018, and outlines an Action Plan for international activity and associated costs for 2018/2019. These activities have, for the most part, been led by Belfast City Council working in partnership with stakeholders in government, education, tourism, business, culture, legal sector and sport.  |
| 3.4        | <p>Members will be aware that the International Relations activity set out in this report focuses principally on our focused relationships with our Sister Cities and partner cities. The Council is also involved in a range of additional engagement activity in international markets. These include:</p> <ul style="list-style-type: none"> <li>– Support for Visit Belfast to promote the city as a vibrant tourism destination – for both leisure and business tourists. The Council investment in additional conference and exhibition space at Belfast Waterfront has meant that the venue is now able to attract additional national and international conferences and events – thereby increasing visitor numbers from new markets.</li> <li>– Promoting the City for international real estate investment: a Council-led delegation will take part in the annual European property investment showcase in Cannes in March 2018 – MIPIM. The public-private partnership will promote the City as an</li> </ul> |



investment location, focusing on attracting both investors and end-users in the key FDI sectors as well as hospitality and international education and training opportunities

- Supporting local companies to export and develop an international presence: Members will be aware of the City's presence at the annual music, digital and convergence event in Austin, Texas – SXSW. The Lord Mayor will lead a delegation of local businesses and musicians and will host a number of promotional events to showcase the best of 'Creative Belfast'. Through our business support, we are also helping local companies to access new export markets and to develop new products and services in order to enhance their competitiveness.

3.5 This range of activity is delivered in collaboration with Council's Private and Public Stakeholders represented on the various stakeholder groups set up to support international framework delivery. This includes key agencies such as Invest NI. **Appendix 1** outlines some of the key activities and outputs for the last six months. By their nature, these activities often take some time to deliver on outcomes so it can be difficult to track the impact of the Council's investment over a short period. However, through our partnerships and stakeholder arrangements, we have taken a collective approach to developing linkages and activities in our priority areas of focus and have a shared investment in activities. In the coming year we will improve how we demonstrate outcomes on business tourism and education.

3.6 With regard to the key activities for 2018/2019, it is proposed that these will be driven by a number of the priority outcomes set out in the Belfast Agenda. Activities will be assessed in order to consider how they can deliver on these outcomes before making investment decisions. The key outcomes will contribute to the 'Growing the Economy' theme of the Belfast Agenda. The Council's national and international relationships are also an important foundation for the developing City Deal, harvesting investment and collaboration for skills, innovation and infrastructure. Outcomes will focus on:

- Building the City's position as a magnet for FDI
- Maximising the City's connections worldwide to drive growth
- Positioning the City internationally as a key tourism, education and business destination
- Helping local companies to internationalise their business and increase business connections and exports

While many of the activities are still under development, it is proposed that the 2018/2019

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| 3.7 | <p>Action Plan will focus on the following priority areas in order to maximise the return on investment, given the limited resources available:</p>  |
| 3.8 | <p><u>China/Shenyang</u></p> <ul style="list-style-type: none"> <li>– Development work to support the delivery of a Belfast/Shenyang tourism showcase in Shenyang. The opportunity for this event was identified during the China-UK Summit held in Belfast in December 2017. An indicative date of September 2018 has been set for this event, subject to agreement with relevant partner organisations, including Tourism Ireland and Visit Belfast. The costs associated with this event will not exceed £25,000</li> <li>– Ongoing support to the Chinese Consulate Team to support relevant civic or political visits</li> <li>– Supporting additional engagement by the local tourism industry in the “China Ready” programme – helping them to benefit from the growing visitor numbers from China. Tourism Ireland estimates that there were around 65,000 Chinese visitors to Ireland in 2016 and this number has the potential to grow significantly</li> <li>– Supporting the work of the local universities and FE college in developing their teaching and research links with partner institutions in China</li> <li>– Development work to explore the potential for a Fintech mission to Shenyang, subject to agreement and support of Invest NI. This work is at an early stage. As it develops, further information will be brought back to the Committee for information and approval if required</li> <li>– Work will continue to develop partnership projects on Smart Cities, involving research and industry partners from Belfast and Shenyang</li> <li>– Support for the 2019 Chinese New Year event in Belfast, at a cost not to exceed £5,000.</li> </ul> <p><u>Boston</u></p> |
| 3.9 | <ul style="list-style-type: none"> <li>– Belfast City Council will undertake a civic mission led by the Lord Mayor in April 2018. The purpose of this visit will be to: <ul style="list-style-type: none"> <li>• Launch the 2018 Friendship Four tournament with Mayor Walsh</li> <li>• Support the Belfast Bridge to Mass Challenge entrepreneurs pilot programme – this will involve 8 local tech businesses attending a Boston-based bootcamp helping them secure investment and new business partnerships</li> <li>• Finalise details for a Belfast philanthropy fund with Boston investment</li> <li>• Seek agreement for a Boston led business mission late in 2018 and define sectors</li> </ul> </li> </ul>  |

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| <p>3.10</p> | <ul style="list-style-type: none"> <li>• Discuss further engagement with Harvard around arts and theatre</li> <li>• Continue discussion to develop a joint pilot city Economic Resilience project (Boston is also a member of the 100 RC Resilient Cities network).</li> <li>• The visit will incur a maximum cost of £5,000 for Belfast City Council.</li> </ul> <ul style="list-style-type: none"> <li>– Belfast who will host an inward mission led by the Mayor of Boston’s international team, comprising businesses, business support organisations and representatives from the education sector. The delegates will undertake a programme developed by Belfast City Council in partnership with key stakeholders, including the universities, Belfast Metropolitan College, the US Consulate, the Venture Capital sector and the NI Chamber. The visit will take place in early May 2018. The above will incur a maximum cost of £5,000 for Belfast City Council.</li> <li>– Belfast City Council will support the 2018 4<sup>th</sup> Annual Friendship Four Ice Hockey tournament in partnership with the SSE Arena. This event will build on the success of the previous events and will attract new teams, thereby increasing its profile in the US Market</li> <li>– Belfast City Council will also support the 2018 2<sup>nd</sup> Annual Basketball Hall of Fame tournament. This event will build on the success of the inaugural event (see Appendix 1) and will involve eight teams from across key US locations. This represents an opportunity to profile Belfast in each of the locations. The development work this year will focus on increasing the involvement of colleges, schools and the community sector in these tournaments to promote study abroad and scholarship opportunities. Both the Friendship Four event and the Basketball Hall of Fame event will require a financial contribution from Belfast City Council of up to £50,000 maximum each. Planning work for both events is currently well underway. Future updates will be brought to the Committee to provide more detail on teams involved, funding levered and promotional opportunities</li> <li>– Belfast City Council will continue to work with the tourism sector to co-host familiarisation visits to promote the City as a business and leisure destination, and will explore opportunities for future tourism showcases, in partnership with Tourism Ireland.</li> </ul> <p><u>Nashville</u></p> <ul style="list-style-type: none"> <li>– Belfast City Council will deliver the ‘Nashville in Belfast’ week in April/May 2018 (budget already secured). This will involve a series of cultural performances as well as a range of partner activities to support business linkages, promote tourism and encourage student exchanges</li> </ul> |
|-------------|--|

- Belfast City Council will work with Invest NI and the US State Department along with the Nashville Economic Development Team, to host a business mission to Belfast in 2018/2019 linking Nashville businesses to potential Belfast partners and companies seeking to do international trade. A budget of £20,000 towards the cost of hosting this event was approved by the Committee in December 2017.
- Belfast City Council will continue to support the FE college and both universities as they develop their education linkages in Nashville with Belmont and Vanderbilt Universities
- Belfast City Council will support educational exchanges between schools in both cities, including hosting work placement opportunities as required (as we have done recently).

In addition to involvement with our Sister Cities, Belfast also works in a number of additional locations that have relevant business, educational or tourism links. These include:

Dublin

- Work has been ongoing with Dublin City Council and other over the last number of years to develop joint activities and programmes for initial interest both on a City to City basis and along the economic corridor.
- The Lord Mayor of Dublin, Mícheál Mac Donncha, will visit Belfast in March 2018. The purpose of the visit is to consider areas for future engagement between Belfast and Dublin in the coming year. A report on any proposed actions will be brought back to this Committee for information and approval, if required
- Given that one of the priority strands within the emerging City Deals work is on infrastructure, there has been recent engagement between Dublin City Council and its neighbouring Councils along with the six Local Authorities in the Belfast Region City Deal area, to consider whether Belfast-Dublin infrastructure links might be considered as part of this investment package. Arising from the issues identified during presentation and discussion at the Members Brexit workshop held on 21 November 2017 and reported on 6 December 2017, Officers are exploring the potential for a Belfast–Dublin Economic Conference with support from public stakeholders including Invest NI and IntertradeIreland, private partners and potentially impacted neighbouring Councils. It is anticipated that the Conference will be hosted in May 2018 (tbc). The programme is currently under development but likely discussion topics include Infrastructure (e.g. Rail Connections and Fibre), Trading Relationships, Migration, education and Innovation. Innovation will include place shaping and how we can influence the creation of an Innovation hub across

3.11

Belfast and Dublin. The Conference will be high profile presenting two cities open for business and investment. It is anticipated that it will be held over two days, one in Belfast and the other in Dublin. It is proposed that a series of business seminars are developed alongside the Conference. Topics may include: City Leadership Skills for SMEs, Workforce Scenario Planning, impact of Brexit on Future Sector Growth, International Trade and Export Post-Brexit and the Changing Funding Landscape

- To encourage trade between Belfast and Dublin, it is proposed that consideration is given to working with local companies to develop business leads that may generate new partnerships, joint ventures, sourcing relationships or market development opportunities. The maximum Council contribution to the Conference (above) and the business support is £40,000.
- To encourage joint inward and outward business investment activities between Belfast and Dublin for example in the coming months a Lead Development Agency is managing an inward Trade Mission from Luxemburg to Dublin relating to Professional Services such as Asset Management. Officers are exploring opportunities for Belfast to also feature in the Trade Mission. The timescale for the Trade Mission is still to be scheduled.

#### City of London

- Members will be aware that there has been ongoing engagement between Belfast and the City of London. At present, a member of Council staff is seconded to the City of London Cooperation in order to explore opportunities for further collaborative engagement.
- One of the areas of particular joint interest that has emerged is support for the financial services sector post-Brexit. There is both a sectoral ecosystem which should be promoted between London and Belfast as well as Belfast and Dublin.
- Members will be aware that the City of London now has a regional strategy for financial and professional services which features Belfast and that the Lord Mayor of London is promoting this internationally.
- Members will also be aware that Belfast City Council has been supporting the Belfast Partners network in London for the last two years. Belfast Partners is a network of London-based companies with an interest in Belfast – focusing on the city as a business and investment location. As part of our engagement with the network, we have now hosted two major receptions in the City of London (the last one took place in the Mansion House on 23 November 2017) and organised a business mission for six local tech companies to engage with London based partners on 22 and 23

3.12

November 2017. As a result of this mission, the businesses were each able to meet four high profile prospective customers in Central London. Post-programme evaluation will be undertaken in April 2018 but initial feedback suggests that the businesses all made valuable connections with significant potential for new business.

An inward investment visit for 10 Venture Capital companies based in London is scheduled in Belfast for 6 and 7 March 2018, in collaboration with Belfast Partners and the British Business Bank as well as local partners including Invest NI, CSIT, Novosco and KPMG. The delegates will participate in an organised visit programme, designed to showcase Belfast's technology sector. Local companies will have an opportunity to engage directly with Venture Capitalists to explore opportunities for leveraging Venture Capital finance to grow their business.

The Council and partners also engage in a number of international profiling events and support Belfast-based activities aimed at attracting international audiences to the City. Planned activities for 2018/2019 include:

New York - New Belfast: 6-9 June 2018

- Members will be aware that, for the last number of years, the Council has supported the New York – New Belfast Conference. This annual event takes place in New York in June. It attracts Belfast-based business and tourism leads and provides an opportunity to profile developments and investment opportunities in the City and to encourage greater levels of US investment and visitor numbers
- In previous years, the Chair of the City Growth and Regeneration Committee has attended along with one Officer. The Chair is given significant profile as part of the Conference programme. It is proposed that the Chair and one Officer attend the June 2018 event. This will provide the Chair with an opportunity to profile the City's new investment opportunities, using the new City narrative and brand. The costs associated with attendance at this event will not exceed £7,500 – comprised of sponsorship (£5,000) and travel/accommodation (up to £2,500 in total).

3.13

Belfast International Homecoming: 3 – 5 October 2018

- Members will also be aware that the Council has supported the Homecoming Conference which takes place each year in Belfast in October. The Conference attracts the diaspora who have significant business networks and connections in the USA and looks at how they can lever this social capital to support economic growth in Belfast and among Belfast-based businesses.
- The event will present a significant opportunity for the Council to set out its vision and

3.14

leadership ambitions in promoting inclusive economic growth in Belfast. There will be a number of speaking opportunities for both Elected Members and senior Officers. It is proposed that the Council agrees to sponsor the event at a cost of £5,000. As part of the sponsorship, there will be opportunities for attendance by the Chair and Deputy Chair of the City Growth and Regeneration Committee (or nominees).

#### Support for Eurocities network

Members will be aware that Belfast has been a member of the Eurocities network for some time. Eurocities is a network of more than 140 major European cities, made up of the elected local and municipal governments of major European cities. Eurocities is structured through a range of working groups on issues such as Culture, Social Affairs, Knowledge Society and Environment. Belfast has participated in a number of the working groups and has developed collaborative projects with other cities facing similar urban challenges. The City has also shared learning on a range of topics and has availed of the network to engage with the key EU institutions in order to influence policy.

In order to maintain access to these networks and to ensure that Belfast retains the insight and high-level contacts in Brussels and other cities, it is proposed that Belfast City Council renews its annual subscription to Eurocities at a cost of €16,000.

#### Financial and Resource Implications

It is proposed that Members approve and agree to provide financial support to the range of activities and events set out in sections 3.7-3.15 above. These allocations have been included in the budget estimates which were approved by the Council in February 2018. They include:

#### Shenyang/China

- Development work to support the delivery of a Belfast/Shenyang tourism showcase in Shenyang. The costs associated with this event will not exceed £25,000
- Support for the 2019 Chinese New Year event in Belfast at a cost not to exceed £5,000.

#### Boston

- Support the development and delivery of a civic and business mission to Boston in April 2018. The costs associated with this visit will not exceed £5,000
- Support the delivery of an inward business mission from Boston in early May 2018. Costs will not exceed £5,000.

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| 3.17 | <ul style="list-style-type: none"> <li>- Agree to support the fourth annual Friendship Four Ice Hockey event in November 2018 at a cost not to exceed £50,000.</li> <li>- Agree to support the second annual Basketball Hall of Fame Tournament to take place towards the end of 2018 at a cost not to exceed £50,000.</li> </ul> <p><u>Dublin</u></p> <ul style="list-style-type: none"> <li>- Support the Belfast-Dublin Economic Corridor Conference and the cross-border business development activity (subject to further engagement and partner support) at a cost not to exceed £40,000.</li> </ul> <p><u>London</u></p> <ul style="list-style-type: none"> <li>- Agree to set aside a budget of up to £40,000 to undertake a series of Belfast-based visits and events to attract London-based investors and Venture Capitalists to the City as well as developing a business mission programme for Belfast companies to explore new business opportunities in London.</li> </ul> <p><u>New York-New Belfast Event</u></p> <ul style="list-style-type: none"> <li>- Agree to sponsor the June 2018 New York-New Belfast conference to a value of £5,000. Travel and accommodation costs not to exceed £2,500.</li> </ul> <p><u>International Homecoming Event</u></p> <ul style="list-style-type: none"> <li>- Agree to support the October 2018 Homecoming Conference at a maximum cost of £5,000.</li> </ul> <p><u>Eurocities</u></p> <ul style="list-style-type: none"> <li>- Agree to renew the Council's annual membership of the Eurocities network at a cost of €16,000.</li> </ul> <p><u>Equality and Good Relations Implications</u></p> <p>The International Relations Framework was equality screened.</p> |
| 4.0  | <b>Appendices – Documents Attached</b>  |
|      | Appendix 1: International Relations Outputs: October 2017 – March 2018.   |



## **International Relations Outputs: October 2017 - March 2018**

### **China/Shenyang Activities and Outputs to date 2017/18**

#### Chinese Consulate:

- Belfast City Council continued to advise the Chinese Consulate with regards to the establishment of the Belfast/NI Consulate namely by way of planning and contractor sourcing advice.

#### Political/Civic:

- Belfast City Council hosted its Sister City Shenyang on 3 December 2017, during the prestigious UK China Leaders' Regional Summit, which was held in NI for the first time. This has led to further engagement as follows;
  - Work is underway at a planning stage for Belfast City Council and Shenyang to engage in a Smart Cities cooperation project.
  - Belfast City Council will attend the Shenyang Winter Cities Summit in Shenyang in September 2018 (pending approval).
  - The Belfast Marketplace held in the City Hall on Sunday 3 December 2017 created a vibrant collaborative atmosphere among local stakeholders who are working in China, which has strengthened even further the China Stakeholders group, which has since received four new membership requests (a Belfast jewellery company, a Venture Capital company, a tourism partner and a legal company).
- Belfast City Council supported the Chinese New Year Programme 2018 - The Year of the Dog through:
  - Financial support for the famous Little Red Flower Dance Troupe cultural event held in the Waterfront on 2 March 2018
  - Coordinating a Light Bridge programme to mark the EU China 2018 Year of Tourism. This involved the coordination and marketing of lighting iconic buildings on 2 – 3 March 2018 including the City Hall, Titanic Belfast, Belfast Waterfront and Victoria Square dome.

#### Tourism:

- Belfast City Council supported Visit Belfast to gain accredited training for frontline staff through the UK China Ready language and cultural training programme. This programme has also been rolled out to Stena Line and Hastings Hotels, and is being supported throughout the tourism industry in 2018 by Tourism NI. Visit Belfast now has China Ready tourism collateral by way of a Belfast City map in Mandarin.
- Belfast City Council has established Belfast firmly in the network of EU and China cities who are engaging in mutual tourism promotion through the EU China 2018 Year of Tourism, to increase two-way tourist numbers.
- Belfast City Council, through the Lord Mayor's office, continues to support any China related familiarisation visits, through a meet and greet service, to promote the city as a leisure and business tourism destination to Chinese tour operators.

#### Business and Investment:

- Belfast City Council secured a fully paid opportunity for Digital Catapult NI/Kainos to attend a Smart Cities conference in Shenyang in September 2017, which led to connections to build future collaboration with Shenyang to the new Belfast Immersive Technology Hub.
- Belfast City Council hosted Shenyang China Medical University and Smart Cities delegates during the Summit in December 2017 at the new Immersive Technologies Hub. Work is underway to identify a collaborative project.
- Belfast City Council provided a contact service for an inward visit in December 2017 of a

## **International Relations Outputs: October 2017 - March 2018**

communications company from the city of Chengdu (representing 100 retail stores in China in the area of mobile communications) to source import export contacts.

- Belfast City Council hosted a group of Chinese Smart Cities academics and businesses during a fact finding visit organised by QUB and the British Consulate in January 2018 from the city of Guangzhou. Discussion is underway to pursue joint Smart Cities collaboration.
- Belfast City Council has made an Investment Pitch to Chinese Investors located in Birmingham in February 2018, with a cross sectoral real estate interest in Belfast. Discussions are ongoing.
- Belfast City Council promoted an export/import trade show opportunity to Belfast businesses taking place later in 2018 in Beijing, open to any sector in Belfast/NI seeking to export products or services to China.
- Belfast City Council has developed a series of promotional collateral in Mandarin.

### Education:

- Belfast City Council continues to support the China engagement work of both universities and Belfast Metropolitan College.
- Belfast City Council hosted and promoted the outgoing Ulster University-led Sports delegation to China in October 2017 to develop sport, education and study abroad linkages.
- Belfast City Council has engaged with Campbell College, Victoria College, Stranmillis and St Mary's College to provide contacts and city promotional material to support their ongoing work to attract Chinese students.
- Belfast City Council produced a promotional video in Mandarin promoting education opportunities in Belfast including testimonies from existing Chinese students.
- Belfast City Council has contributed to and is listed as a key partner in the newly launched NI Education Strategy. This was developed by Invest NI to promote education internationally for students abroad or research partnership opportunities.
- Belfast City Council is now a member of a NI-wide International Education Steering Group to promote the region as an education destination.
- Belfast City Council supported the promotion of the HSBC/British Council Mandarin Speaking Competition and held a meet and greet send off for the three schools who succeeded to the UK National finals.
- Belfast City Council hosted the first of a three year robotics conference and competition to be held in NI involving 60 local students and 30 visiting Chinese students studying science and robotics.
- Belfast City Council assisted Invest NI and Ulster University by providing city marketing material to promote Belfast as a study and research destination at Festival of Innovation event being held in Hong Kong in March 2018.

## **International Relations Outputs: October 2017 - March 2018**

### **Boston Activities and Outputs to date 2017/18**

#### Political/Civic:

- Belfast City Council hosted a multi sectoral mission from Boston in October 2017. Further relationships were built in the areas of judiciary, education, business and regeneration, and importantly provided an opportunity to enter into dialogue with Mayor Walsh's Head of International Relations. Mayor Walsh was re-elected in November 2017 and immediately re-affirmed his commitments to the Sister City agreement and building on the concrete outputs to date.
- Belfast City Council led a small mission to Boston in late October 2017. This resulted in;
  - Further developments to agree a pilot accelerator programme with Mass Challenge
  - Introductions to new business members
  - Introductions to help a local social enterprise to establish a philanthropic fund
  - Connected Belfast City Council with the Boston Resilience Commissioner leading to opportunities to exchange staff and best practice and undertake a joint pilot project.
- Belfast City Council engaged in a world network of organ donor promotion and gifted the city of Boston with an organ donor physical sculpture reflecting the one gifted to Belfast by Galway.

#### Business/Investment:

- Belfast City Council directly connected four companies to Boston business opportunities:
  - A food and drinks company who is seeking to create a manufacturing base in Boston
  - A sports equipment company who have made connections to produce for a major US sport
  - A skills development company, providing migrant skills validation programmes
  - A management training company working in life and health sciences wishing to break into this sector in Boston.

#### Tourism/Culture/Sport:

- Belfast City Council and Visit Belfast held a promotional showcase in Boston during their outward mission in October 2017, promoting the new Norwegian flight connection and new hotel and tourism products to Boston/ Massachusetts tour operators.

#### Education:

- Belfast City Council supported the third annual Friendship Four Ice Hockey Tournament in partnership with the SSE Arena, with the following outputs:
  - 21,727 in attendance
  - 278 schools and youth groups provided with 13,200 complimentary tickets
  - Live broadcast to a worldwide TV audience of 20 million households and over 100 million viewers
  - Inaugural trip of the Boston Youth Empowerment Programme – eight young people and five leaders from disadvantaged Boston communities to look at identity, community development and self-expression with Belfast communities.
- Belfast City Council was civic partner in the inaugural Basketball Hall of Fame Belfast Classic Tournament in December 2017, leading to the following outputs:
  - Two days of live US college Basketball broadcast internationally through the CBS sports network
  - 9,837 in attendance with 3,731 tickets provided for schools and community organisations
  - International broadcast to 60 million households in the USA
  - NI Belfast exposure on Aer Lingus website for a 6-week period valued at £1.2 million
- Belfast City Council connected the Belfast sector to an opportunity for a fully funded one-year

**International Relations Outputs: October 2017 - March 2018**

programme of study at Boston University through the Shannon Fellowship Programme.

- Belfast City Council connected the MAC Theatre with Professor Robert Scanlon, an expert on Beckett, which subsequently led to a week's programme of Beckett theatre and discussions held in the MAC in November 2017.

## **International Relations Outputs: October 2017 - March 2018**

### **Nashville Activities and Outputs to date 2017/18**

#### Political/Civic:

- Belfast City Council hosted a multi-sectoral annual inward mission from Nashville in October 2017. This has led to concrete plans to:
  - o Hold a multi-faceted 'Nashville in Belfast' week in May 2018 showcasing culture, music, sport, food, drink, business and education opportunities to Belfast and the wider NI audience
  - o Host a US State Department business mission in Belfast in 2018.
- Hosted an inward visit from Nashville chef Michael King who, following his bespoke itinerary is undertaking to co-finance and organise a 3-day series of events in Belfast as part of the Nashville in Belfast programme.

#### Business/Investment:

- Belfast City Council made introductions for a Belfast law firm who are now taking the lead in pursuing formal links with the Belfast Law Society and the Nashville Bar Association. This will develop into an agreed Action Plan of activity in 2018/2019.

#### Education/Sport:

- Links are still in place with both Belfast universities and the Belmont and Vanderbilt universities of Nashville with various student and staff exchanges underway regularly
- Belfast City Council in partnership with Strathearn College Belfast, hosted the second annual student placement programme hosting five female students from Harpeth Hall Nashville for a week long work placement opportunity within Belfast City Council and host family placements in Belfast.

The Council regularly provides introductions to local stakeholders and Sister City stakeholders seeking mutual contacts in various sectors. These include Catalyst Inc, CSIT, both universities, social enterprises and individuals.

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| <b>Subject:</b>           | City of Music                               |
| <b>Date:</b>              | 7 March 2018                                |
| <b>Reporting Officer:</b> | Donal Durkan, Director of Development       |
| <b>Contact Officer:</b>   | Eimear Henry, Cultural Regeneration Manager |

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|---|---|
| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Some time in the future                           | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>   |
| 1.1        | The purpose of this report is to update Members on planned music related activity throughout 2018 and 2019 and to consider the potential to deliver a complementary programme under the banner of 'City of Music'. |
| <b>2.0</b> | <b>Recommendations</b>   |
| 2.1        | The Committee is asked to: <ul style="list-style-type: none"> <li>– Note the contents of this report and approve the proposed 'City of Music' programme of activity and budget allocation.</li> </ul>              |
| <b>3.0</b> | <b>Main report</b>   |

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| <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> | <p><u>Background</u></p> <p>Members will be aware that the bid to become European Capital of Culture is still under dispute. However, the intention was to build a more strategic programme of unique activity of international stand-out from now until 2023. One of the aspirations under the ECoC proposals was also to apply for a UNESCO City of Music designation. This is still an aspiration whether or not European Capital of Culture is open to us.</p> <p>The accompanying report on the Events and Festivals strategy also recommends that more focus is given to signature and major events and festivals, with a particular focus on our unique selling points.</p> <p>Members will also be aware that significant music related activity is due to take place throughout 2018 and early 2019. The investment made to date includes ongoing support for homegrown activity as well as funding for one-off events that have identified Belfast as a preferred prime location. This includes:</p> <ul style="list-style-type: none"> <li>– BBC Music Events (BBC Big Music Weekend, Radio 2 Folk Awards &amp; Proms)</li> <li>– Gradam Ceoil</li> <li>– Other Voices</li> <li>– Féile an Phobail</li> <li>– EastSide Arts Festival</li> <li>– UK Pipe Band Championships</li> <li>– Belfast Tattoo</li> </ul> <p>The rationale for this support is to help strengthen the profile of the City as a culturally vibrant destination, thus aligning to the Belfast Agenda. In addition, the recent development of a bid for European Capital of Culture highlighted the potential economic and social impact of investing in cultural and audience development. This is further supported by a wider programme of work as outlined in the Cultural Framework and Action</p> <p>Plan: Delivery Plan 2018/19.</p> <p>Music is recognised as a distinctive element of Belfast’s cultural profile with audience research indicating high levels of engagement locally as well as strong links with Belfast’s international profile.</p> |
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| 3.6  | <p>It is therefore proposed that in order to ensure the maximum impact and accessibility of the activities planned that a wraparound programme is developed and delivered. This programme will have three key strands:</p> <ul style="list-style-type: none"> <li>– Communications campaign</li> <li>– Support for local infrastructure and artists</li> <li>– Long term development and capacity building</li> </ul>  |
| 3.7  | <p><u>Communications campaign</u></p> <p>This campaign will align to the City’s place positioning approach ensuring high levels of local and international visibility. Currently the planned activity amounts to a series of standalone events however there is a significant opportunity to increase impact by branding these events ‘City of Music’, building on Belfast’s cultural reputation. This campaign would showcase flagship elements of the overall programme as well as providing support and exposure to hundreds of local partners and will be delivered in partnership with Visit Belfast.</p> <ul style="list-style-type: none"> <li>– Positioning of Belfast as a music city</li> <li>– Marketing in key international markets</li> <li>– Cross promotion and exchange with Sister Cities</li> <li>– Dedicated activity to ensure local engagement and participation including residents, day trippers and businesses</li> <li>– Clustering of events into key seasons including promotion of shoulder months in the annual visitor calendar</li> </ul> <p><u>Support for local infrastructure and artists</u></p> <p><i>Open call</i></p> |
| 3.8  | <p>In addition to the one-off programme support already agreed, there is an opportunity to further strengthen the local offer and support artists by enhancing existing activity. An open call will be facilitated to allow local organisations to outline how their proposals fit with agreed criteria to include audience development and profile.</p>   |
| 3.9  | <p>Activity taking place across Council departments will also be brought together to support collaboration and promotion.</p>  |
| 3.10 | <p>In addition, the ‘City of Music’ programme will provide a platform to ensure that the major events that have been funded connect and support local infrastructure with opportunities for collaboration and outreach.</p>  |

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| 3.11 | <p><i>Summertime animation</i></p> <p>A specially curated programme of pop-up music events will also take place over the summer season to animate public space. This will be a seasonal intervention to drive footfall, increase vibrancy of public space and improve connectivity across the city. This will also be an opportunity to showcase local talent.</p>  |
| 3.12 | <p><i>Mix the city</i></p> <p>Mix the city is an existing international initiative that has been successfully delivered in a number of cities such as Moscow, Istanbul, Mumbai and Hamburg. It is an award winning interactive musical experience connecting music, cities, creativity and people.</p>  |
| 3.13 | <p>This is based on an online platform targeting young people and community involvement that creates an opportunity to mix tracks of local musicians with locally generated video content of the city. Participants become DJs as they produce their own personal 'mix' of the city. As well as local engagement, users from anywhere in the world can create their music video of Belfast. There will be further opportunities to present this digital content internationally.</p>  |
| 3.14 | <p>Mix the City has reached an audience of 1,500,000 users in 208 countries and been featured on numerous innovative and important media outlets.</p>   |
| 3.15 | <p><i>Belfast's music story</i></p> <p>Working with local partners a special exhibition will be commissioned to visually tell the story of music in the city. The creative process to develop this exhibition will involve engagement with community groups and local schools. The exhibition would use the city as a gallery with images presented on vacant sites and hoardings across the city. Cities such as Dundee have successfully taken a similar approach as part of regeneration initiatives and major capital developments showcasing their status as a city of design.</p> |
| 3.16 | <p><u>Long term development and capacity building</u></p> <p>In recognition of Belfast's rich music heritage and to strengthen long term cultural development it is proposed that we explore the option to apply for UNESCO designation. The United Nations Educational, Scientific and Cultural Organization (UNESCO) seeks to encourage the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to humanity.</p>  |

|  |   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
|--|---|---------------------------------------|---------|--|---------|----------------------|---------|--------------|---------|---------------------|---------|--------------------|---------|
| 3.17                                       | <p>To become a member of the UNESCO Creative Cities Network, candidate cities must submit a detailed application clearly demonstrating their willingness, commitment and capacity to contribute towards the objectives of the Network. The Network covers 7 creative fields, which can be chosen by the cities according to their preference for a specific creative industry sector to which they devote their talent and energy. Those 7 creative fields from which a city can apply for UNESCO status are: Crafts &amp; Folk Art, Design, Film, Gastronomy, Literature, Music and Media Arts.</p>  |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
| 3.18                                       | <p>Following an initial scoping exercise and assessment against the criteria as well as support from the sector, it is proposed that music is the most appropriate designation for Belfast at this stage. This will involve up to a 5-year development process culminating in an official application to be led by the Local Authority in partnership with the music sector and other stakeholders.</p>   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
| 3.19                                       | <p>Joining the network is a longstanding commitment which must involve a participative process and a forward-looking approach. Cities must develop and present a realistic action plan including specific projects, initiatives or policies to be executed in order to implement the objectives of the Network. As with cities such as Liverpool, who have already achieved UNESCO City of Music designation, work towards and after the designation will focus cultural policy and activity in relation to music in Belfast, delivering a more joined-up and visible music offer whilst increasing opportunities for production and civic engagement in music across the city on a permanent basis. It is proposed that further scoping is carried out with a detailed plan taken back to Committee in due course.</p>   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
| 3.20                                       | <p><u>Financial &amp; Resource Implications</u></p> <p>The total budget for the programme in £200,000</p> <p>The breakdown of this budget is as follows:</p> <table data-bbox="272 1563 1428 1854"> <tr> <td data-bbox="272 1563 1141 1592">Communications activity and marketing</td> <td data-bbox="1150 1563 1428 1592">£30,000</td> </tr> <tr> <td data-bbox="272 1615 1141 1644">Enhanced programming for existing activity</td> <td data-bbox="1150 1615 1428 1644">£55,000</td> </tr> <tr> <td data-bbox="272 1666 1141 1695">Summertime animation</td> <td data-bbox="1150 1666 1428 1695">£60,000</td> </tr> <tr> <td data-bbox="272 1718 1141 1747">Mix the city</td> <td data-bbox="1150 1718 1428 1747">£20,000</td> </tr> <tr> <td data-bbox="272 1769 1141 1798">Belfast Music Story</td> <td data-bbox="1150 1769 1428 1798">£25,000</td> </tr> <tr> <td data-bbox="272 1821 1141 1850">UNESCO development</td> <td data-bbox="1150 1821 1428 1850">£10,000</td> </tr> </table> <p>This can be paid for out of the budget set aside for the European Capital of Culture, as it</p> | Communications activity and marketing | £30,000 | Enhanced programming for existing activity | £55,000 | Summertime animation | £60,000 | Mix the city | £20,000 | Belfast Music Story | £25,000 | UNESCO development | £10,000 |
| Communications activity and marketing      | £30,000   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
| Enhanced programming for existing activity | £55,000   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
| Summertime animation                       | £60,000   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
| Mix the city                               | £20,000   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
| Belfast Music Story                        | £25,000   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |
| UNESCO development                         | £10,000   |                                       |         |  |         |                      |         |              |         |                     |         |                    |         |

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| 3.21 | <p>was anticipated that the programme would be built from 2018 on.</p> <p><u>Equality or Good Relations Implications</u></p> <p>Equality and Good Relations implications will be taken into consideration as part of any open call, funding agreements or project development, to ensure the overall accessibility of the programme.</p> |
| 4.0  | <b>Appendices – Documents Attached</b>   |
|      | None   |



|                    |                                       |
|--------------------|---------------------------------------|
| Subject:           | Ciclovia 2018                         |
| Date:              | 7 <sup>th</sup> March 2018            |
| Reporting Officer: | Donal Durkan, Director of Development |
| Contact Officer:   | Lynda Bailie, Development Department  |

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| <b>Restricted Reports</b>                                |   |
| Is this report restricted?                               | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| <b>If Yes, when will the report become unrestricted?</b> |   |
| After Committee Decision                                 | <input type="checkbox"/>  |
| After Council Decision                                   | <input type="checkbox"/>  |
| Some time in the future                                  | <input type="checkbox"/>  |
| Never  | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>  |
| 1.1        | The purpose of this report is to advise Members of the upcoming Ciclovia 2018 event taking place in Belfast in the Autumn of 2018. Members will recall that Belfast's first Ciclovia took place in October 2015, with a contribution from Council of £15,000. The event also took place in October 2016 and September 2017, with a contribution from Council of £10,000 each year. Members are now asked to consider funding of £10,000 to support the 2018 event which has been allocated within the departmental revenue estimates. |

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| <b>2.0</b>   | <b>Recommendations</b>  |  |  |
| 2.1  | <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Note the update on the upcoming Ciclovía 2018 event (Autumn 2018).</li> <li>• Approve allocation of £10,000 from the existing Development Department budget to support the Belfast Ciclovía 2018 event.</li> </ul>  |  |  |
| <b>3.0</b>   | <b>Main report</b>  |  |  |
| 3.1  | <p><u>Background</u></p> <p>Ciclovía is an international health and community based initiative which closes a part of the City to traffic on a given day, for a specific period of time, in which cyclists are given the opportunity to ride through the traffic free zone of the City. It is designed to give the public ownership of their City, to encourage family participation, to encourage healthier lifestyles and to encourage and engender community spirit. Ciclovía events happen worldwide including cities such as Brussels, Paris, Auckland, New York, Rio de Janeiro and Bogota.</p>   |  |  |
| 3.2  | <p>Following the successful delivery of Ciclovía Belfast over the last two years, planning is now underway for the 2018 event. The first Ciclovía Belfast event was held in Autumn 2015. It attracted over 1,500 participants. The 2016 and 2017 events doubled the participant numbers to more than 3,000 people. Based on surveys with participants, 80% of those taking part were found to be casual cyclists and around 50% were physically inactive. Ciclovía Belfast has quickly become established as an important event on the local calendar as well as now being recognised around the world as a ground breaking initiative which reflects very positively on Belfast as a city.</p>   |  |  |
| 3.3  | <p>Since its inception, the event has been delivered in partnership with a number of funding, delivery and media partners including:</p> <table border="1" data-bbox="316 1664 1498 2016"> <tr> <td data-bbox="323 1675 906 2016"> <ul style="list-style-type: none"> <li>• Belfast Bikes Scheme</li> <li>• Belfast City Council</li> <li>• Department of Infrastructure</li> <li>• Public Health Agency</li> <li>• PSNI</li> <li>• Transport NI</li> <li>• Sustrans</li> </ul> </td> <td data-bbox="914 1675 1490 2016"> <ul style="list-style-type: none"> <li>• VC Glendale Cycling Club</li> <li>• St Johns GAA Club</li> <li>• Finaghy FC</li> <li>• Community Multi Sport</li> <li>• NI Greenways</li> <li>• IFA</li> <li>• McConvey Cycles</li> </ul> </td> </tr> </table> | <ul style="list-style-type: none"> <li>• Belfast Bikes Scheme</li> <li>• Belfast City Council</li> <li>• Department of Infrastructure</li> <li>• Public Health Agency</li> <li>• PSNI</li> <li>• Transport NI</li> <li>• Sustrans</li> </ul> | <ul style="list-style-type: none"> <li>• VC Glendale Cycling Club</li> <li>• St Johns GAA Club</li> <li>• Finaghy FC</li> <li>• Community Multi Sport</li> <li>• NI Greenways</li> <li>• IFA</li> <li>• McConvey Cycles</li> </ul> |
| <ul style="list-style-type: none"> <li>• Belfast Bikes Scheme</li> <li>• Belfast City Council</li> <li>• Department of Infrastructure</li> <li>• Public Health Agency</li> <li>• PSNI</li> <li>• Transport NI</li> <li>• Sustrans</li> </ul> | <ul style="list-style-type: none"> <li>• VC Glendale Cycling Club</li> <li>• St Johns GAA Club</li> <li>• Finaghy FC</li> <li>• Community Multi Sport</li> <li>• NI Greenways</li> <li>• IFA</li> <li>• McConvey Cycles</li> </ul>  |  |  |

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|     | <ul style="list-style-type: none"> <li>• Belfast Community Circus</li> <li>• Greater Village Regeneration Trust</li> <li>• Lower Ormeau Residents Action Group</li> <li>• South Belfast Partnership</li> <li>• Crescent Art Centre</li> <li>• Ulster Youth Orchestra</li> <li>• Phoenix Cycling Club</li> <li>• F.O.R.S.</li> </ul>   | <ul style="list-style-type: none"> <li>• Mech Monkey</li> <li>• LORAG</li> <li>• RAMPAGE</li> <li>• NI Commonwealth Games Council</li> <li>• Eastside Arts / Partnership</li> <li>• NI Bowls Association</li> <li>• NI Badminton Association</li> <li>• Connswater Community Greenway</li> <li>• Belfast Bike Repairs</li> </ul> |
| 3.4 | <p>The event has had a direct economic impact on the businesses that are located on or near the route. Feedback from retail units and hospitality facilities reported significant increases in trade on the day. It is estimated that 40% of participants spent £10+ and 15% spent £20+ during the morning of the 2017 event.</p>   |  |
| 3.5 | <p>The event also attracts significant media attention in the run up to and on the day of the event, showcasing the city. This activity includes: launch photography; social media activity; broadcast interviews; web activity; flyer distribution and banners in key areas etc. The activity appears on key media platforms such as BBC Newline; ITV Regional News; The Irish News; The Belfast Telegraph; The Newsletter; The Daily Mirror; NI4Kids; Belfast Live; Love Belfast; as well as the Ciclovía Website, Facebook and Twitter accounts. The estimated reach of this media activity is in excess of 700,000. (The full Ciclovía 2017 Media Evaluation Report will be distributed to Members at Committee).</p> |  |
| 3.6 | <p>The event is now centrally linked to the wider cycling activity programme across the City. It builds on the relationships with those agencies that have a cycling specific brief and links the Councils own Local Development Plan in terms of cycling provision across the city with the Department of Infrastructure's Cycling Unit work.</p>  |  |
| 3.7 | <p>Given the some of the central principles of the Belfast Bikes Scheme is to create an accessible city, as well as supporting healthier lifestyles, it is proposed that officers work with the event organisers to link the event to the Belfast Bikes Scheme. This can form part of the ongoing drive to increase the number of subscribers to the scheme.</p>  |  |
| 3.8 | <p>The event has direct alignment to a number of Council priorities as set out in the Belfast</p>   |  |

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|            | <p>Agenda. These include measures to reduce health inequalities, improve the transport infrastructure and invest in the city and its neighbourhoods.</p>  |
| 3.9        | <p>On this basis, it is proposed that the Council makes a contribution of £10,000 towards the costs of the event which could include: marketing and PR; road traffic management; medical cover; security; entertainment procurement; and volunteering. Officers will ensure that data is captured in respect of the qualitative and quantitative aspects of the experience for participants and businesses alike.</p> |
| 3.10       | <p><u>Financial &amp; Resource Implications</u></p> <p>It is proposed that Council sponsorship of £10,000 is provided towards the costs of running the event. This funding has been set aside in Departmental budgets for 2018/19 that have already been approved by this Committee.</p>  |
| 3.11       | <p><u>Equality or Good Relations Implications</u></p> <p>No specific equality or good relations implications.</p>   |
| <b>4.0</b> | <b>Appendices – Documents Attached</b>  |
|            | None  |





|                    |   |
|--------------------|---|
| Subject:           | Belfast: City for Investment Service                  |
| Date:              | 7 March 2018  |
| Reporting Officer: | Donal Durkan, Director of Development ext 3470        |
| Contact Officer:   | Colin McCabrey, Economic Development Manager ext 3805 |

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| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Some time in the future                           | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of Main Issues</b>   |
| 1.1        | The purpose of this report is to outline the proposed direction of travel for a Council-led City for Investment support service for indigenous businesses and new investors, focusing on actions to be delivered in the 2018/2019 financial year. An accessible user-friendly business service titled "Belfast: City for Business" will consolidate the Councils business support offer. This report concentrates on one strand of this support titled "investment" (refer to Appendix 1). This report was originally tabled to Committee on 7 February 2018 and deferred to Party Group Briefings for discussion. |
| 1.2        | This report sets out the thematic work under 'Belfast: City for Investment' which aligns to the NI Programme for Government, the draft Industrial Strategy for NI, the Belfast Agenda and  |

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|            | <p>the developing City Deal. The work programme significantly contributes to the Council's priorities of Growing the Economy, Working and Learning, City Development and Living Here. This report seeks Committee's approval for a phased approach to developing an Investment Service over time. An initial service will be developed to co-ordinate investor enquiries in April 2018 in partnership with Invest Northern Ireland and other key business partners and stakeholders across the city.</p>   |
| <b>2.0</b> | <b>Recommendations</b>   |
| 2.1        | <p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>– Note the proposed strategic direction for the development of a Belfast City Council Investment Service.</li> <li>– Note that the phased approach may require additional finance or staff resource in future which will be tabled back to relevant Committee's for consideration.</li> <li>– Note that any requests for subvention from the Investment Service will be dealt with under existing Council Standing Orders. Any exception to this will be tabled to SP&amp;R Committee.</li> </ul>   |
| <b>3.0</b> | <b>Main Report</b>   |
| 3.1        | <p><u>Key Issues</u></p> <p>Officers have been prioritising programmes and activity for the 2018/2019 financial year to deliver against key performance indicators identified in the Programme for Government (PfG), the draft Industrial Strategy for Northern Ireland and the Belfast Agenda. Primarily these indicators relate to business Start-Up, Jobs, Business Productivity and Foreign Direct Investment. Members will be aware that the Belfast Agenda four-year stretch goals to 2021 aim to;</p> <ul style="list-style-type: none"> <li>• Create 15,000 new jobs</li> <li>• Attract £1 billion private sector Foreign Direct Investment</li> <li>• Support 4,000 small business start-ups;</li> <li>• Double the economic value of out of state tourism; and</li> <li>• Welcome 1.5 million overnight tourist stays per year.</li> </ul> |
| 3.2        | <p>The Council currently delivers a range of business support activities focused on Investing in Belfast, Starting a Business and Growing a Business. These initiatives are supported by Employability and Skills programmes and initiatives targeted towards businesses and</p>   |

individuals. The approach detailed in this report aims to consolidate the Council's business services and make it easy to do business in Belfast. This is one of the key principles listed within 'Growing the Economy' theme of the Belfast Agenda. Over the last two years, Belfast has been ranked as the number one business friendly city of its size. In an increasingly competitive global environment, it is important to retain focus on improving service delivery and ensure that we are aligning our services to meet business needs.

3.3 Developmental Stage – Investment Service

In order to shape a future Council led Investment Service, the Council commissioned a research piece to identify the optimal approach and structure. OCO/ Webb Advisory completed their report and officers have been working cross-departmentally to scope out an implementation plan to consider the viability and phased timing of their recommendations.

3.4 The OCO/Webb Advisory commission included analysis and benchmarking of other UK and ROI cities and consultations with stakeholders across the city including business and public sector organisations. Key learning points were identified from the benchmarking exercise which fed into the development of options and one clear recommendation specific for Belfast City Council.

3.5 The recommended option was to develop a dedicated single point of contact for indigenous and inward investors in relation to all business strands such as enterprise, investment, employability and skills, start-ups, growth, and innovation. Located on the Belfast City Council website it is suggested the landing platform be called; '**Belfast: City for Business**'. Appendix 1 summarises the categories of support available from Council under this promotional banner, the key messages under each and a summary of the support available to businesses and individuals. '**Belfast: City for Investment**' is just one service area under the suite of support promoted as 'Belfast: City for Business'.

3.6 The recommended option is for a '**flexible responsive service**' – responding to various types of enquiries relating to start-up, growth and investment in Belfast. It is envisaged that this service will evolve depending on the level of demand and the type of support service requested by businesses. For specific investment opportunities, the Council will retain the ability to commission support to secure investment. This may include international prospecting, commissioning research to meet investor needs or considering sub-letting incentives for the provision of test trading and/or soft landing space across the city. Officers will obviously work closely with Invest NI and other business support organisations as part

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|  | <p>of this work.</p> <p>3.7 There are three elements of the proposed Investment Service in development: These are;</p> <ul style="list-style-type: none"> <li>• Relocation / Soft landing support – helping new businesses and their employees make professional and personal connections to quickly embed and grow in the city.</li> <li>• Investment Attraction – City Centre Development investment portal and international positioning.</li> <li>• Belfast Proposition for FDI and indigenous investors – Key initiatives acting as attractors being developed for future consideration.</li> </ul> <p><u>External Stakeholder engagement</u></p> <p>3.8 The OCO/Webb Advisory report recognised the significant value that the Council provides to Investors, in particular the Civic Leadership, and the importance of the Council in terms of Strategy Development, aligned to its new statutory functions (Economic Development, Planning &amp; Community Planning).</p> <p>3.9 It is important that the Council’s Investment Service complements the Invest Northern Ireland proposition, adds value and minimises duplication of effort. Council Officers presented our draft ambition to the Director of International Investment and Regional Director at Invest Northern Ireland on 6 December 2017. The feedback received was positive and included some of the following points;</p> <ul style="list-style-type: none"> <li>• Recognised the value in a Relocation and Soft Landing Service that Belfast City Council could bring to a pre-investment and investment enquiry.</li> <li>• Offered the opportunity to collaborate and pilot this approach with a number of pre-investment clients.</li> <li>• Sought confidence that confidentiality requirements would be met in line with GDPR regulations which will be in force from May 2018.</li> <li>• Offered the opportunity to agree a protocol for inward collaborative visits or how we could engage with their pre-investment clients and ensure client expectations are understood and met.</li> <li>• Opportunity to ensure harmony of data and presentation of statistics and sectoral intelligence across both organisations consistently.</li> </ul> <p>Further meetings with Invest NI have led to the development of a draft protocol being prepared. Invest NI has given a commitment to provide a sample of pre-investment clients for the first phase of the Investment Service Relocation and Soft Landing Service.</p> |
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| 3.10 | <p><u>Implementation Stage</u></p> <p>It is anticipated that a Phased approach will be adopted to ensure the successful implementation of Belfast: City for Investment in order to minimise reputational risk, and gather an evidence base of enquiries and client types which will inform the future direction</p>  |
| 3.11 | <p>of the service.</p>   |
| 3.12 | <p><u>Phase I – Relocation and Soft Landing Service</u></p> <p>The <b>‘Relocation &amp; Soft landing Service’</b> will include a Welcome Service, Access to networks, PR, relocation support, advice with housing and education, market intelligence, access to local customers, and ongoing one to one client support from the start-up to the aftercare stage. This service will be resourced via the existing Economic Development Unit and resource requirements kept under continuous review. The initial service will also include:</p> <ul style="list-style-type: none"> <li>• Personal client-managed approach by Economic Development Officers.</li> <li>• Help to build the business case for expansion or relocation, providing up to date statistics and market information in relation to customers, suppliers, labour, recruitment, infrastructure, and property.</li> <li>• Property and site prospecting – with access to a comprehensive database of available property and sites helping to find the right place to do business, including hot- desking and accommodation offers at a choice of locations to assist with the set up and transition to a permanent accommodation.</li> <li>• Help with planning and pre-application discussions and information and practical advice and guidance to support the client through any relevant planning and regulatory processes.</li> <li>• Tailored skills academies or recruitment support services for significant investments.</li> <li>• Support to families and dependants who move with the company, arrangement of pre-move visits to the area to show the quality of life on offer and provide help with the first steps of relocation.</li> <li>• PR and support for a launch of the business in the local area including introductions to the key networking and business membership organisations in the city.</li> </ul> |
| 3.13 | <p>Enquires will be logged and followed up with a client managed diagnostic approach to tailor our support to the client needs. Client interventions will be evaluated and client feedback shall be sought to inform the future direction of the service. We are working with colleagues</p>   |

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|      | <p>in City Centre Development to ensure the Council's investment attraction website (<a href="http://www.investinbelfast.com">www.investinbelfast.com</a>) promotes the relocation and soft landing support available. We are populating the website with consistent sectoral data and tailored support and initiatives by sector. The outward investment promotion by the EU &amp; International Relations Teams and the City Centre Development Team as well as Invest NI will be key elements of Council's relocation and soft landing service. Performance of this service will be reported to the cross departmental operational governance structure noted below. Marketing to promote the availability of the service will be measured throughout 18/19 to ensure existing resources can meet demand during this pilot phase.</p> |
| 3.14 | <p><u>Phase II – Defining and Promoting Belfast's specific proposition</u></p> <p>In parallel to Phase I, Officers are scaling an enhanced Belfast proposition, which will be a defined menu of tailored support to investors. This is being developed cross-departmentally and an internal implementation plan and governance structure is being put in place for the future delivery. Key services across the Council contributing to this including;</p> <ul style="list-style-type: none"> <li>• Smart Cities</li> <li>• City Centre Development</li> <li>• EU and International Relations</li> <li>• Planning &amp; Policy</li> <li>• Property &amp; Projects</li> <li>• Employability &amp; Skills</li> <li>• City Deal &amp; Resilient Cities</li> </ul>  |
| 3.15 | <p>Initially, a Project Board will be put in place to oversee the Project and regular operational team meetings will take place in order to develop or broaden Belfast City Council offering and proposition to investors. For example, an enhanced proposition may include Fast Track Planning, Simplified Planning Zones (subject to Committee approval), access to Vu City and Growth Mapper systems, Energy Support, alternative Clean Tech solutions for sites, benefits of locating in UK, R&amp;D tax credits, access to networks and contacts in Universities and Centres of Excellence dependant on the sector. Each of these need considered further internally and will be reviewed by the Council operational team before being tabled to Committee.</p>   |
| 3.16 | <p>It is envisaged this developmental work will continue to October 2019 and will be reviewed and evaluated on an ongoing basis internally in relation to work processes, financial and human resources and impact of the service. Evaluation will take the form of follow up one to</p>   |

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| 3.17 | <p>one's and evaluation surveys with businesses who have availed of the service. This will inform the future roll-out.</p> <p>Members will also be aware of a wider programme of work across the Council to improve customer service standards and to enhance our customer focus. The Council's "Blueprint for Customer Focus" themes of service quality, customer contact, focus on the customer, accountability and consistency across Council and Business Areas will be adopted for the Belfast; City for Investment Service.</p>  |
| 3.18 | <p>Input from Party Group Briefings regarding the Service was very beneficial and informative. There is support for the proposed approach as a learning pilot with Members keen to be kept informed on progress and on the outcome of any initial evaluation planned for Sept / Oct 18. There was the suggestion at Briefings about forming a Belfast Investment Development Agency. It is anticipated that the proposed immediate approach will further test the level of demand and type of service required moving forward before such a resource investment is made. Members also echoed the need for:</p> <ul style="list-style-type: none"> <li>• Inclusive growth across the City;</li> <li>• Party Group Leaders to actively support delegations to communicate political stability at Local Government and support for ongoing investment;</li> <li>• Maintaining a balance between Foreign Direct Investment (FDI) and indigenous investment;</li> <li>• Ensuring a separation of decision making between the Investment Service and Council's Planning Function;</li> <li>• Consideration to be given to retail investment subventions so to avoid displacement but actively encourage a strong and diverse retail offer;</li> <li>• Working positively with partners;</li> <li>• Independent evaluation of the service to gauge customer opinion and value.</li> </ul> |
| 3.19 | <p><u>Equality and Good Relations Implications</u></p> <p>The service shall be open to both indigenous and new investors to the city. We have undertaken research to inform levels of under-represented groups in entrepreneurship and business start activity across Belfast. Marketing activity and support will be targeted to encourage participation from under-represented groups. Tailored support will be adopted where possible including interpretive services, translation services and specific support for persons with disability as necessary.</p> <p><u>Financial and Resource Implications</u></p>  |

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| 3.20 | <ul style="list-style-type: none"> <li>• The initial Relocation &amp; Soft Landing Service launching in Spring 18 will be resourced from Economic Development and Employability and Skills existing staff portfolio and 2018/19 budgets. This element of the service will be reviewed September 2018 to initially consider strategic direction, financial and resource implications for 2019/20.</li> <li>• Investment Attraction will continue to be financed and resourced via the City Centre Development Team and EU &amp; International Relations budgets and resources.</li> <li>• As the specific Belfast Proposition is developed further, reports concerning work process, staff and financial resources will be tabled back to the relevant Council Committee for consideration.</li> </ul> |
| 4.0  | <b>Appendices – Documents Attached</b>  |
|      | Appendix 1 - Overview of Belfast: City for Business Service   |



# Belfast: City for Business

| Themes:   | Belfast:<br>City for Business<br>Enterprise   | Belfast:<br>City for Business<br>Start-ups  | Belfast:<br>City for Business<br>Growth   | Belfast:<br>City for Employability<br>and Skills   | Belfast:<br>City for Investment   | Belfast:<br>Business Services  |   |  |   |  |   |
|---|---|---|---|--|---|--|---|--|---|--|---|
| <p><b>Messages:</b></p> <ul style="list-style-type: none"> <li>* Make the best possible business start with specialist incentives and advice.</li> <li>* Start great. Learn fast. Grow strong.</li> </ul> | <ul style="list-style-type: none"> <li>* Go out on your own without having to go it alone.</li> <li>* Incentives and support to take your business further than you ever imagined.</li> <li>* Start smart. Grow fast. Achieve more.</li> <li>* Gain the confidence you need to help your social enterprise/ co-operative thrive.</li> </ul> | <ul style="list-style-type: none"> <li>* Think it bigger. Do it better. Be it sooner.</li> <li>* Explore new markets. Find new customers.</li> <li>* To grow your tech business, plug into our network.</li> <li>* Discover the truth about your customer service.</li> </ul> | <ul style="list-style-type: none"> <li>* Connecting young people with industry to inspire better career choices.</li> <li>* Flexible work opportunities to unlock students' full potential. Outreach through youth and community and other services.</li> <li>* Log in. Skill up. Reach out.</li> <li>* Advice, experience and education to spark students' digital careers.</li> <li>* Employer connections to support recruitment.</li> </ul> | <ul style="list-style-type: none"> <li>* We open doors for investors opening businesses.</li> <li>* International navigation for export-curious businesses.</li> <li>* Good businesses think outside the box. Great ones think outside the country.</li> </ul> | <ul style="list-style-type: none"> <li>* Single directory of city services to businesses:               <ul style="list-style-type: none"> <li>- Planning</li> <li>- Building Control</li> <li>- Licencing</li> <li>- Environmental Health</li> <li>- Health and Safety</li> <li>- Consumer Rights</li> <li>- Waste Management</li> <li>- Economic Development</li> <li>- Events and Festivals</li> <li>- Procurement.</li> </ul> </li> </ul> | <p>Range of initiatives to help persons define a business opportunity and idea</p> | <p>Programmes to mentor individuals to start a new business and provision of incentives</p> | <p>Programmes to mentor existing businesses to help them become more profitable including export development</p> | <p>Programmes to promote careers, skills development and employer recruitment</p> | <ul style="list-style-type: none"> <li>* Relocation support: Concierge type service to investors (Spring 18)</li> <li>* Investment attraction: <a href="http://www.investinbelfast.com">www.investinbelfast.com</a> (March 18)</li> <li>* Belfast Proposition: Specific incentives for investors (FDI and Indigenous) (Commencing Oct 18)</li> </ul> | <p>Support for way-finding and navigating council's business services</p> |



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| <b>Subject:</b>           | Charity Abseiling Events at Belfast Castle  |
| <b>Date:</b>              | 7th March 2018  |
| <b>Reporting Officer:</b> | Nigel Grimshaw Director City & Neighbourhood Services Department  |
| <b>Contact Officer:</b>   | Rose Crozier Assistant Director City & Neighbourhood Services Department<br>Fintan Grant City Park Manager North, City & Neighbourhood Services |

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| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Some time in the future                           | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>   |
| 1.1        | To request the use of Belfast Castle for a number of Charity Abseiling Events as described below.  |
| <b>2.0</b> | <b>Recommendations</b>   |
| 2.1        | <p>The Committee is asked to;</p> <ul style="list-style-type: none"> <li>• grant authority for the charity abseiling events at Belfast Castle subject to the satisfactory terms being agreed with the Director of CANS and on the condition that:</li> </ul> <p>1. The event organisers meet the operational and health and safety issues to the</p> |

|                            |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
|----------------------------|---|--------------------|-----------------|---------------------|------------|-------|------------|-----|----------|-------------------------|--------|-------|--------|-------------------|------------|-----------|-----------------------|---------------------|----------------|---------|------------------|----------|--------------------------|----------------------------|------------|------------|--------|
|                            | <p>Council's satisfaction.</p> <p>2. The event organisers ensure that all health and safety requirements are met to the Council's satisfaction including risk assessments, safe systems of work, equipment, appropriate insurance and site inspection information.</p>  |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| <b>3.0</b>                 | <b>Main report</b>  |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| 3.1                        | <p><u>Key Issues</u></p> <p>A number of charity events are proposed to be held at Belfast Castle to raise funds for the following charities.</p> <table border="1"> <tr><td>Muscular Dystrophy</td></tr> <tr><td>Rainbow Project</td></tr> <tr><td>PIPS Newry &amp; Mourne</td></tr> <tr><td>Parkinsons</td></tr> <tr><td>Boots</td></tr> <tr><td>Habitat Ni</td></tr> <tr><td>AMH</td></tr> <tr><td>Nexus NI</td></tr> <tr><td>Fibromyalgia Support NI</td></tr> <tr><td>Mencap</td></tr> <tr><td>USPCA</td></tr> <tr><td>SOS NI</td></tr> <tr><td>Mary Peters Trust</td></tr> <tr><td>MS Society</td></tr> <tr><td>Tiny Life</td></tr> <tr><td>Southern Area Hospice</td></tr> <tr><td>Action for Children</td></tr> <tr><td>Teen Challenge</td></tr> <tr><td>Headway</td></tr> <tr><td>Air Ambulance NI</td></tr> <tr><td>Mindwise</td></tr> <tr><td>The Welcome Organisation</td></tr> <tr><td>Children's Heartbeat Trust</td></tr> <tr><td>Lighthouse</td></tr> <tr><td>NI Hospice</td></tr> <tr><td>AGE NI</td></tr> </table> | Muscular Dystrophy | Rainbow Project | PIPS Newry & Mourne | Parkinsons | Boots | Habitat Ni | AMH | Nexus NI | Fibromyalgia Support NI | Mencap | USPCA | SOS NI | Mary Peters Trust | MS Society | Tiny Life | Southern Area Hospice | Action for Children | Teen Challenge | Headway | Air Ambulance NI | Mindwise | The Welcome Organisation | Children's Heartbeat Trust | Lighthouse | NI Hospice | AGE NI |
| Muscular Dystrophy         |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Rainbow Project            |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| PIPS Newry & Mourne        |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Parkinsons                 |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Boots                      |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Habitat Ni                 |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| AMH                        |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Nexus NI                   |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Fibromyalgia Support NI    |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Mencap                     |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| USPCA                      |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| SOS NI                     |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Mary Peters Trust          |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| MS Society                 |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Tiny Life                  |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Southern Area Hospice      |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Action for Children        |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Teen Challenge             |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Headway                    |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Air Ambulance NI           |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Mindwise                   |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| The Welcome Organisation   |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Children's Heartbeat Trust |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| Lighthouse                 |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| NI Hospice                 |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |
| AGE NI                     |   |                    |                 |                     |            |       |            |     |          |                         |        |       |        |                   |            |           |                       |                     |                |         |                  |          |                          |                            |            |            |        |

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|            | Alzheimers Society  |
| 3.2        | Belfast Castle has been chosen for its unique location and marketing potential, especially for its beautiful gardens and panoramic views over the City.   |
| 3.3        | <p>Previous abseils have been held at Belfast Castle by charities which were very successful. The upcoming events are scheduled to take place on the following dates:</p> <p><b>14/04/18</b></p> <p><b>15/04/18</b></p> <p><b>13/05/18</b></p> <p><b>20/05/18</b></p> <p><b>24/06/18</b></p> <p><b>09/09/18</b></p> <p><b>07/10/18</b></p>  |
| 3.4        | Consideration has and will be given to the health and safety implications and environmental issues involved with this event.  |
| 3.5        | <p>The abseil will be organised and carried out by Bryson Lagansports who have been running charity abseil events for over 10 years. They use the highest standard of equipment and highly qualified instructors. They will provide all the necessary risk assessments, documentation and have 10 million pounds public and employee insurance policy applicable to this type of event. Bryson Lagansports will be required to undertake a risk assessment and to ensure that all health and safety and insurance requirements are met to the satisfaction of Belfast City Council.</p> <p><u>Financial &amp; Resource Implications</u></p> |
| 3.6        | No financial or resource implications for BCC however the castle will receive income in terms of room hire.   |
| 3.7        | <p><u>Equality or Good Relations Implications</u></p> <p>None</p>   |
| <b>4.0</b> | <b>Appendices – Documents Attached</b>  |
|            | None  |

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| Subject:           | Addressing Educational Inequality – update on pilot project |
| Date:              | 7 March 2018  |
| Reporting Officer: | Donal Durkan, Director of Development                       |
| Contact Officer:   | Sinead O'Regan, Economic Development Manager                |

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| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Sometime in the future                            | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of Main Issues</b>  |
| 1.1        | <p>The purpose of this report is to:</p> <ul style="list-style-type: none"> <li>- Advise Members of a successful funding application made by Right to Succeed – a UK-based charity set up to address educational inequality – for delivery of a three- year pilot initiative that supports young people at risk of exclusion from school in North Belfast schools. An allocation of up to £500,000 will be made available towards delivery of the work in North Belfast, over a three-year period.</li> </ul> |

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| <b>2.0</b> | <b>Recommendations</b>   |
| 2.1        | <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>- Note the success of the recent Lottery funding application by Right to Succeed. This will include a three-year support package for up to 100 young people from North Belfast who are at risk of becoming excluded from school. Delivery will commence from September 2018, and Council Officers will work with Right To Succeed to support the project.</li> </ul>   |
| <b>3.0</b> | <b>Main Report</b>   |
| 3.1        | <p><u>Key Issues</u></p> <p>The Belfast Agenda, along with the supporting Employability and Skills Framework for the City, sets ambitious targets around improvements in employment rates and skills levels for Belfast residents. There are significant correlations between deprivation, educational attainment and economic inactivity. Currently, around 30% of school leavers do not attain 5 GCSEs, A* - C (including Maths and English). For those in receipt of free school meals, the figure is 53%. Given that these are generally the basic building blocks for any future employment or to support people moving into further education and training, it is essential to consider how this figure can be reduced. As part of the commitment to inclusive growth set out in the Belfast Agenda, one of the key population indicators is the proportion of school leavers entering employment, education or training. This is part of the commitment to ensure that everyone in Belfast fulfils their potential.</p> |
| 3.2        | <p>As part of our intelligence gathering into providers of support to address educational attainment issues and educational inequality, the Council became aware of the Big Lottery funding application being made by the charity Right to Succeed. Right to Succeed is a charity that works across a number of UK cities to develop, pilot and scale solutions to address educational inequality. The Council asked the organisation to consider Belfast as one of the three locations for programme delivery. The funding request was made by the organisation to the Big Lottery under its Preventing Exclusions Programme and was successful.</p>  |
| 3.3        | <p>Right to Succeed have secured £1.4million to work with 30 primary and post-primary schools across three locations: Blackpool, Doncaster and North Belfast. The funding will be split evenly across the three locations, meaning that there will be an allocation of up to £500,000 for the project in north Belfast. The Project will be delivered on a pilot and scale basis, focusing on North Belfast as the area of greatest need in terms of educational attainment. It is hoped that the learning from this pilot can then be applied to other schools across the City.</p>   |
| 3.4        |  |



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| <p>3.5</p> | <p>PEP aims to protect young people from being excluded from schools. It will focus on supporting schools that have high rates of exclusions to forensically identify the needs of the pupils most at risk of exclusion. It will work with the schools and relevant local partners to embed targeted interventions and strategies that have been demonstrated to be effective in supporting this group.</p> <p>A smaller pilot in Blackpool was extremely successful with 97% of young people staying on in education, as opposed to 50% without the intervention. Outcomes from this programme will include:</p> <ul style="list-style-type: none"> <li>- Reduction in the number of pupils at risk of exclusion across target schools</li> <li>- Improvements in literacy and numeracy</li> <li>- Improvement in well-being and social emotional development</li> <li>- Increase in decision making, self-regulation and resilience</li> <li>- Better supported transitions, signposting and referrals experience</li> <li>- Better overall school quality of experience.</li> </ul> |
| <p>3.6</p> | <p>Right to Succeed identified the opportunity to focus on North Belfast for a number of reasons. The area is among those with the most significant educational and socioeconomic challenges. These include:</p> <ul style="list-style-type: none"> <li>- Educational attainment (for numbers achieving at least 5 GCSEs or equivalent) within North Belfast is the lowest for school leavers in Northern Ireland (out of all 18 constituencies in Northern Ireland)</li> <li>- Almost half of the 22 most deprived wards in Northern Ireland are in North Belfast. Deprivation in this part of the city is extremely high with over 36% of children living in low income households, compared with an NI average of 23%</li> <li>- Free School Meals – there are 10 post-primary mainstream schools (7 of these are non-selective) and all have Free School Meal Entitlement (FSME) of at least 50%. Within the Primary sector there are over 22 Primary Schools and a substantial majority have Free School Meals Entitlement of over 50%.</li> </ul>                                |
| <p>3.7</p> | <p>The area has an engaged and proactive Area Learning Community – the partnership of schools in the area working together on key challenges with the aim of improving educational outcomes for young people. These close linkages will support effective programme delivery and maximise impacts. The project takes an evidence-led approach, and all interventions and approaches will also provide intelligence that will support scalability and expansion of interventions citywide and beyond. This intervention will also provide the opportunity to work with statutory agencies demonstrating value for money and providing details on savings to the</p>   |

public purse from interventions. This is an approach that has worked effectively to date on other Council-led Employability and Skills initiatives. Given the Council's engagement with the schools and the charity, there is an opportunity to consider how this learning and the targeted approach might be expanded beyond the original pilot area in North Belfast.

3.8

To date, 13 primary and post-primary schools (plus one Alternative Education Provider) have signed up to take part in the programme. They are:

| <b>Name of School</b>             | <b>Primary / Post-Primary</b>  |
|-----------------------------------|--------------------------------|
| Currie Primary School             | Primary                        |
| Seaview Primary School            | Primary                        |
| St Vincent de Paul Primary School | Primary                        |
| Sacred Heart Boys' Primary School | Primary                        |
| Carr's Glen Primary School        | Primary                        |
| Holy Family Primary School        | Primary                        |
| Blessed Trinity College           | Post-Primary                   |
| Belfast Royal Academy             | Post-Primary                   |
| Hazelwood Integrated College      | Post-Primary                   |
| Belfast Boys' Model School        | Post-Primary                   |
| Belfast Model School for Girls    | Post-Primary                   |
| Mercy College                     | Post-Primary                   |
| Loughshore Resource Centre        | Alternative Education Provider |

3.9

Right to Succeed will engage with schools before the Easter break to confirm whether they all still wish to participate in the programme. If they do, delivery will commence in September 2018. For all participating schools, the support will include:

- Needs assessment to help staff to assess and analyse the needs of their pupils in terms of learning, social and emotional wellbeing
- Professional development support for teachers and teaching assistants in a range of approaches to social and emotional development, communications, and literacy
- Intervention design/delivery – teachers will work with children and families to design an appropriate pathway for each child. This will involve close engagement with parents. Progress will be monitored using a digital tracker developed by Right To Succeed. As part of this approach, there will be a focus on peer learning across all participating schools in the three locations (and the potential to extend the learning to other locations)
- Monitoring progress – there will be reporting against a series of agreed metrics on a six-weekly basis. Impact will be measured annually against baseline data
- Embedding learning – the project will establish local learning groups to share

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| <p>3.10</p> <p>3.11</p> <p>3.12</p> | <p>knowledge and ensure ongoing review to improve delivery and outcomes. There will be opportunities for the Council to engage in order to inform future interventions and support knowledge dissemination, in line with the emerging approaches to area working across the Council.</p> <p>Given the Council's commitment to exploring area-based planning and delivery, there is an opportunity to work with colleagues from other parts of the Council including Community Services, Community Safety and Regeneration in order to explore how public services can be better aligned around this key challenge.</p> <p><u>Equality and Good Relations Implications</u></p> <p>No specific Equality or Good Relations considerations.</p> <p><u>Financial and Resource Implications</u></p> <p>No specific Financial or Resource Implications at this point. The project is being funded by The Big Lottery Fund at a total cost of £1.4million. Schools will be expected to commit staff resources to support programme implementation.</p> |
| <p><b>4.0</b></p>                   | <p><b>Appendices – Documents Attached</b></p>  |
|                                     | <p>None</p>  |

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|                    |  |
|--------------------|--|
| Subject:           | Belfast Facts & Figures 2018   |
| Date:              | 7 March 2018   |
| Reporting Officer: | Donal Durkan, Director of Development  |
| Contact Officer:   | Lisa Toland, Head of Economic Initiatives & International Development<br>Claire Patterson, Business Research & Development Manager |

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| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Some time in the future                           | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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|------------|---|
| <b>1.0</b> | <b>Purpose of Report or Summary of Main Issues</b>  |
| 1.1        | The Committee will recall that last year the Belfast Facts & Figures booklet was published to provide more accessible information on Belfast’s economy, growth sectors, and its accolades. It provides an overview of the opportunities the city presents globally and raises awareness of the key messages, strengths and opportunities to grow the economy in line with the Belfast Agenda ambitions for the city to be home to an additional 66,000 people and to have a city economy supporting 46,000 additional jobs by 2035. |
| 1.2        | The development of a concise, infographic-style publication outlining key facts and figures on Belfast helps to ensure that Members and Officers have consistent succinct, up-to-date   |

|            |   |
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| 1.3        | <p>and compelling information when engaging with potential investors or stakeholders about the city, to enhance Belfast’s image and reputation as a successful and dynamic city. This publication has been well received by Members and external audiences and now forms a core part of the communications collateral for marketing the city, building city-to-city relationships and international relations.</p> <p>The purpose of this report is for Committee to note the updated ‘Belfast Facts &amp; Figures’ publication, which will be tabled at the meeting, and to provide an opportunity for Committee Members to comment on content and make future suggestions.</p>  |
| <b>2.0</b> | <b>Recommendations</b>  |
| 2.1        | <p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>- Note the updated ‘Belfast Facts &amp; Figures 2018’ publication and provide any further feedback.</li> </ul>   |
| <b>3.0</b> | <b>Main Report</b>  |
| 3.1        | <p><u>Key Issues</u></p> <p>The vision for Belfast in 2035 is a city re-imagined and resurgent; a great place to invest, visit, study, live and work for everyone. It will be a city where everyone benefits from a thriving and prosperous economy, where everyone fulfils their potential, and a city that is welcoming, vibrant, attractive and connected. Growing the economy and driving inclusive growth to ensure that all people benefit from economic success is at the core of this ambition. Central to achieving this is the provision of a sound, evidence base and consistent, positive messaging that positions Belfast as a city where people choose to do business in, to invest in and to visit or study.</p> |
| 3.2        | <p>As the demand for this information grows and the volume of information provided also increases, along with the commitment to monitor and deliver on the commitments contained in the Belfast Agenda, it is accepted that a more concise and visual representation of this information is required.</p>   |
| 3.3        | <p>The draft Belfast Facts and Figures 2018 publication is designed to be a user-friendly addition to the resource packs produced for Members, in line with the Belfast Agenda ambition to start and grow businesses in the city, as well as positioning the city as a place to invest, live, study and visit.</p>  |

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| 3.4        | The 2018 publication includes updated and refreshed statistics and accolades reflecting the key areas of strength for the city. The design has been refreshed to reflect the new city brand and suggestions for improvement have been incorporated to ensure that the layout and design of the content is clear and user-friendly.   |
| 3.5        | As the efforts to position the city globally as a place to do business, visit and invest in, the communications and marketing materials will continue to evolve to provide Members with up-to-date, relevant evidence and messaging. The Facts & Figures publication will continue to form a core element of this and will be updated annually, in line with the statistical and key publications, such as the Belfast Crane Survey, to help successfully position the city. |
| 3.6        | <p><u>Financial &amp; Resource Implications</u></p> <p>The publication is produced internally, therefore, requiring Officer time and, within existing departmental budgets.</p>  |
| 3.7        | <p><u>Equality or Good Relations Implications</u></p> <p>There are no equality or good relations implications attached to this report.</p>   |
| <b>4.0</b> | <b>Appendices – Documents Attached</b>   |
|            | To be tabled   |

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| <b>Subject:</b>           | Growing the Economy and Working and Learning: Overview of priority activities for 2018/19  |
| <b>Date:</b>              | 7 March 2018   |
| <b>Reporting Officer:</b> | Donal Durkan, Director of Development  |
| <b>Contact Officer:</b>   | Colin McCabrey, Economic Development Manager<br>(Local Economic Development)<br><br>Sinead O'Regan, Economic Development Manager<br>(Employability and Skills) |

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| <b>Restricted Reports</b>                                |   |
| <b>Is this report restricted?</b>                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| <b>If Yes, when will the report become unrestricted?</b> |   |
| <b>After Committee Decision</b>                          | <input type="checkbox"/>  |
| <b>After Council Decision</b>                            | <input type="checkbox"/>  |
| <b>Some time in the future</b>                           | <input type="checkbox"/>  |
| <b>Never</b>   | <input type="checkbox"/>  |

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| <b>Call-in</b>                               |   |
| <b>Is the decision eligible for Call-in?</b> | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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|------------|--|
| <b>1.0</b> | <b>Purpose of Report or Summary of Main Issues</b>   |
| 1.1        | The purpose of this report is to identify the priority activities to be delivered in the coming financial year as part of the Committee's ambitions to support delivery of the targets under two of the pillars of the Belfast Agenda: Growing the Economy and Working and Learning. |

|            |  |
|------------|--|
| <b>2.0</b> | <b>Recommendations</b>   |
| 2.1        | <p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Note the priority issues raised at the Committee workshop on 21 February 2018</li> <li>• Agree to the Forward Work plan to support delivery of the Growing the Economy and Working and Learning strands of the Belfast Agenda</li> <li>• Agree to receive a further report in April 2018 outlining the specific detail of activities.</li> </ul>  |
| <b>3.0</b> | <b>Main Report</b>   |
| 3.1        | <p>Members will be aware that the Committee Workshop which took place on 21 February 2018 aimed to agree the broad programme of work for the Committee in the coming financial year. Officers made a number of presentations to seek feedback on proposed activities and Members indicated their support for the general approach.</p>   |
| 3.2        | <p>The key discussion points included the following:</p> <ul style="list-style-type: none"> <li>• Supporting inclusive growth through economic and city development should be a key driver for the Committee and the Council – it is essential that consideration is given to clearly articulating what inclusive growth means, how it aligns to the vision and priorities contained in the Belfast Agenda, how it is measured and how it can apply across all areas of business</li> <li>• Creating jobs and improving skills were the key drivers articulated during the public consultation exercise for the Belfast Agenda. They should remain the top priority for the Committee in the coming year, working towards the agreed stretch targets set out in the Belfast Agenda</li> <li>• City Deal offers an opportunity for additional investment in a number of the Committee’s priorities including Employability and Skills, Tourism Infrastructure, City Investment and Regeneration.</li> </ul> |
| 3.3        | <p>Members will be aware that the key targets and ambitions relate to job creation, improving competitiveness, increasing business start-ups, addressing economic inactivity, increasing the overall job numbers in the City, improving skills – particularly for those with no or low skills – and increasing levels of investment into the City.</p>   |

**Growing the Economy: achievements in April 2017-February 2018**

Since April 2017, Council has developed and delivered a range of activities to address the challenges around low levels of start-up, innovation, competitiveness and productivity. These include:

- 301 entrepreneurs supported through the Go for It programme supporting the creation of 213 jobs;
- Support for 34 Social Enterprises and 10 Co-operatives contributing to 9 new business starts already creating 32 jobs;
- Support for 32 university/FE college student entrepreneurs to develop their own new businesses while still in education. We are working with the colleges and universities to look at how this support can be enhanced – and how entrepreneurship can become more embedded in the curriculum for all students;
- Ongoing investment in the Innovation Factory – the tenant occupancy rate at the Innovation Factory is 27% representing 103 jobs and 37 business tenants. A more detailed report on progress will be presented to the April 2018 Committee. The Innovation Factory is performing on target, Council’s initial investment is now offering the opportunity for more engagement through the recent PEACE IV approval and the decision by Invest NI to further develop the infrastructure around the site. Other investment opportunities are now being considered across the wider site.
- Provision of business mentoring support for 110 small businesses in Belfast (programme launched in September 2017). Businesses have received support on a range of topics including marketing, digital strategy, sales development and cash flow management. A further 19 businesses have been supported through the retail and hospitality programme which provides small businesses with advice and support to enhance their customer experience.
- Business Accelerator and Investment support: as previously agreed by this Committee, the Council is to support 10 small Belfast businesses to go through the MassChallenge Bootcamp programme in Boston. Companies will receive intensive support around pitching, targeting investment and partnership development and they will be able to network with other Boston-based companies to develop new partnership arrangements and collaborations. The Boston Bootcamp will take place w/c 21 May. The Council is working closely with Catalyst Inc and Invest NI on this programme;
- Launch of a new high-growth start-up programme supported by ERDF (European Regional Development Funds). The first intake is currently being recruited. 20 new

businesses will access support through this initiative by April 2018;

- We have supported the creative and digital sector by supporting The Great Escape, Output Belfast, AVA Music Festivals and SXSW representing 1,150 visitors and 455 Belfast businesses. We have also worked with the Smart Cities Team in the development of the Immersive Tech Lab and are supporting the development of a number of new tech challenges focusing on tourism growth and new product development.

3.5

**Emerging Opportunities and direction of travel 2018/19: Growing the Economy (business start-up and growth)**

Taking account of recent Member comments and of the existing Belfast Agenda Vision targets and ambitions, it is proposed that the programme of work for the coming year will include the following broad areas of activity under the banner 'Belfast: City for Business':

Enterprise Awareness/Business Start-up:

- A programme will be designed to encourage enterprise within education and the youth sector to help young people considering setting up their own business as a career choice. This support aims to engage approximately 600 young people across the city in 2018/19.
- Graduate entrepreneurship: Officers have been working closely with partners in UU, QUB, Belfast Met and Invest NI to develop a new intervention, following on from the current Belfast Enterprise Academy programme. Invest NI have now agreed to provide a time-bound salary payment for student entrepreneurs who commit to starting their business when they graduate.
- Female Entrepreneurship: we are developing an initiative with the 10 other Councils in partnership with Invest NI and Women in Business designed to encourage females to start a business.
- Start-up incentives: Officers are working with Legal Services and Audit, Governance and Risk to consider an approach to financial incentives aimed at removing barriers to entrepreneurship
- Ongoing investment in the Go for It programme, with partners across the 11 Council areas.

Business Growth

- Officers are applying for funding (ERDF and Invest NI) to provide specialist support and advice to businesses focusing on integrating digital technology into their business models. The programme aligns directly to the proposed DCMS Full Fibre Project (2018-

2020) to be delivered through Digital Services. The funding application for this is currently with DCMS for consideration;

- Cyber Security and Business Resilience Programme – development activity is underway to bring forward a programme to test the cyber resilience of Belfast businesses. This arises from the Northern Ireland Cyber Security Strategy which Council funding helped develop;
- International & Export Development: we have put in place a support programme to increase the number of Belfast businesses involved in export activity. In the course of the year, 15 businesses who are not currently exporting will develop export plans to enter new markets;
- Advanced Engineering Sector: We are developing a support programme for the advanced engineering and manufacturing sector. It will deliver accreditations and standards to enable businesses within this sector to meet quality standards and industry performance requirements. It is anticipated that the programme will support up to 15 business participants towards skills development, increased competitiveness and securing contracts. There may be an opportunity to showcase some of this collaboration in future at the North Foreshore site as a meanwhile use;
- Music Development Programme: Building on the success of Output and SXSW Officers are developing this further to create a Belfast specific Music Development Programme supporting local artists and indirectly supporting the music infrastructure of the City;
- Circular Economy – We plan to pilot interventions to influence and create circular economy models across businesses operating in Food, Fashion, Electrical Goods and Furniture. An initial pilot in 18/19 will work with up to 10 restaurants across the city to assess their existing supply chain model and efficiency. The programme will implement improvements towards more profit and less waste;

3.6

In addition to the development of these new initiatives, the team will continue to work with Digital Catapult to encourage and support access to the Immersive Lab facilities by a wider section of businesses and interested organisations. Businesses across the City will benefit from We will continue to offer our Trade Association support and range of programmes to support retailers. An outline of the 18/19 annual service Plan for Innovation Factory will be presented to April Committee and our plans regarding 'Belfast: City for Business' were discussed recently at Party Group Briefings.

3.7

The business start-up and growth environment is a particularly complex and confused marketplace. In order to avoid duplication, we have convened a partnership of more than 30

stakeholders involved in the delivery of enterprise support. The partnership has recently agreed the terms of reference for an Enterprise Framework which will be developed by August 2018 and which will help shape investment decisions from 2019 onwards.

**Working and Learning: achievements in April 2017-February 2018**

3.8 Over the past year the Council has worked with partners to develop a number of collaborative initiatives to address some of the challenges identified above. Some of the headline outcomes include:

- 4,070 residents have accessed Employability and Skills interventions of whom 1,247 have entered into employment/self-employment (876 through ESF, 40 through early engagement initiatives, 15 through Employment Academies, 213 Business Start-Up and 103 through Innovation Factory)
- Over 1,219 training accreditations have been supported and 714 people have progressed to education and training
- 290 jobs are in the pipeline through Employment Academies across a range of employers, including hotels, construction, health and social care and transport.

**Emerging Opportunities 2018/19: Working and Learning**

3.9 Following engagement with Members of the City Growth and Regeneration Committee at the 21 February workshop, as well as Stakeholder engagement with the relevant partners working in this field, a number of strategic opportunities for investment have emerged. These include:

- Significant support for additional investment in Employment Academies, expanding on existing sectors and developing Academies in new growth sectors
- Ensure direct alignment between the investment in City regeneration and opportunities for upskilling or job creation – working with some of the City’s major investments such as the Transport Hub and Ulster University
- Support for increasing engagement and early intervention with schools and young people, particularly those with low skills levels or those that risk leaving skills without basic skills
- Pilot new approaches to increase engagement and opportunities for reskilling, retraining and Apprenticeships for all ages – including Apprenticeships for new vocational areas
- Deliver and further develop the phased approach to the Belfast Employability Pathway (Belfast Workplace) – ensuring that participants and employers are clear about the Employability and Skills offer available to them – and ensuring that the offer

is designed to meet their needs

- Develop new governance and management arrangements to support joint planning and investment on Employability and Skills
- Support enhanced alignment of service delivery across the Council to maximise the job and employment opportunities from planning and major redevelopment in the City
- Explore opportunities for co-commissioning of new Employability Programmes, in line with the contract duration for some of the major programmes (e.g. Steps to Success, Training for Success etc.)
- Need to ensure that interventions is targeting those groups and localities most in need of investment – drilling down to very localised engagement approaches
- Explore how the City Deal investment can attract additional resources to secure long-term investment in this area of work – including investment from private sector and government partners.

3.10

The Council's investment in Employability and Skills continues to be driven by the principle of inclusive economic growth. Therefore, support interventions are based on ensuring that structural inequalities are addressed with regard to educational attainment, skills, employability, working poor, under-employment etc. To underpin this work, it is proposed that the Council adopt the following guiding principles to inform all future programme planning in this area:

- Approach must be principally employment-led focusing upon identified employment opportunities and gaps in provision;
- Needs-led approach must be applied in order to deliver against the principles of 'inclusive growth' targeting interventions towards geographical areas and/or client groups while being accessible and open to all;
- Our approach must be ambitious, we need to increase visibility and awareness of Council's role within this environment and strategically build our position in this area;
- Our approach should be both intelligence-led and evidence-based;
- Council's intervention must add value, not duplicate existing provision and have an in-built partnership approach;
- Flexibility of approach is one of the main strengths of the Council allowing for interventions to be developed around emerging market needs/opportunities;
- The interventions delivered will be scalable and delivered seamlessly across the City, in line with need and opportunity.

3.11 In addition to direct interventions, we will continue to work to drive maximum social and economic benefit of investment decisions by the Council and other Anchor Institutions by exploring opportunities for “social return” from our spend and considering the potential for Employability and Skills support to be levered through Developer Contributions as part of relevant planning decisions. Officers are currently working with colleagues in the Planning and Building Control Service with a view to establishing the viability of these mechanisms and looking and good practice from other cities to see what might be transferable.

Financial & Resource Implications

3.12 The recommended budget allocations for the Growing the Economy programme activity based on contractual commitments, pending funding applications and priority areas identified above is summarised below:

|  |          |
|--|----------|
| <b>Starting a Business</b>   | £522,000 |
| <b>Business Growth and Sector Development</b>  | £500,000 |
| <b>Investment Support</b>  | £80,000  |
| <b>City Centre Development</b><br>(Includes City Centre Management and initiatives such as Festive Lighting) | £210,000 |

3.13 The recommended budget allocations for Employability and Skills programme activity based on contractual commitments and priority areas identified above is summarised below:

|  |          |
|--|----------|
| <b>ESF Match Funding – match funding of ESF employability projects</b>           | £240,000 |
| <b>Employment Academies and Skills Development Support for Job Opportunities</b> | £500,000 |
| <b>Career Development, Early Intervention and other Research Activities</b>      | £175,000 |

3.14 The total investment of £915,000 within Employability & Skills is an increase of £250,000 compared with the previous financial year where £665,000 was invested in Employability & Skills. We would envisage that, in order to increase the impact that Members have supported through the Belfast Agenda, this investment in Employability & Skills is further increased in subsequent years. This will be subject to discussion as part of the future rates setting process for the coming financial years.



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| 3.15 | <p><u>Equality or Good Relations Implications</u></p> <p>Each of the proposed projects referenced in this report is informed by statistical research, stakeholder engagement and complementary policies and strategies. New projects or service areas are equality screened and considerations given to equality and good relation impacts at the initial stages of project development. Officers will work closely with the Equality and Good Relations Team on this activity.</p> |
| 4.0  | <b>Appendices – Documents Attached</b>  |
|      | None  |

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|---------------------------|---|
| <b>Subject:</b>           | Financial Reporting – Quarter 3 2017/18             |
| <b>Date:</b>              | 7 <sup>th</sup> March 2018                          |
| <b>Reporting Officer:</b> | Ronan Cregan; Director of Finance and Resources     |
| <b>Contact Officer:</b>   | David Orr; Business Manager, Development Department |

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| <b>Restricted Reports</b>                         |   |
| Is this report restricted?                        | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? |   |
| After Committee Decision                          | <input type="checkbox"/>  |
| After Council Decision                            | <input type="checkbox"/>  |
| Some time in the future                           | <input type="checkbox"/>  |
| Never   | <input type="checkbox"/>  |

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| <b>Call-in</b>                        |   |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

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| <b>1.0</b> | <b>Purpose of Report or Summary of main Issues</b>  |
| 1.1        | This report presents the quarter 3 financial position for the City Growth and Regeneration Committee including a forecast of the year end outturn. It includes a reporting pack, which contains a summary of the financial indicators and an executive summary (Appendix 1). It also provides a more detailed explanation of each of the relevant indicators and the forecast outturn for the year. |
| <b>2.0</b> | <b>Recommendations</b>  |
| 2.1        | The Committee is asked to: <ul style="list-style-type: none"> <li>• Note the report and the associated financial reporting pack (<b>Appendix 1</b>).</li> </ul>   |
| <b>3.0</b> | <b>Main report</b>  |

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|            | <b>Current and Forecast Financial Position 2017/18</b>  |
| 3.1        | The Quarter 3 position for the Committee is an underspend of £244k (2%), with the forecast year end position being an underspend of £109k (0.7%), which is within the acceptable tolerance of 3%.   |
| 3.2        | The main reasons for the Committee underspend relates to reduced spend on supplies and services and vacant posts across a number of services which are offset by less income received than budgeted.  |
|            | <b>Overall Council Financial Position</b>   |
| 3.3        | The Departmental year end forecast is a net year end underspend of £557k, which represents a variance of 0.4% of the annual net expenditure budget. Members will recall that as part of the Revenue Estimate setting process for 2018/19 the Strategic Policy and Resources Committee at its meeting on 15th December 2017 agreed that non recurrent funding of £147k for Community Grants and £70k for Twilight Markets would be made available for 2018/19. This means that the forecast surplus at the year-end is only £340k. |
| 3.4        | The SP&R Committee agreed that no further re-allocations would be considered until year end position is reported to the SP&R Committee in June 2018, given the £340k forecast surplus.  |
| <b>4.0</b> | <b>Appendices – Documents Attached</b>  |
|            | Appendix 1 - Quarter 3 Performance Report   |



City Growth and Regeneration Committee

Quarterly Finance Report

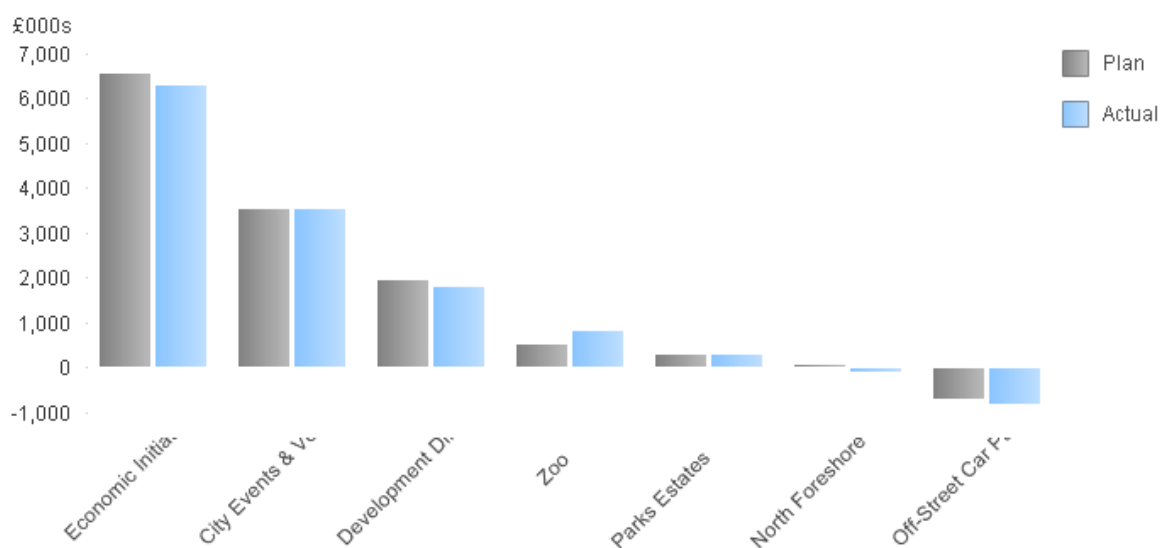
Report Period: Quarter 3, 2017/18

## Dashboard

Quarter 3, 2017/18

| Revenue Section                       |     |               |               |          |                    |               | Page  |
|---------------------------------------|-----|---------------|---------------|----------|--------------------|---------------|-------|
| Service                               | YTD | YTD Var £000s | Var %         | Forecast | Forecast Var £000s | Var %         |       |
| City Events & Venues                  |     | (11)          | (0.3)%        |          | 0                  | 0.0%          | 3 - 5 |
| Development Directorate               |     | (126)         | (6.6)%        |          | 35                 | 1.3%          |       |
| Economic Initiatives & Internat Devpt |     | (235)         | (3.6)%        |          | (337)              | (3.8)%        |       |
| North Foreshore                       |     | (81)          | (723.0)%      |          | 0                  | 0.0%          |       |
| Off-Street Car Parking                |     | (98)          | 14.4%         |          | (137)              | 14.1%         |       |
| Parks Estates                         |     | 6             | 2.2%          |          | 30                 | 8.0%          |       |
| Zoo                                   |     | 301           | 62.7%         |          | 300                | 32.9%         |       |
| <b>Total</b>                          |     | <b>(244)</b>  | <b>(2.0)%</b> |          | <b>(109)</b>       | <b>(0.7)%</b> |       |

## Committee Net Revenue Expenditure: Year to Date Position



The **City Growth and Regeneration Committee** budget is under spent by £243,507, or 2% of its net budgeted expenditure at the end of Quarter 3.

The Committee's budget is made up of the following profit centres:

- ✚ **Economic Initiatives** (DEV):- Tourism, Culture, Heritage and Arts; Economic Development; Markets; European Unit and International Relations
- ✚ **City Events and Venues** (DEV): City Events; Belfast Waterfront; Ulster Hall
- ✚ **Development Directorate** (DEV): Belfast Bikes; Business Research and Development; Directorate
- ✚ **Estates Management** (PKS/CNS): Malone House; Belfast Castle; Stables Restaurant; Adventure Playground
- ✚ **Zoo** (PKS/CNS)
- ✚ **North Foreshore** (PPD)
- ✚ **Off Street Car Parking** (H&ES/CNS)

Economic Initiatives & International Development (EIID) is under spent by £234,573 (3.6%), Development Directorate is under spent by £126,363 (6.6%); North Foreshore is under budget by £81,339 (723%) Off Street Car Parking is under budget by £97,662 (14.4%) and City Events & Venues is under spent by £10,588 (0.3%) whilst the Zoo is over budget by £301,415 (62.7%) and Parks Estates Management are over spent by £5,604 (2.2%) at the end of Quarter 3.

There are six main areas that give rise to the current overall £244k (2%) under spend within the City Growth and Regeneration Committee budget at the end of Quarter 3. These are as follows:

1. Gross Income was £180k less than budgeted income to the end of December 2017. This variance relates to more income being received than planned in Directorate (£33k) and Off Street Car Parking (£166k) which are offset by less income than planned in the Parks Estates (£44k), EIID (£81k); North Foreshore (£35k) and the

Zoo (£219k).

2. Employee costs are £307k less than budget with under spends in Development Directorate (£201k) and EIID (£321k) as a result of vacant posts which are offset by additional employee costs in the Zoo (£143k) and Off Street Car Parking (£79k).
3. Premises expenditure was £22k more than budget with additional costs in City Events and Venues (£14k); North Foreshore (£15k) and EIID (£38k) offset by under spends in the Parks Estates (£8k); the Zoo (11k) and Off Street Car Parking (£26k). These are primarily profiling issues that will self correct during the financial year.
4. Supplies and Services expenditure was £140k under budget. Under spends in the Zoo (£62k); North Foreshore (£131k); Parks Estates (£24k); EIID (£29K) and City Events and Venues (£15k) are offset by additional expenditure in Directorate (£106k) and Off Street Car Parking (£15k). These are primarily profiling issues which will self correct during the financial year.
5. Subscriptions and Grants expenditure was £38k less than budget with under spends in EIID (£21k); Zoo (£10k) and City Events and Venues (£7k). These are primarily profiling issues which will self correct during the financial year.
6. Miscellaneous costs are £39k over budget. This relates to unbudgeted expenditure in relation to compensation claims in the Zoo (£24k) and EIID (£15k).

## Service Analysis

**EIID are under spent by £234,573 at the end of Quarter 3.  
(Budgeted Net Expenditure: £6,526,542; Actual Net Expenditure: £6,291,968).**

EIID is under spent by £235k. This relates to an under spend of £321k within employee costs relating to vacant posts across the service; reduced expenditure on subscriptions and grants, £18k, which is a profiling issue, and reduced expenditure of supplies and services £29k. These under spends are offset by additional expenditure in relation to an unbudgeted compensation claim £15k and additional expenditure in Premises £38k which is a profiling issue and will self correct in this financial year. Income is £81k less than budget as a result of reduced grant income.

**City Events and Venues are under spent by £10,588 at the end of Quarter 3.  
(Budgeted Net Expenditure: £3,523,139; Actual Net Expenditure: £3,512,551).**

Both City Events and City Venues are on budget at the end of Quarter 3

**Directorate are under spent by £126,363 at the end of Quarter 3.  
(Budgeted Net Expenditure: £1,924,076; Actual Net Expenditure: £1,797,713)**

The under spend within Directorate is attributable to decreased spend within employee costs as a result of vacant posts and posts under review which is then offset by additional spend in supplies and services.



**The Zoo is over spent by £301,415 at the end of Quarter 3.  
(Budgeted Net Expenditure: £480,794; Actual Net Expenditure: £782,209)**

Net expenditure at quarter 3 is £300k over budget due primarily to reduction in income of £218k due to reduced visitor numbers and retail sales through the shop and cafes. Employee costs are over spent by £142k due to cover requirements. Savings are being made on premises, Supplies and Services of £72k. Uncontrollable compensation Claims are over by £26k

**Parks Estates are over spent by £5,604 at the end of Quarter 3.  
(Budgeted Net Expenditure: £256,931; Actual Net Expenditure: £262,535)**

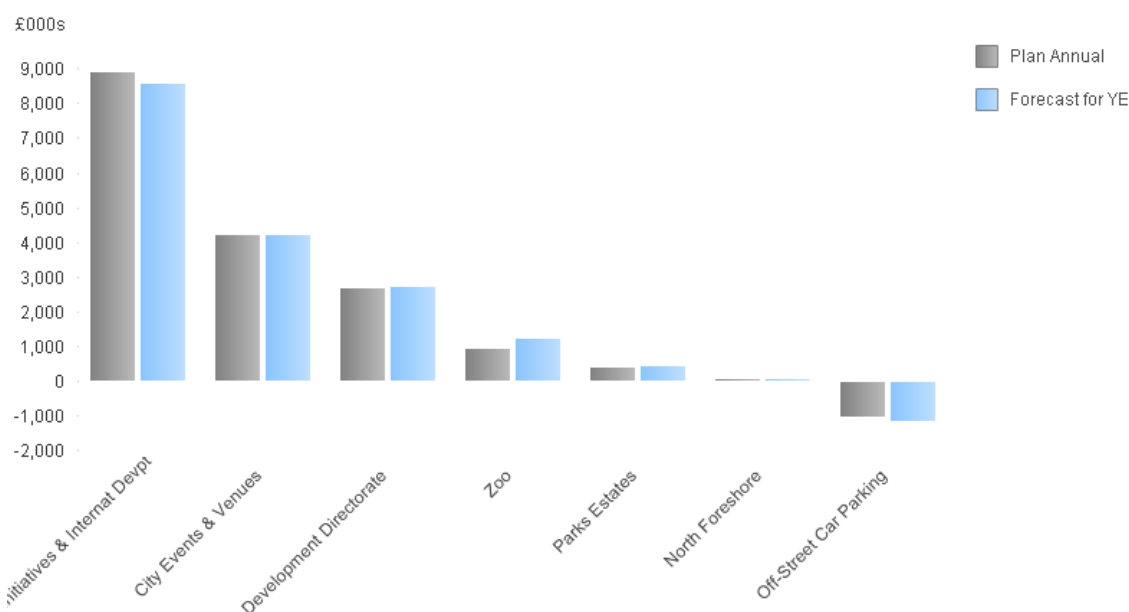
Parks Estates have seen a reduction in income of £44k at the end of Quarter 3. Cost controls in areas of supplies and services of £42k have reduced the impact of this on the service to date

**Off Street Parking is under budget by £97,662 at the end of Quarter 3.  
(Budgeted Net Expenditure: -£678,405; Actual Net Expenditure: -£776,067)  
Off Street Car Parking**

Off Street Car Parking net expenditure at Quarter 3 was £97,662 (14%) below budget and is due, in the main, to increased income arising from increased usage of Car Parks.

**The North Foreshore is under budget by £81,339 at the end of Quarter 3.  
(Budgeted Net Expenditure: £11,250; Actual Net Expenditure: -£70,089)  
Net expenditure is £81k less than budget at the end of Quarter 3**

## Committee Net Revenue Expenditure: Forecast for Year End



It is forecast that the **City Growth and Regeneration Committee** budget will be under spent by £109k, or 0.7%, of its budgeted net expenditure of £16.1 million at year end.

**The Economic Initiatives and International Development** service are forecast to be under spent by £337k (3.8%) at year end as a result in delays in filling additional new posts and consequent programme expenditure.

**The City Events and Venues** service is forecast to be on budget at year end.

**Directorate** are forecast to be over spent by £35k (1.3%) at year end as a result mainly of additional Belfast Bikes costs.

The **Zoo** is forecast to be £300k (32.9%) over spent at year end due to downturn in income and seasonal employee costs. Savings are being sought in hired and contracted costs. Unexpected compensation claims of £26k have also impacted.

**Parks Estates** is forecast to be over spent by £30k (8.0%) at year end due to the downturn in income across the sites. All expenditure will be tightly managed to mitigate the over spend.

**North Foreshore** is forecast to be on budget at year end.

**Off Street Car Parking** is forecast to be £137k (14.1%) below budget and is due in the main to increased income arising from increased usage of Car Parks.

## City Growth and Regeneration Committee

### Section Expenditure Budgetary Analysis & Forecast

|                                       | Plan YTD<br>£000s | Actuals YTD<br>£000s | Variance<br>YTD £000s | %<br>Variance | Annual Plan<br>2017/2018<br>£000s | Forecast for<br>Y/E at P9<br>£000s | Forecast<br>Variance<br>£000s | %<br>Variance |
|---------------------------------------|-------------------|----------------------|-----------------------|---------------|-----------------------------------|------------------------------------|-------------------------------|---------------|
| Economic Initiatives & Internat Devpt | 6,527             | 6,292                | (235)                 | (3.6)%        | 8,881                             | 8,544                              | (337)                         | (3.8)%        |
| City Events & Venues                  | 3,523             | 3,513                | (11)                  | (0.3)%        | 4,209                             | 4,209                              | 0                             | 0.0%          |
| Development Directorate               | 1,924             | 1,798                | (126)                 | (6.6)%        | 2,663                             | 2,698                              | 35                            | 1.3%          |
| Parks Estates                         | 257               | 263                  | 6                     | 2.2%          | 374                               | 404                                | 30                            | 8.0%          |
| North Foreshore                       | 11                | (70)                 | (81)                  | (723.0)%      | 15                                | 15                                 | 0                             | 0.0%          |
| Zoo                                   | 481               | 782                  | 301                   | 62.7%         | 913                               | 1,213                              | 300                           | 32.9%         |
| Off-Street Car Parking                | (678)             | (776)                | (98)                  | 14.4%         | (976)                             | (1,113)                            | (137)                         | 14.1%         |
| <b>Total</b>                          | <b>12,044</b>     | <b>11,801</b>        | <b>(244)</b>          | <b>(2.0)%</b> | <b>16,078</b>                     | <b>15,969</b>                      | <b>(109)</b>                  | <b>(0.7)%</b> |

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