

Public Document Pack

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

17th April, 2018

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

As previously notified to you, I enclose copies of the reports for the following items to be considered at the meeting to be held at 9.30 am on Friday, 20th April, 2018.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

3. **Restricted Items**

- (f) Community Development Grants Programme 2018-19 (Pages 1 - 14)

4. **Matters referred back from Council/Motions**

- (a) Motion - Childcare Strategy (Pages 15 - 16)

5. **Belfast Agenda/Strategic Issues**

- (b) Inclusive Growth Update (Pages 17 - 66)

6. **Physical Programme and Asset Management**

- (b) Leisure Transformation Programme: Assets Update (Pages 67 - 72)
- (e) Local Investment Fund - Proposed Awards Ceremony and Dinner (Pages 73 - 84)

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| Subject: | Motion – Childcare Strategy |
| Date: | 20 April, 2018 |
| Reporting Officer: | Jim Hanna, Senior Democratic Services Officer |
| Contact Officer: | Jim Hanna, Senior Democratic Services Officer |

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|---|---|
| Restricted Reports | |
| 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"/> |

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

| | |
|------------|--|
| 1.0 | Purpose of Report or Summary of main Issues |
| 1.1 | To consider a motion in relation to a Childcare Strategy, which was referred to the Committee by the Council at its meeting on 9th April. |
| 2.0 | Recommendations |
| 2.1 | The Committee is asked to consider the motion and to take such action thereon as may be determined. |
| 3.0 | Main report |
| | <u>Key Issues</u> |
| 3.1 | At the meeting of the Council on 9th April, the following motion, which was proposed by Councillor O'Hara and seconded by Councillor O'Neill, was, in accordance with Standing Order 13(f), referred to the Committee for consideration: |

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| | <p><i>“This council agrees to explore options and take practical steps, including through the Belfast Agenda and City Deal, with a view to creating a childcare strategy for the city that will encourage greater maternal employment, redress gender inequalities in the workplace, increase GVA in the city and, most importantly, improve educational and social outcomes for our children.”</i></p> |
| 3.2 | <p>A number of targeted initiatives are in the pipeline to address some of the issues identified in this Notice of Motion. They include a proposed Childcare Employment Academy which will help interested individuals to establish childcare businesses. In addition to providing the participants with employment opportunities for themselves and any staff, the increased childcare provision will ensure that parents wishing to enter the workforce have more options in terms of childcare access.</p> |
| 3.3 | <p>In addition, a budget has been set aside as part of the Council’s Employability and Skills investment for this year. This will be available to individuals to access the support programmes by providing resources to address potential barriers, such as childcare.</p> |
| 3.4 | <p><u>Financial & Resource Implications</u> None associated with this report.</p> |
| 3.5 | <p><u>Equality or Good Relations Implications</u> None</p> |
| 4.0 | Appendices – Documents Attached |
| | None |



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|---------------------------|--|
| Subject: | Inclusive Growth - update |
| Date: | 20 th April 218 |
| Reporting Officer: | John Tully, Director of City and Organisational Strategy |
| Contact Officer: | Christine Robinson, Strategic Partnerships & Stakeholder Manager |

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

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| 1.0 | Purpose of Report or Summary of main Issues |
| 1.1 | <p>Members have expressed their desire to embed inclusive growth within the programme and project decision-making process of Council. As a result, the draft Corporate Plan 2017-21 includes a commitment to ‘work to drive inclusive growth’ through the development and adoption of an inclusive growth framework.</p> <p>The purpose of this report is to set out the proposed approach and timescales associated with the realisation of this commitment and embed inclusive growth in our portfolio approach of the Belfast Agenda.</p> |
| 2.0 | Recommendations |
| 2.1 | <p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. Note the proposed approach and suggested timescale associated with the development of an inclusive growth framework. |

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| | <p>2. Agree to the commissioning of expertise to support Members to develop and implement an inclusive growth framework and action plan.</p> <p>3. Agree to participating in a Members' workshop with a view to defining the inclusive growth priorities.</p> |
| 3.0 | Main report |
| 3.1 | <p>The OECD states that inclusive growth is: "Economic growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society."</p> <p>Recognising the importance of securing inclusive growth for Belfast, Members have engaged in a number of activities designed to support the development of an inclusive growth agenda. This has included a roundtable discussions facilitated by the RSA Commission on Inclusive Growth, work with the Joseph Rowntree Foundation, the Centre for Local Economic Strategies and a Rockefeller Foundation Resilient Cities workshop. This work has been complemented by the findings of a poverty report produced by the Belfast Youth Forum and by work by Ulster University's Economic Policy unit on economic inactivity in the City. The evidence for an inclusive growth agenda is apparent. Despite the wider success of the Belfast economy over the last decade, and a range of public policy interventions, there is a clear challenge (Source: JRF):</p> <ul style="list-style-type: none"> • 376,000 people (21 per cent) in Northern Ireland are living in poverty; • The level of working age poverty at 20 per cent is equal to the highest recorded since 2002/03; • 101,000 of Northern Ireland's children (23 per cent) are in poverty; • 63,000 pensioners are in poverty (21 per cent). |
| 3.2 | <p>This need for a set of new interventions to address growing economic inequalities has informed the priorities of the Belfast Agenda with inclusive growth being centre to the vision of the Community Plan. In particular evidence from partners and from the Belfast Conversation that informed the development of the Belfast Agenda, identified a set of particular challenges:</p> <ul style="list-style-type: none"> • Growing levels of in-work poverty • Number of households in poverty • High levels of economic inactivity and long term unemployment • High claimant counts levels • Low skills and poor educational attainment, resulting in low paid jobs and poor progression <p>The outworking of this commitment within the Belfast Agenda has seen Council implement a</p> |

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| 3.3 | <p>range of programmes of work and interventions to support those most in need within our City. This has included significant investment in employment and skills interventions, interventions to address barriers to employment, the adoption of the living wage, educational support programmes, investments in social enterprise and co-operatives, fuel poverty interventions, robust adoption of social clauses and early years support and intervention.</p> <p>While the on-going implementation of the Belfast Agenda, the successful delivery of the Belfast City Region Deal and the outworking of the Local Development Plan will provide opportunities for all citizens of Belfast, members have expressed their desire to embed inclusive growth more clearly within the programme and project decision-making process of Council. One such mechanism to ensure this is the adoption of an inclusive growth decision-making framework.</p> |
| 3.4 | <p>Why an Inclusive Growth Framework?</p> <p>The RSA Inclusive Growth Commission and work by Metro Dynamics (with support from JRF) has resulted in the development of an inclusive growth decision-making framework. This framework is designed to support the development of a bespoke inclusive growth approach, embedding inclusive growth within existing functions and ensuring that it is incorporated within the social and economic agenda of a decision-making authority.</p> <p>In essence, it is a technical led approach to creating an inclusive growth-led council. On the basis of ‘what gets measured is what gets done’, it is intended to drive behavioural change in investment strategy, so that inclusive growth outcomes are at the heart of the prioritisation. Furthermore, by leading the way in adopting a framework we can work with partners to progress the adoption of an inclusive approach throughout the City.</p> <p>We anticipate that the embedding of an inclusive growth framework for the Council will involve a number of steps :</p> |
| 3.5 | <p>Step 1: Defining inclusive growth for Belfast</p> <p>It is vital that there is an agreed, and Belfast specific, definition of inclusive growth. To do this we must use data and evidence to determine challenges facing the city, and its population, and collectively develop a common narrative about the vision for change. Doing this will ensure a common framework is in place for all policy and decision makers.</p> <p>To support this process we seek approval to host a Members’ workshop in May. This workshop will explore the inclusive growth challenges within Belfast, examine in-depth the evidence and seek to agree the definition.</p> <p>Step 2: Developing and adopting a Belfast City Council bespoke framework</p> |

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| 3.6 | <p>Building on the outworking of this workshop, and working with established experts and practitioners, officers we will develop an inclusive growth framework to ensure that inclusive growth is placed at the heart of policy, capital and programme decisions. This will ensure that the Council has a practical and simple framework to use in future decision making to quantify the inclusive growth benefits of investments and interventions.</p> |
| | <p>Step 3: Assessing current interventions</p> |
| 3.7 | <p>This step will involve an assessment of whether the Council's and the actions of other agencies / partners are sufficient, along with the development of a plan to address deficiencies or build on strengths.</p> |
| | <p>Step 4: Measuring our progress</p> |
| 3.8 | <p>Members will be aware the Community Planning and Smart Cities teams are currently working with Community Planning Partners to pilot a City Dashboard; it is proposed that the agreed measurements of inclusive growth form part of this dashboard. This will enable Members to assess progress.</p> |
| | <p>Step 5: Ensuring Delivery</p> |
| 3.9 | <p>The Director of City and Organisational Strategy, via the Council's newly established Strategic Hub, will oversee the successful implementation and delivery of the Council's inclusive growth framework. The work of the hub in taking forward a number of workstreams, including: the ongoing delivery and implementation of the Belfast Agenda, the development of a comprehensive consultation and engagement agenda, including working with CNS to strengthen community and civic voice, will be critical in ensuring that Council's ambitions in relation to inclusive growth are fully realised.</p> <p>In addition the commencement of the Commissioner for Resilience in June, will provide increased focused and momentum to the inclusive growth agenda.</p> |
| | <p>Proposed timescales</p> |
| 3.10 | <p>It is proposed that the process begins with a Members workshop in May, leading to a programme of work that will take place over the next 12 months to embed inclusive growth throughout Council.</p> |
| | <p>Linked priorities</p> |

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| 3.11 | <p>There are a number of linked work streams already underway. These include the ongoing development of the Belfast Region City Deal (BRCD) and the development of anti-poverty interventions. In relation to the BRCD, the vision agreed by Council partners has inclusive growth at its core. By adopting the various work streams above and working in collaboration with our BRCD partners, it is anticipated that we can integrate inclusive growth principles, particularly around the strand of employability and skills.</p> <p><u>Financial & Resource Implications</u></p> |
| 3.12 | <p>To support Members in the delivery of an inclusive growth framework we anticipate initial development costs of approximately £30,000. Provision for these development costs has been made in the 2018/19 budget.</p> <p><u>Equality or Good Relations Implications</u></p> |
| 3.13 | <p>Equality and good relations implications will be taken into account; equality screening will be undertaken in line with agreed Council policy. However, it is anticipated that any collaborative efforts should have a positive effect on section 75 groups.</p> |
| 4.0 | Appendices – Documents Attached |
| | Appendix 1 - A copy of the Metro Dynamic Decision Making Framework is attached. |

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Towards an Inclusive Growth Decision Making Framework

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for public sector practitioners to assess whether interventions
and investments will support inclusive growth

January 2018

Introduction

This work is an open source contribution to city governance and how investment decisions can be focussed more on achieving inclusive growth outcomes.

Inclusive Growth is becoming an increasingly important issue in the UK. There has been a growing feeling in the country that economic growth does not benefit all places or groups equally. We believe that if future economic growth is to become more inclusive, robust and logical thinking is required. In short, if we want different outcomes, we will need to find new tools that enable us to assess the potential of interventions and investments to foster Inclusive Growth.

This work is a step towards a methodology for assessing inclusive growth. The topic is a complex one and this work alone cannot objectively decide the best policy decisions for a place. Instead, it provides a simple outline process to assess whether an intervention or investment can help to deliver outcomes associated with Inclusive Growth. It should challenge current ways of thinking but also to complement them.

This document is designed for use by the public sector. Its aim is to help develop a clear methodology for use by local authorities, combined authorities, Local Enterprise Partnerships, central government departments, health trusts and all agencies to help determine whether and how an investment or intervention supports inclusive growth.

The project was supported by the Joseph Rowntree Foundation, Cardiff City Council and Sheffield City Region. We are grateful for their advice and guidance, alongside Greater Manchester (particularly John Holden at The Growth Company) and the West Yorkshire and D2N2 LEPS.

The next step in a move towards more firmly embedding inclusive growth in decision making is piloting this approach, in order to develop it further. Several of the above places have offered to do this.

What is inclusive economic growth?

Inclusive Growth is broad based economic growth that enables the widest range of people and places to both contribute to and benefit from economic success. Much government spending at the local level is targeted at increasing economic growth. However, despite this focus on economic growth, since the 1980s inequality has remained high and is forecast to rise even higher in the coming years without intervention.

Cities, in particular, have borne the consequences of inequality and there is growing concern about the wider impact of social and economic exclusion. Drawing on the wealth of material available from work done around inclusive growth, including in the area of impact investment and social value/community benefits, this work has been designed to encourage decision makers towards taking account of the impact on individuals of investments and interventions.

Purpose of a decision making framework

At a time of increased interest at the city and city region level, developing measures to complement the pre-existing assessment frameworks is important in enabling local decision makers to assess the potential impact of an intervention or investment in supporting inclusive growth.

The primary purpose of this work is to develop thinking around the assessment of whether interventions and investments will help to improve income distribution as a result of economic growth. It is designed to supplement existing assessment frameworks, such as the Treasury Green Book, and to be used alongside them, rather acting as an alternative.

As it stands, the guidance in this document is broadly ready to use, although there will be some local research needed to allow the impact to be measured. It will also be necessary to make some assumptions about the outcomes. This document can also form the building blocks for a full framework that can dovetail with existing frameworks such as the Treasury Green Book.

What is the problem? Current assessment frameworks overlook impacts on individuals

Public sector interventions and investments are today already subject to rigorous assessments before funding is approved. Most significant projects and investments are assessed using the Treasury's Green Book methodology, which seeks to ensure the government is funding net additional outcomes at a cost that can be deemed objectively as good value for money. Similarly, assessment frameworks used by other government departments and European agencies focus almost exclusively on ensuring a strong rationale for state intervention and value for money.

What none of these frameworks do is assess whether the impact of the intervention or investment (IoI) is shared amongst particular groups within society who have been less likely to benefit from economic growth in the past. Nor do other frameworks examine the impact at the individual level.

In other words, all of these tools assess the impact of the IoI from the perspective of government – both the benefits and the risks. For an IoI to be assessed for its impact on inclusive growth, it must be assessed from the perspective of the target individual. The focus of an appropriate framework should therefore be individuals on low-incomes, which could also be adopted to focus on specific target groups. This would help to determine:

a) whether the IoI has a real financial, or other beneficial, impact on people who are less well off; and,

b) what the mechanism is by which that benefit is created.

The guidance contained in this document is designed to be used alongside more traditional evaluations such as value for money, or the Cost Benefit Analysis created by New Economy that now forms part of the Treasury's Green Book Supplementary Guidance (Supporting Public Service Transformation: Cost Benefit Analysis Guidance for Local Partnerships).

It is likely that the information gathered during this process will be useful to other assessment frameworks, helping to articulate and sharpen the assessment analysis. This will enable decision makers who are delivering on a growth agenda to have a clear understanding of not only the traditional assessments around value for money, commercial viability and financial probity, but also of the potential inclusive growth impact.

How an Inclusive Growth Decision Making Framework could sit alongside other Frameworks

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| | Green Book Assessment (HM Treasury) | Growth Deals Assessment (DCLG) | ERDF (European Union) | Inclusive Growth Decision Making Framework |
|-------------------------|--|--|--|--|
| Logic Testing | Strategic Case: What is the case for change? What problem is being solved and why is the lol best option? | Strategic Case: What is the case for intervention, market failure, or opportunities to accelerate? | Strategic Case: How does the project fit with specific call for proposals? | Strategic Case Will the lol support Inclusive Growth and if so, how? |
| Commercial Viability | Commercial Case: Is the lol attractive to commercial providers and which procurement procedure is best? | | | |
| Inclusive Growth Impact | | | | Inclusive Growth Impact What is the estimated impact per capita? |
| Value for Money | Economic Case: Is the lol good value for money? What is the CBA? Will ongoing costs be reduced? | Value for money Case: What is the return on GVA? (e.g. the total GVA produced per £1 spent)? | Value for Money Case: What is the unit cost of outputs against quality? | |
| Financial Probiity | Financial Case: Is it affordable to the funder. How is it funded and what is the cost? | | | |
| Operational Probiity | Management Case: Does the funder have the capacity to manage the lol and mitigate risk? | Delivery and Risk Case: Does the funder have the capacity to manage and mitigate risk? | Deliverability Case: Can the project be delivered in the time period? | Operational Considerations: Can the project be managed to maximise inclusive growth? |

Alternative Frameworks: Impact Investment

The frameworks on the previous page are likely to be familiar to many local economic growth decision makers. However, there are other frameworks that have been developed in very different contexts that have informed this work. In particular, the world of impact investment, which has long been assessing if, and how, a specific investment will have an impact, has been used. Two frameworks are worth briefly discussing.

Impact investment emerged in the philanthropic sphere but has now also been taken up in the for-profit sector. By investing in companies, organisations, or funds, the focus is on creating positive social and environmental impacts, whilst also delivering a financial return.

In the UK, Bridges Impact Investment has developed an IMPACT Scorecard that is used to assess the investments their various funds will make. The Scorecard looks at four distinct elements: the target outcomes – and whether the investment helps to address Bridges goals and if the logic model for the delivery of impact is clear; whether it creates positive change over and above what would have happened anyway; if the environmental, social and governance opportunities are win-win and/or the risks can be mitigated opportunities or risks; and, if there is an alignment between the impact generated and the delivery of financial returns.

IRIS, now managed by the Global Impact Investing Network, provides a catalogue of metrics that investors can use to measure the social, financial and environmental impact of their investment. Metrics are available for a wide-range of sectors and have been designed to be relevant in the developed world as well as the Global South. The purpose of IRIS is to provide consistent and credible information that will enable comparison between investments and the development of non-financial performance benchmarks.

The Current Environment

Inclusive economic growth is an area of growing interest, not only across the UK but internationally. Income inequality has grown, and amongst OECD member countries the richest 10% of the population have an average income that is 9.6 times that of the poorest ten per cent. 25 years ago this multiple was 'only' seven times.

Concern about the social and economic consequences of this disparity is driving an agenda that places inclusive economic growth at its centre. In the changing political and policy environment in the UK there is both an interest and a desire to make changes to the way in which economic growth decisions are made.

Devolution and city growth deals are being agreed across cities and city regions. These deals provide opportunities for cities to address the social and economic challenges that have emerged around social exclusion, inequality and the failure to create and sustain inclusive economic growth. In particular, it gives cities the potential to rethink and reconfigure economic growth strategies in ways that will maximise their impact on inclusive economic growth outcomes.

Accompanying the devolution and city growth deals are investment funds. These investment funds, vested in 2017, provide significant financial resources over 20 to 30 year periods.

Helping local economic growth decision makers to integrate the inclusive growth agenda into the decision making process, and to identify how the interventions and investments they support will contribute to inclusive economic growth, is what a framework should be designed to contribute towards.

Components of a potential Inclusive Growth Making Framework

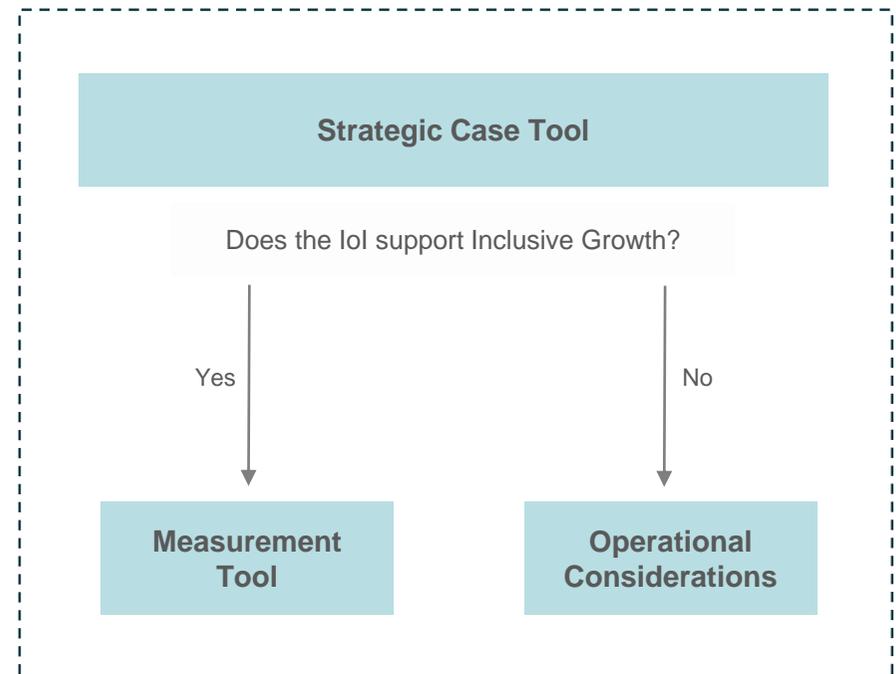
There are three tools to be considered for an Inclusive Growth Decision Making Framework:

- **Strategic Case Tool** to determine whether the lol supports Inclusive Growth;
- **Measurement Tool** to estimate the impact; and,
- **Operational Considerations** to apply to non-inclusive growth specific projects.

The **Strategic Case Tool** poses a set of waterfall questions to help assess whether an intervention or investment will directly and substantively improve the economic well-being of underserved and/or low-earning populations.

If the intervention or investment is deemed an Inclusive Growth project, the **Measurement Tool** can be applied to estimate the impact at both the individual and macroeconomic levels. This enables interventions and investments to be compared directly by the scale and depth of their economic impact, much as value for money is evaluated and compared today.

The **Operational Considerations** provides a series of questions to apply to projects that are not deemed Inclusive Growth projects, to challenge whether they can be managed in a way that ensures inclusive growth principles are supported.



How to use this document

This work is open source – designed to be used by and stimulate discussions between public sector practitioners across all parts of government, particularly at the city and city region levels. It has been designed using the following principles:

- It could be a complement to current assessment frameworks, such as the Treasury Green Book.
- This document and its wider guidance can be applied by practitioners by following the instructions in this document. There is no need for external consultancy or third party support, although it may be necessary to undertake research and work with colleagues to access the information required to complete it (there is a slide at the end of the Toolkit with information on potential sources).
- The steps within each of the three tools can be evidenced. This means an evidence trail can be established which enables ex-post evaluation of projects.
- The checklists provide illustrative outcomes that can be used as presented, though you may choose to tailor the checklists to better reflect local Inclusive Growth challenges.
- The guidance provided by this document can also be used by all who are concerned about Inclusive Growth in their areas.
- It can form the basis of a full assessment framework.
- The tools are structured as a flow diagram and instructions on how to complete are contained within this document. There is also a Worksheet at the end that can be used.

What you need to complete evaluation

| Inclusive Growth Tool | Evidence + Documentation required |
|-----------------------------------|---|
| Strategic Case Tool | <ul style="list-style-type: none"> • Details on how the intervention/investment will operate • Details on the population that will be affected • Information on the data that will be collected as part of the Iol |
| Measurement Tool | <ul style="list-style-type: none"> • Estimates of salary (if new jobs are being created), or estimates of user charges |
| Operational Considerations | <ul style="list-style-type: none"> • Information on the procurement process and/or likely contractors or providers |

Tool 1: Strategic Case

Will the Intervention or Investment support Inclusive Growth?

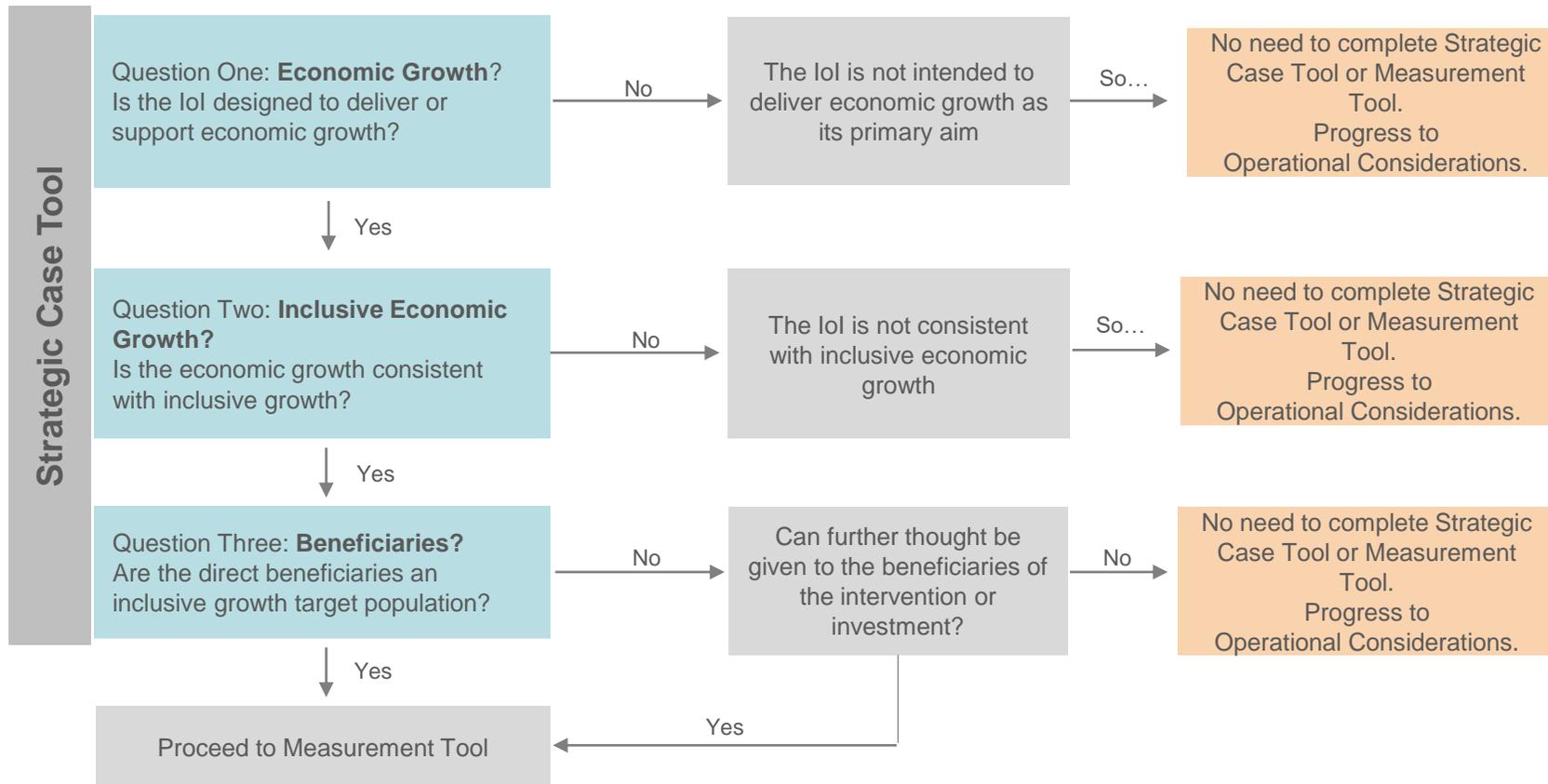
Strategic Case Assessment Tool

The first tool in an Inclusive Growth Decision Making Framework should help determine whether an intervention or assessment will directly and substantively support Inclusive Growth.

There are three steps to this evaluation, and they should be followed in sequence. Please answer the questions with respect to your project and

follow the guidance to determine whether the intervention or investment will impact directly on Inclusive Growth. If the assessment tool indicates that an intervention or investment, as currently constituted, does not support Inclusive Growth, further consideration may be given to restructuring the project to ensure the benefits of the project are shared more widely, or by populations at the lower end of the income spectrum.

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Question One: Economic Growth?

Many different types of interventions contribute to economic growth. However, our focus is on areas that have a primary focus on, and are traditionally associated with, economic growth. So, the first question that needs to be answered is:

Is the primary purpose of the project to deliver economic growth; that is, to increase the volume of goods and services produced per capita over a period of time? If so, it is important to work through both questions one and

two in order to assess the project.

Please review the list of objectives below and mark those to be delivered directly by the project. You should consider how the project will deliver positive outcomes.

A worksheet is provided as the final page where you can record the information for each section.

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Will this intervention deliver economic growth by:

Jobs

Creation of net additional jobs. Creation of employment areas, employment zones, business incubators.

Skills

Provision of stand-alone skills programme, skills up-skilling, in-work training, apprenticeships or adult FE.

Housing

Provision of net additional housing units, including temporary housing, affordable housing, family housing, executive housing.

Physical Development

Investment in publicly-owned buildings, public areas and public works to improve the area and increase footfall.

Transport

Provision of new and/or improved transport linkages, including trams, buses, trains and other means of public transport.

Business Growth

Grants to businesses to expand, purchase new equipment, support innovation, undertake marketing, attend trade fairs.



Question Two: Inclusive Economic Growth?

Through Question One, it has been established that the intervention or investment’s primary aim is to drive economic growth. Through Questions Two and Three, we will establish whether that economic growth is likely to be inclusive, that is, whether it will benefit those who are on the lower end of the income distribution, or who face specific economic barriers.

It is not possible to assume that the outcomes of economic growth will benefit these groups or individuals automatically. Through Question Two we seek to probe the nature and quality of those outcomes by reviewing operational plans in order to determine the mechanics of how the intervention or investment will work.

The objective behind Question Two is to interrogate the logic chain behind the intended growth objective and the mechanics of how that growth will be delivered. We have set out a set of questions for each of the major economic growth objectives to provide indicative outcomes. It is important that different impacts on the same beneficiaries are not double counted.

These objectives can be adapted or changed to suit local areas and local priorities.

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|------------------------|---------|
| Jobs | Page 14 |
| Skills | Page 15 |
| Housing | Page 16 |
| Physical Redevelopment | Page 17 |
| Transport | Page 18 |
| Business Growth | Page 19 |



Jobs

Employment is an important contributor to inclusive economic growth. However, not all employment opportunities will have the same impact. Employment that pays a decent income and offers the potential for training and growth, in short, a quality job, will help drive economic growth at the macro level whilst also helping to improve the lives of individuals and households. But not all jobs will necessarily deliver inclusive growth – the creation of highly skilled opportunities is unlikely to target those in need.

To assess whether the jobs created through your intervention or investment could be considered sustainable, quality jobs, further diligence may be required to check the nature of the jobs (type/length of contract, pay rates, etc.) and the likely employers. It will also be important to identify the *net additional* jobs. This will help to determine whether the final jobs are likely to support Inclusive Growth, or perpetuate the disconnect between macroeconomic growth and income growth, or contribute to cycles of precarious work with people moving between low-pay work and being out of work.

Indicative inclusive growth objectives:

Sustainable jobs with employers that provide career ladders

Sustainable jobs with employers that run apprenticeship schemes

Sustainable jobs that pay higher than the living wage

Sustainable jobs that pay the living wage only



Skills

The provision of skills is an important measure to deliver Inclusive Growth. Training opportunities, whether in-work, or through a dedicated programme supporting people to transition into better quality work at better wages, also improve productivity at the macroeconomic level.

Some economic growth projects are dedicated skills projects, for instance, the creation of community Fabrication Laboratories ('Fab Labs') or sector-based training.

In addition there are a range of economic growth projects, like infrastructure developments, that should also consider access to up-skilling opportunities as part of their delivery plans.

Therefore we encourage all interventions and investment be assessed against the skills assessment, even when skills provision is not the primary aim.

There is a distinction between indicative inclusive growth objectives for those individuals who are in-work and those who are out-of-work.

Indicative inclusive growth objectives for skills provision:

In-work

Increase the number of people receiving on-going training in the work place

Increase the number of people in-work with vocational qualifications

Increase the number of formal training opportunities for those in-work

Provide limited 'on-the-job' (informal) training opportunities

Out-of-work

Increase the number of people with vocational qualifications in sustainable employment

Increase the number of unemployed people undertaking formal and soft skills training with sustainable employment opportunities

Increase the number of unemployed people undertaking formal training with employment opportunities

Increase the number of unemployed people undertaking formal training that meet the needs of local employers



Housing

The provision of housing has become an important government priority; the lack of availability of affordable housing across many parts of Britain is leading to financial squeezes on household income whilst also impacting on quality of life.

In addition, the construction of housing provides an immediate and effective boost to economic growth through the creation of jobs and consumption of building materials.

With that said, consideration should be given to who will benefit from the additional houses – are they being designed and constructed to change an area’s population and reduce demand and need upon public services, or are they being designed and constructed for low-income people who require good quality, affordable homes. The size of the housing and the public realm, such as access to green space, should also be considered in assessing if the homes are ‘good quality’.

If the primary objective of the intervention or investment is to provide additional housing, it may also be useful to consider skills and jobs created through the construction process.

Indicative inclusive growth objectives:

Increase the availability of good quality, shared ownership housing within an area

Increase the availability of good quality, affordable housing within an area

Increase the number of homes with a minimum EPC rating of C

Increase the availability of good quality housing with public transport links within 5 minutes walking distance



Physical Redevelopment

Much locally available funding is focussed on developing and improving places. As devolution single funding pots are vested, it is likely that even more funding will be directed in this way, especially if business rate retention rules change further.

While it is clear that the aim of regeneration projects is to increase economic growth by changing the population and economic dynamics of a place, it is also possible to achieve these aims whilst also ensuring that the net additional growth created is shared throughout a community.

This can be achieved in two ways. First, through the actual physical construction and regeneration of a place, by ensuring large capital projects are opened up to local labour and by providing upskilling and training.

The second is by ensuring the regenerated environment is designed for all in the community, and not just those with the largest disposable income.

It is important not to double count the impact of IoI. Accordingly, if, for example, jobs have already been counted in the jobs assessment, they should not be counted here.

Indicative inclusive growth objectives:

Provide employment opportunities (including upskilling) for unskilled/low income people through the construction

Provide space for retailers and employers that provide jobs and hire locally

Provide housing (if mixed development) that will be available at all income levels

Open physical access to enable private sector investment

Provide access to a better quality public space



Transport

Outside of major cities (and even within several major cities) the public transport spine does not always run through areas in which people, particularly people on low incomes, live.

In other cases, while transport infrastructure has been laid, the cost of use is prohibitive.

Therefore for all new transport projects, it is important to assess the transport project on the basis of the population that will be served by the investment. Two assessments should be made – the spatial areas that will be opened up and connected by the new or improved transport link, and the cost of the transport mode (both in terms of time and money) when compared to alternative transport modes.

Indicative inclusive growth objectives:

Link underserved areas on low incomes with employment areas through new direct transport links

Create new direct transport links between areas on low income and city centres, or areas with amenities like hospitals

Reduce the cost of transport for areas of low income



Businesses

There are a number of mechanisms whereby grants or loans can be made to small businesses to support growth. Often the case for funding is based on whether there is a market failure or growth, and/or innovation can be accelerated through public finance, in lieu of private sector finance, which is often not available.

These interventions and investments can also be assessed to determine whether they support Inclusive Growth. This should include factors such as whether the SME will provide goods or services for those at the lower end of the income scale; whether the SME will employ additional people from the lower end of the income scale as a direct result of the investment; or, whether the investment will provide additional capacity to train or upskill people.

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Indicative inclusive growth objectives:

Enable the business to provide goods or services to a wider customer base, including those at the lower end of the income scale.

Enable the business to create net additional jobs, which will target those at the lower end of the income scale.

Enable the business to create net additional jobs, some of which could be taken by those at the lower end of the income scale.

Enable the business to purchase/lease additional equipment or facilities to expand.



Question Three: Who will benefit?

At this stage it has now been established that the investment or intervention should:

- Deliver economic growth (**Question One**).
- Deliver outcomes that are not inconsistent with Inclusive Growth (**Question Two**).

It is now necessary to assess whether the investment or intervention is targeted at groups who are not as likely to benefit from macroeconomic growth.

We suggest doing this by identifying who will benefit against those in the lowest income quintile (available at the local level from the *Annual Survey of Hours and Earnings*) and other groups known to benefit unevenly from general economic growth in your local area.

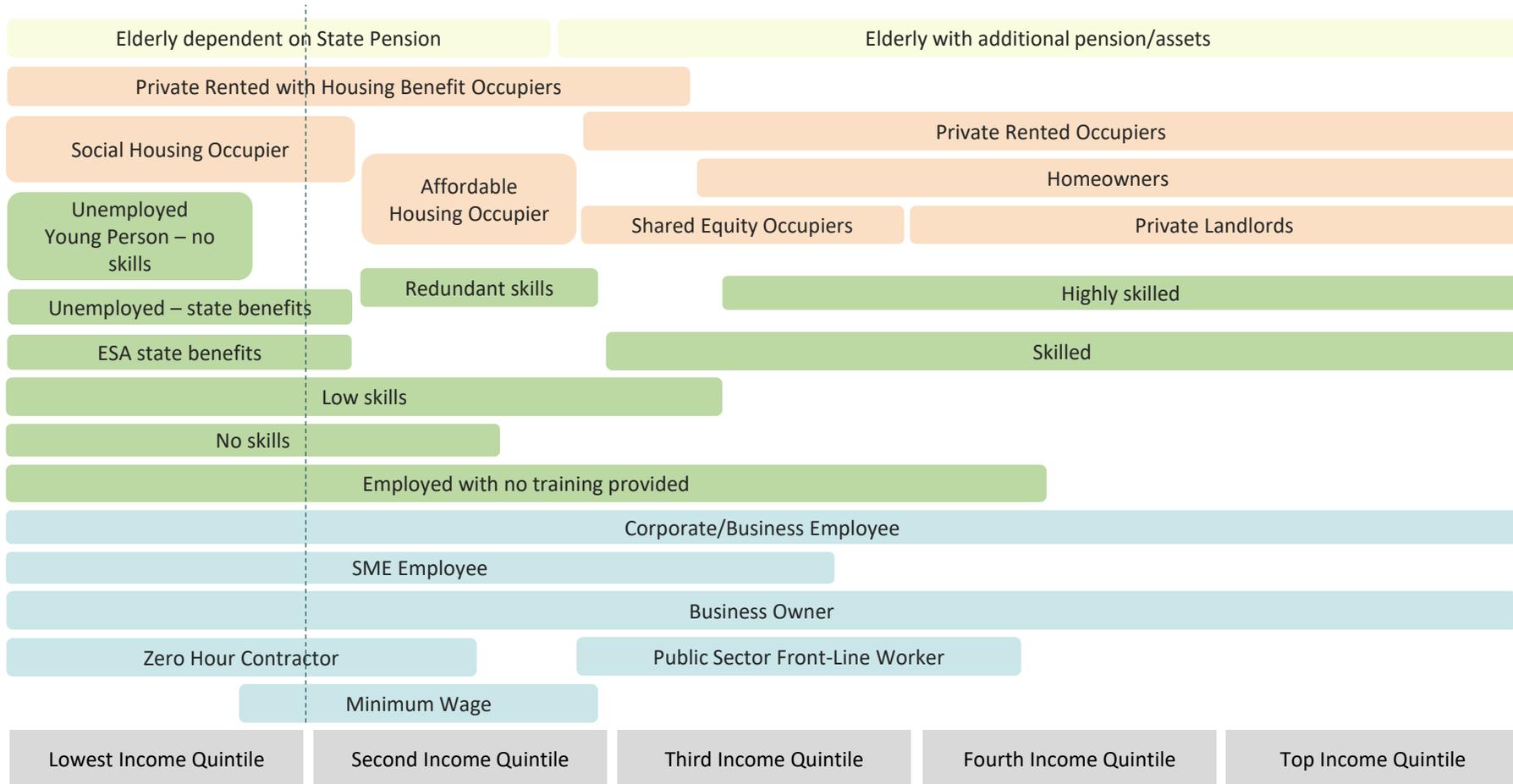
We have set out an indicative diagram to guide assessment on which groups will benefit directly from the intervention or investment. These are indicative only, and your understanding of the local area should help you to identify those in the lowest income quintile.

For more detailed analysis on the impact of an intervention or investment on different segments of the population a full distributional analysis, following the Green Book, could be undertaken.



Illustrative Guide to Potential Low-Income Beneficiaries

Page 43





Identifying who will benefit

We suggest that you assess each intervention or investment by:

- i) Identifying the groups who may benefit; and,
- ii) estimating the number of people who will benefit.

This information may be available in sources including:

- Intervention or investment project documentation.

As part of work undertaken for existing appraisal frameworks, such as the Treasury’s Green Book.

it is unclear from the project documentation who would benefit, you may need to consider the type of intervention or investment and assume who is likely to benefit. For example, an investment focused on high skilled/high growth activities that will require highly skilled staff is unlikely to target people in the lowest income quintile.

This may also be an opportunity to consider how an intervention or investment could be shaped to support inclusive growth. For example, would a retail academy that supports unemployed people to gain the skills needed to access jobs in a new retail development help increase the inclusive growth dimension? If so, how can this be put in place?

In the longer-term, you may want to consider ensuring project documentation contains the types of information needed to assess whether an investment or intervention has an inclusive growth dimension.

Beneficiaries should not be double counted.

Even if there are multiple impacts (such as jobs that pay above minimum wage *and* are with an employer that provide career ladders *or* jobs that pay above minimum wage *and* are accessed through improved transport links) the number of beneficiaries identified should be the total number of individuals who will be positively affected.

Intervention A

| | |
|----------------------------|------------|
| Beneficiary Group A | 100 |
| Beneficiary Group B | 200 |
| Beneficiary Group C | 300 |
| Total Beneficiaries | 600 |

How to Count the Number of Beneficiaries



Different types of interventions or investments will require different approaches to identifying the number of beneficiaries. It may also be necessary to accept that the number of beneficiaries will be a 'best available estimate' based on the information that has been provided in the documentation. However, greater clarity around numbers of beneficiaries will enable increased accuracy in the use of the Measurement Tool. For example, where available (such as in the project documentation), information on *net additional jobs* should be used rather than total number of jobs created.

For some interventions or investments the number of beneficiaries may be clear from the project documentation, such as the number of new jobs created or people to receive skills training. In others, it may be necessary to undertake a little 'investigative work'. For example, it is possible to use the Home and Communities Agency's *Employment Density Guide* to calculate the approximate number of jobs within a development, where the square meterage (gross or net internal) is known, before assessing whether such employees are likely to be from the lowest income quintile.

Evidence from where 'retail academies' have been put in place to work with unemployed local residents to be ready to find work in such developments could then be used to assess the potential number of beneficiaries. For example, an evaluation of "The Skills Place" (Westfield Stratford City, London), which targeted unemployed people, had a job outcome rate of 29%.

Worked Example: Retail Development

A large city central retail regeneration project will deliver approximately 75,000m² of net internal retail floor space.

Using the HCA guidance of one full-time job for each 15-20m² of 'high street' retail space, it is possible to estimate that this will create approximately 3,750 jobs (on the basis of 1 FTE per 20m² – at the upper end of the HCA's 15-20m² per job guidance).

The way in which the investment is managed will have an impact on the potential number of beneficiaries from the lowest income quintile. Working with employers renting the retail areas and providing retail skills training to prepare unemployed people for the employment opportunities that accompany the redevelopment could increase the number of people likely to find work. This may require engagement with key stakeholders to put in place the training and job interview opportunities needed to maximise the impact of such a development.

Taking all of this into account, a conservative estimate of the potential number of beneficiaries could then be identified to take forward to the Measurement Tool.

Tool 2: Measurement Tool

How much better off will people be as a direct result of the Intervention or Investment?



Measuring the Inclusive Growth Impact

Step one of the Measurement Tool seeks to estimate the financial impact of each of the Inclusive Growth interventions or investments. What is of interest is the *net* financial change as a result of the lol.

The logic then follows that interventions with a significant positive financial impact on people at the lower end of the income spectrum rank positively against an lol that has a smaller positive impact.

The purpose of the measurement exercise is to estimate the net increase in **income** at the individual or household level. To do this, two data inputs points are required (or should be estimated). This information should be based on the beneficiary population identified in Question 3.

- Estimate of the current weekly earnings of the beneficiary population.
- Estimate of the beneficiary's weekly earnings in the new job created by the intervention or investment.

The purpose of this section is to calculate a very approximate estimate of an individual's net financial change as a result of the lol. It should enable a more focused analysis of how an lol will have an inclusive growth impact. For example, if the fares of a new transport system are set at a level to produce an additional cost (so a negative impact) to an individual in the lowest income quintile, then it should not be considered inclusive.

It should be noted that these figures will come with many assumptions and should be appropriately caveated. It is unlikely that you will have the resources to collect all of the data needed to have accurate figures from this process. And to that end, the toolkit has been deliberately simplified. For example, in calculating the inclusive growth impact of a housing investment

or intervention, factors beyond rent, such as reductions in fuel bills due to better quality housing, have not been considered. If you have that information it could be included, but if not, the focus should be on the differences in rental payment.

Identifying the potential costs/benefits will be easier if the intervention is targeting some specific beneficiary groups, such as unemployed people. Where it is more general, it may require some additional research to identify the information needed (and potential sources are detailed towards the end of the toolkit). Such research might range from a phone call to a local bus company to establish bus fares, through to an analysis of rental costs using publicly availability statistics.

It is acknowledged that the figures generated in the measurement tool are likely to be little more than 'rough estimates' which identify an 'average' impact. Nevertheless, they should still be useful in calculating the 'inclusive growth uplift'.



Measuring the Inclusive Growth Impact of Jobs I

Outlined below are the steps to assess the individual impact of an Iol that has a primary aim of creating jobs.

Jobs are one of the most important traditional measures for evaluating projects. However, beyond agreeing an estimate of the number of jobs to be created, little additional consideration is given to how beneficial those jobs will be financially.

The purpose of the measurement exercise is to estimate the net increase in **Income** at the individual or household level. To do this, two data inputs points are required (or should be estimated). This information should be based on the beneficiary population identified in Question 3.

Estimate of the weekly earnings of the beneficiary population today. That may be a weekly wage, or if the individual is unemployed, should be made up of Jobseekers' Allowance or, potentially, Employment Support Allowance, where appropriate. This is discussed in more detail below.

- Estimate of the beneficiary's weekly earnings in the new job created by the intervention or investment.
- The difference between these two figures is the weekly impact of the intervention at the individual level.

This worked example focuses on those moving into better paid employment. This might be the result of specific skills training. To that end, starting (pre-Iol) income could be identified through information on the target cohort. It is likely to be approximate only. Post-Iol earnings can be gleaned from general salary information for sectors in local areas (see list of Potential information sources at the end of the Toolkit for where such information can be found).

Example: Person moves from minimum wage into higher wage permanent employment

| Weekly Earnings Pre-Iol | |
|---|-------------|
| 37.5 hours p.w. at National Minimum Wage ¹ | £251 |
| Weekly Earnings Post-Iol | |
| Weekly earnings from new construction job | £336 |
| Financial Impact | +£85 |

¹ Please note, this calculation uses the 2015 National Minimum Wage figure of £6.70 per hour for workers aged 21 and over.



Measuring the Inclusive Growth Impact of Jobs II

Calculating the impact of a jobs-related IOL on somebody who is unemployed or on ESA is extremely complex. In particular, assessing the number of unemployed people who move into jobs rather than people being displaced from existing jobs is difficult to calculate. If this figure is known, it is still necessary to make a series of assumptions.

- Page 49.**
- An averaged out-of-work income.
 - A wage of the minimum wage.
 - Expenditure remains the same once an individual gets into work.
 - The total (which will be negative) should be set at zero.

Because of the challenges of identifying an individual's total welfare receipts (JSA/ESA, housing benefit, etc.), this measurement tool for jobs uses existing research. This focusses on the increase in income an average individual would see moving from unemployment to a full time minimum wage job, and the estimated impact this would have on their benefits.

Data for this calculation is taken from 'The benefits of tackling worklessness and low pay', a report by JRF in December 2014. Although our calculation therefore uses 2014 figures, this should still be broadly indicative of the impact of moving an individual into work- particularly given the Report's figure is an estimate anyway.

In reality, this calculation should be made on a place/project basis. Expenditure will differ by place, as will salaries that unemployed individuals receive as a result of an intervention.

In the worked example below, somebody moves from JSA to employment in

a job that pays the national minimum/living wage (as of December 2014).

The column on the left follows the approach outlined above. On the right, the weekly income from the new job is identified, less the expenditure associated with the current benefits received from a recipient. The total is the financial impact of the intervention, reached through the new weekly income minus the previous income of the individual.

Disposable Income Calculation in £ per Week

| | | |
|--------------------------|------|-------|
| Weekly Income: | £181 | £317 |
| Less Expenditure: | £181 | £181 |
| Financial impact: | £0 | +£136 |



Measuring the Inclusive Growth Impact of Housing

Outlined below are the steps to assess the individual impact of an Intervention or Investment that has a primary aim of creating housing.

If a housing development supports Inclusive Growth, the new units will be available to those who are on lower incomes.

The purpose of the measurement exercise is to estimate the net decrease in the **cost of housing** at the individual or household level. To do this, two data inputs points are required (or should be estimated). This information could be based on the beneficiary population identified in Question 3.

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Estimate of the weekly rent expenditure paid directly by the beneficiary population today. This should be the amount contributed by the household net of any housing benefit contributions.

- Estimate of the weekly rent expenditure paid directly by the beneficiary in the new housing unit. This should be the amount contributed by the household net of any housing benefit contributions in the future.
- The different between these two figures is the weekly impact of the lol at the individual level, as illustrated to the right.

Not all of the benefits of improved housing, such as reductions in energy costs, are captured in this calculation. The aim has been to keep it as simple as possible based on the types of information that might be available.

Example: Family moves from private rented to social housing

| Weekly Spending Pre-lol | |
|--------------------------|------|
| Private rental | £250 |
| Weekly Spending Post-lol | |
| Social housing rental | £175 |
| Financial impact | +£75 |



Measuring the Inclusive Growth Impact of Transport

Outlined below are the steps to assess the individual impact of an Intervention or Investment that has a primary aim of creating transport links.

If a transport intervention or investment supports Inclusive Growth, it will provide transport links for an underserved population, ideally at a lower cost than alternative transport modes.

There are standardised models for assessing transport investments (such as the Department for Transport’s WebTag approach), however the purpose of this measurement exercise is to estimate the net decrease in the **cost of transport** at the individual or household level. To do this, two data inputs points are required (or should be estimated). This information should be based on the beneficiary population identified in Question 3.

- Estimate of the regular mode of transport (e.g. bus, tram, car, train) and the associated cost per week.
- Estimate of the new mode of transport (e.g. bus, tram, car, train) and the new associated cost per week.
- The difference between these two figures is the weekly impact of the lol at the individual level, as illustrated to the right.

Information on current fares should be available from transport company websites, whilst associated costs of a new transport mode should be included in project documentation.

Example: Regular trip to work

| Weekly Spending Pre-lol | |
|--------------------------|------|
| Train to work | £40 |
| Weekly Spending Post-lol | |
| Bus to work | £30 |
| Financial impact | +£10 |



Step Two: Estimated economy-wide inclusive growth impact

Step Two considers the inclusive growth uplift, namely how an uplift in an individual’s income has an economy-wide inclusive growth impact. This is measured by multiplying the net increase in an individual’s income (calculated in Step One) by the appropriate figure to obtain an annual number.

This is then multiplied by the total number of beneficiaries to obtain the total ‘Inclusive Growth Uplift’ from the lol under consideration.

By this way it is possible to put together an estimate of the total inclusive growth impact of the lol.

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Step Two: Calculating total inclusive growth uplift

| | |
|--------------------------------|-----------------|
| Financial Impact of lol | £50 |
| X | |
| Number of Beneficiaries | 40 |
| X | |
| Annualise | 52 |
| = | |
| Inclusive Growth Uplift | £104,000 |



Considering Time

In the outline of Step Two the benefits were annualised by way of illustration. However, you may wish to focus on a longer – or shorter – timeframe during which the impact will be felt by individuals.

It is important that such a timeframe is realistic. For example, an intervention or investment that supports the creation of construction work should be limited to the time of that construction work. Whilst there may be longer-term benefits as a result of individuals developing their skills, it should not be assumed that the impact continues on indefinitely.

Accordingly, we would suggest that no more than a three year time period is placed on any calculation. In the worked example to the right, two IOLs are shown. The first is the construction example from the earlier examples. The financial impact of £82 is multiplied by the number of beneficiaries and the time period is 104 weeks (the time period of the construction work). The second worked example is the housing example. The financial impact of £75 (as a result of reduced rental payments) is multiplied by the number of (total household rather than individual) beneficiaries and then multiplied by the maximum time period of three years.

In some cases it may be desirable to consider the net present value of an intervention or investment over a specific time period. This is outside the scope of this decision making framework, although it is recognised that it may be a useful tool when assessing the utility of an IOL.

Step Two: Calculating total inclusive growth uplift

| | IOL (jobs) | IOL (housing) |
|--------------------------------|-----------------|------------------|
| Financial Impact of IOL | £82 | £75 |
| X | | |
| Number of Beneficiaries | 30 | 25 |
| X | | |
| Time period | 104 weeks | 156 weeks |
| = | | |
| Inclusive Growth Uplift | £208,000 | £585,000 |

Tool 3: Operational Considerations

How can the procurement process be used for inclusive growth?

Operational Considerations



If a project cannot be identified as directly supporting inclusive growth, that does not mean that it cannot produce a wider benefit to the community. In order to do this, a clear focus from the outset as to the potential to procure and manage the project in a way that will create those benefits is critical. To that end, this section on operational considerations highlights how an inclusive economic growth element can be incorporated into investments or interventions by ensuring that they are built into the procurement process.

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 Some organisations already have procurement plans or strategies that seek to maximise the community benefits of a contract and provide ways of calculating the potential of a procurement contract to create, for example, direct employment and training opportunities. Procurement can also be used to support a range of other activities that will have benefits for the community consistent with the development of inclusive economic growth, such as the inclusion of local SMEs into supply chains and the provision of mentoring and support to local SMEs and third sector organisations.

Once the potential of an intervention or investment to be procured in ways that will bring wider benefit to the community has been identified, it is important that the project is then managed and regularly monitored effectively to ensure that the benefits are being delivered.

How can every pound spent on every intervention and every investment be used to produce a wider benefit to the community?



Using procurement to support the community

The following questions are designed to help aid the identification of how the investment or intervention could have a secondary positive effect on inclusive economic growth. They are not conclusive. Indeed, it is possible to include a range of potential other benefits with both short and long-term positive consequences. For example, the provision of mentoring to SMEs or third sector organisations by large companies and business engagement in schools could also be considered.

Not all questions will be applicable to all investments or interventions, and there may be more questions that can be identified specifically relevant to the proposed project. But where the opportunity exists to manage a project in such a way its potential should not be overlooked.

There is already a wide-range of material available on how to use procurement in this way. What is critical is this is considered at the very start of the process, not after it has commenced. *It will also require active contractual management and effective reporting, and monitoring, to ensure that the project's benefits are being delivered.*

The number of beneficiaries can be quantified using Strategic Case Tool Question 3.

Can this intervention or investment be managed so that:

There is an increase in the number of people in the local area who receive sustainable employment opportunities?

There is an increase in the number of people in the local area who receive formal training opportunities?

There is an increase in the number of people who receive work placements?

There are apprenticeship opportunities provided to people from the local area?

Zero-hours contracts are precluded?

There is a stipulated proportion of the total contract costs awarded to local SMEs?

There will be an increase in the number of local SMEs procured?

SMEs and/or social enterprises can receive mentoring and support from larger firms to improve their business?

Local residents are not subjected to increased pollution as a result of greater traffic flows?

Conclusion

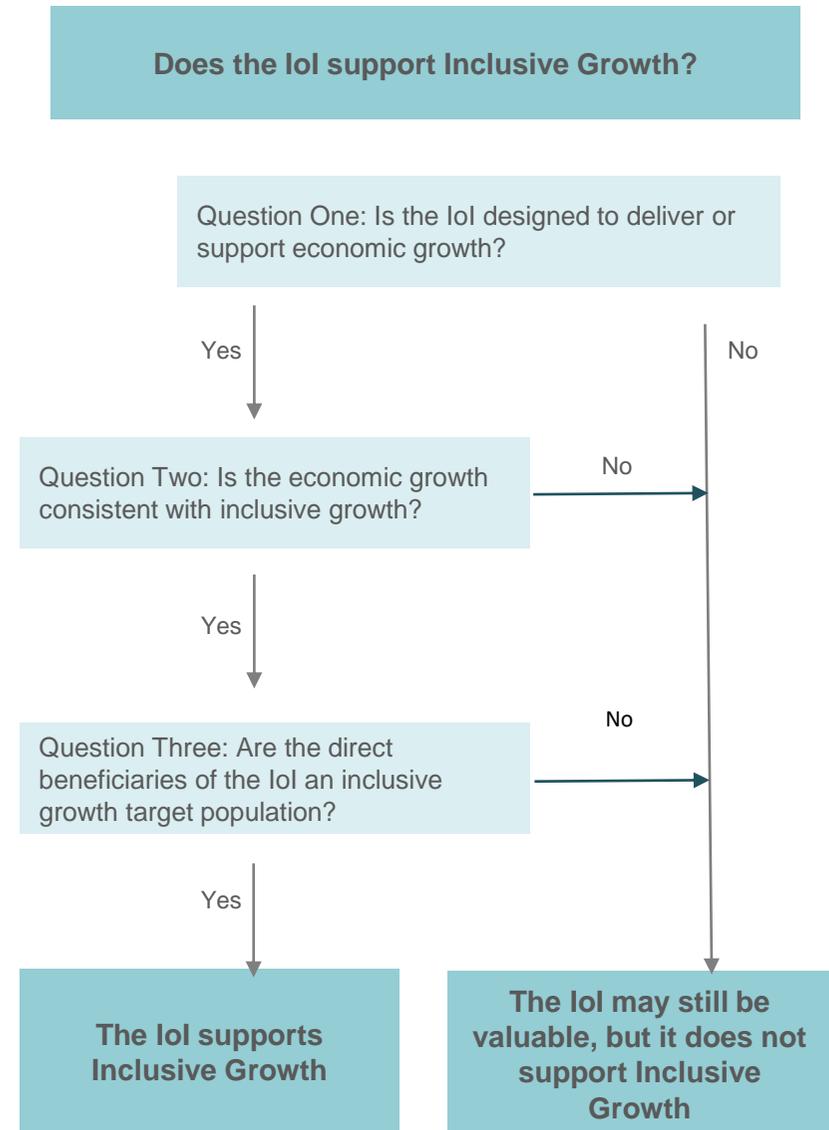
Final Thoughts

This toolkit is not designed to provide detailed, exact figures on the Inclusive Growth impact of an lol. Obtaining such information would take significant time and resources and is unlikely to be possible during an ex ante assessment of an lol.

Rather, what it is designed to assess is if an lol will make a positive contribution to Inclusive Growth.

It does this by focusing on identifying the number of beneficiaries likely to benefit from an lol from amongst the lowest income groups. And by then asking 'how much?' that benefit is likely to be.

If an lol does not support Inclusive Growth that does not mean that it may not make a valuable contribution to local economic development, but rather, that it should not be identified as contributing to Inclusive Growth.



Potential Information Sources

Potential Information Sources

Below are a list of potential information sources that may be useful in completing the inclusive growth decision making framework. These sources are current (as of July 2017).

Data sets available via www.nomisweb.co.uk include: residents' earnings and lowest income quintile (ASHE), benefit claimants (DWP) and occupation/sector analysis.

Information and worksheets for doing a cost benefit analysis to assess the impact on public finances of an intervention or investment:

<http://www.neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/cost-benefit-analysis-guidance-and-model>

HCA's Employment Density Guide:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/484133/employment_density_guide_3rd_edition.pdf

There are many sites online providing salary information, including www.glassdoor.co.uk and <http://www.payscale.com/>.

Salary calculations: www.thesalarycalculator.co.uk

Disposable income data:

<https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/expenditure/datasets/expenditureofoneadultnonretiredhouseholdsbysdisposableincomequintilegroupuktable33>

Rental market information:

England: <https://www.gov.uk/government/organisations/valuation-office-agency> and <https://www.gov.uk/government/statistical-data-sets/live-tables-on-rents-lettings-and-tenancies>

Wales: <https://statswales.gov.wales/>

There are a range of different tools and information sources available online to help identify some of the information required beyond these. For example, transport companies should have fare information available online (or from a phone call). Nor should the experience of colleagues be overlooked.

Where claims are made about the scale or size of the outcome for beneficiaries, a quick review of the evaluation of similar interventions online should help to assess the likelihood of the claimed figures. For example, the retail academy established in Stratford for the Olympic-era development was regarded as being highly successful, with a job-outcome rate of 29%. Claims significantly higher than this might then require greater interrogation.

Worksheet

Worksheet Strategic Tool

Question One: Is the lol designed to deliver or support economic growth? Yes No

If **yes**, it will be through (tick all areas where direct economic growth objectives will be achieved as a result of the lol):

| | Yes | No |
|----------------------|-----|----|
| Jobs | | |
| Skills | | |
| Housing | | |
| Physical Development | | |
| Transport | | |
| Business Growth | | |

Question Two: Is the economic growth consistent with inclusive growth?

You should refer back and identify if, and how, there will be inclusive growth benefits under these headings. Indicate those areas where objectives consistent with inclusive growth can be identified.

| | Yes | No |
|----------------------|-----|----|
| Jobs | | |
| Skills | | |
| Housing | | |
| Physical Development | | |
| Transport | | |
| Business Growth | | |

Question Three: Will it target beneficiaries in the lowest income quintile and/or other groups known to benefit unevenly from general economic growth in your local area?

Identify the number of beneficiaries:

| | |
|--|--|
| Beneficiary Group (jobs) | |
| Beneficiary Group (skills) | |
| Beneficiary Group (housing) | |
| Beneficiary Group (physical development) | |
| Beneficiary Group (transport) | |
| Beneficiary Group (business growth) | |
| Total Beneficiaries | |

Worksheet: Measurement Tool – Step One

A number of blank work sheets have been identified to calculate the measurement tool, including earnings, employment from benefits and other savings. Not all of them may be needed.

Jobs - Earnings:

| | £ |
|------------------------------|---|
| Weekly earnings Pre lol | |
| New Weekly earnings Post lol | |
| Financial Impact | |

Jobs – Earnings (from benefits):

| | £ |
|--|--------|
| Weekly earnings Pre lol | |
| New Weekly earnings Post lol | |
| LESS expenditure (current lowest quintile) | 209.10 |
| Financial Impact | |

Spending - other Interventions/Investments I:

| | £ |
|---------------------------|---|
| Weekly spend Pre lol | |
| New Weekly spend Post lol | |
| Financial Impact | |

Spending - other Interventions/Investments II:

| | £ |
|---------------------------|---|
| Weekly spend Pre lol | |
| New Weekly spend Post lol | |
| Financial Impact | |

Worksheet: Measurement Tool – Step Two

This step will enable the wider economic impact of intervention and investments to be considered. The time dimension should also be incorporated at this stage (it might be the length of the project, or longer, although it is suggested that it should be no more than 3 years for any lol).

From the previous answers in the worksheet the following information should be available to be carried forward:

- Number of beneficiaries: Strategic Tool – Question Three

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Financial impact (on the individual) – Step One of the Measurement Tool

Multiplying these two pieces of information together and then by time will generate an inclusive growth uplift figure. You may need to repeat this process if the lol has multiple impacts.

Given all of the assumptions and caveats that have been required, the figure should be seen as a very rough estimate. Nevertheless, the process itself should have helped to clarify who would benefit from an lol and in what way, and aid an assessment of whether and how an lol is creating and sustaining inclusive economic growth.

| Inclusive Growth Uplift | |
|--|---|
| Financial Impact | £ |
| Multiplied by: Number of Beneficiaries | |
| Multiplied by: Time Period | |
| INCLUSIVE GROWTH UPLIFT | £ |

Metro — Dynamics

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MANCHESTER

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| | |
|---------------------------|---|
| Subject: | Leisure Transformation Programme: Assets Update |
| Date: | 20 th April 2018 |
| Reporting Officer: | Ronan Cregan, Deputy Chief Executive Gerry Millar, Director of Property & Projects |
| Contact Officer: | Sinead Grimes, Programme Office Manager |

| | |
|---|---|
| Restricted Reports | |
| 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"/> |

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

| | |
|------------|---|
| 1.0 | Purpose of Report or Summary of main Issues |
| 1.1 | This report updates Members on the development and implementation of the £105m leisure assets capital programme |
| 2.0 | Recommendations |
| 2.1 | The Committee is asked to note the contents of this report and <ul style="list-style-type: none"> • note the programme level update in respect of the new facilities under the leisure programme as outlined at 3.1. |

- note the update in respect of the options appraisal for the future management arrangements for Templemore as outlined at 3.2 to 3.4 and endorse the recommendation from the East AWG that “*Option 4 – the Council enter into a contractual relationship with the TUT for the original building only, that being the interpretative area and the existing pool, with the new build being outsourced for management by the Council’s strategic partner*” be adopted as the preferred future management option for the Templemore Baths.
- note, however, that given the tight timescales for this work given the HLF timescales and the potential impact of the loss of HLF monies on the overall East leisure provision, the agreement of the East AWG that ‘*Option 6 – Outsource the management of the building in its entirety to a strategic partner / the Council’s existing strategic leisure partner*’ would be the fall back option in the event that consensus on Option 4 could not be satisfactorily reached.
- note the next steps as outlined in 3.5 below and that Committee will be kept up to date on progress in the next two months

3.0 Main report

Programme level

3.1 Members will recall that they have agreed the design cost limits and the citywide USP strategy for the Council’s £105m leisure programme which will ensure that the city has a unique offering in terms of its leisure provision and minimises any duplication of provision ensuring both balanced investment and value for money. A high level summary of the current status of all the projects is outlined below -

| CENTRE | USP | BUDGET | STATUS |
|---------------|------------------------------|-----------------------------------|---|
| Olympia | Sports Village | £19m (£21.75m total - £2.75m DfC) | Centre completed. Works underway on outside phases. Due for completion May 2018 – Opening event being arranged for 30 th May |
| Andersonstown | Family fun leisure water | £25m | Site works underway |
| Robinson | Aquatic Centre | £20 | Site works underway |
| Brook | Outdoor Centre of Excellence | £15m | Site works underway |
| Avoniel | Outdoor Centre of Excellence | £8m | Stage 2 consultation undertaken. |
| Templemore | Spa and heritage | £12m (£17m total - £5m HLF) | Revised facilities mix and design agreed. Options appraisal on the future management arrangements currently underway |
| Girdwood | TBC | £6m | Discussions continuing with DfC |

Templemore – Future management arrangements – Options appraisal

3.2 Members will recall that they were informed last month that an options appraisal in respect of the future management arrangements for Templemore was underway. This was on the basis that the Council had received legal advice that a direct award to the Templemore Users Trust

to run the new facility would leave the Council open to legal challenge. At the same time however, there was a recognition of the significant work that the Trust has done over the years to keep the existing Baths open and the East AWG members have continually stressed their desire that the TUT continue to have an active role in management of the facilities. It has been highlighted this needs to be balanced against the fact that the new facility is an entirely different proposition to the existing centre and that the new centre is a core part of the city's overall leisure offering.

3.3 The East AWG, at its meeting on 10th April, were updated on the outcome to date of the options appraisal by the consultants. At this meeting, Members considered the options put forward and **agreed to recommend to the SP&R Committee that the Council should progress 'Option 4 - BCC enters into a contractual relationship with the Trust for the existing building only (i.e. existing pool and interpretative space). New build managed by the BCC's strategic partner. (Precise contractual structure to be agreed with Council)'**. It was noted that this option is subject to a satisfactory partnership agreement or Memorandum of Understanding being reached that meets the Council's and HLF's requirements including, but not limited, to an agreement by TUT to apply Council policies in relation to pricing, a commitment to the Council's monitoring arrangements and full co-operation with both the HLF and the Council in relation to the design, funding application and maintenance.

3.4 Members are asked to note that the Council has now received definitive timescales from the Heritage Lottery Fund and are now required to submit all project documents to them by 10th August for the pre-application review with the final application to be submitted by 5th October. As previously advised HLF have indicated that there will be no possibility for an extension to this deadline and there is therefore an extremely tight window in the coming months to progress this. It must be emphasised that **if the HLF monies are not secured the current proposals for Templemore cannot be achieved within the Council's budget provision of £12m for the centre. This will not only impact Templemore but will have a wider impact on the overall leisure provision within East as the Templemore and Avoniel projects are inextricably linked.**

3.5 To ensure the tight HLF timescale is met the East AWG members agreed the timetable agreed the timetable and next steps as set out below:

- **By end of April 2018** - discussion period with TUT (starting asap) with the aim of agreeing the aforementioned principles/ Heads of Terms. Discussions with Strategic Partner.
- **18th May 2018** – Update to SP&R

| | |
|-----|---|
| | <ul style="list-style-type: none"> • May-Mid June 2018 – Detailed negotiations with TUT and Strategic Partner to agree specific division of roles and responsibilities (to be encompassed within a partnership agreement or Memorandum of Understanding) • 22nd June – Update to SP&R • By 10 August 2018 – Submission of all project documents to HLF as part of a pre-application review – to include partnership agreement or MoU, Business Plan & Management & Maintenance Plan <p>Members are asked to note that there is a significant piece of work to be undertaken in the coming months and it was therefore recommended that independent facilitation continue to be provided in support of this.</p> |
| 3.6 | <p>Committee is asked to note that all Members of the East AWG expressed their support for Option 4 and for a continued role for TUT in the future management of the building. However that they also noted the tight timescales as set out above and the potential impact of the loss of HLF monies on the overall East leisure provision. They therefore further agreed that '<i>Option 6 – Outsource the management of the building in its entirety to a strategic partner / the Council's existing strategic leisure partner</i>' would be the fall back option in the event that consensus on Option 4 cannot be satisfactorily reached.</p> |
| 3.7 | <p>Members are therefore asked to endorse the recommendation of the East AWG that Option 4 be adopted as the future management option for the Templemore Baths. Recognising however the tight timescales and the potential impact of the loss of HLF monies on the overall East leisure provision note the agreement by the East AWG that Option 6 (as above) will be the fall back option in the event that consensus on Option 4 cannot be satisfactorily reached. Members will however be kept up to date of progress in the coming months.</p> |
| 3.8 | <p><u>Financial & Resource Implications</u></p> <p>Financial – The design costs limits for each centre were agreed by Committee in April 2015 as part of the overall £105m leisure programme.</p> |
| 3.9 | <p><u>Equality or Good Relations Implications</u></p> <p>There are no direct equality implications</p> |
| 4.0 | <p>Appendices – Documents Attached</p> |
| | <p>Appendix 1 – Photos – Andersonstown and Robinson</p> |

Appendix 1 – Leisure Transformation Update

Robinson – Works Underway – April 2018



Andersonstown – Works Underway – March 2018





| | |
|---------------------------|---|
| Subject: | Local Investment fund – Proposed Awards Ceremony and Dinner |
| Date: | 20 th April 2018 |
| Reporting Officer: | Gerry Millar, Director of Finance and Resources Ronan Cregan, Deputy Chief Executive |
| Contact Officer: | Sinead Grimes, Programme Office Manager |

| | |
|---|---|
| Restricted Reports | |
| 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"/> |

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

| | |
|------------|--|
| 1.0 | Purpose of Report or Summary of main Issues |
| 1.1 | The purpose of this report is to seek Member's views on a proposal to hold an Awards Ceremony and Dinner in the Autumn time to mark the extent of the projects delivered under the Council's highly successful £9m Local Investment Fund (LIF) Programme. |
| 2.0 | Recommendations |
| 2.1 | The Committee is asked to; <ul style="list-style-type: none"> • note the update on the current status of the £9m LIF programme as at 3.9 below which has provided support to 131 projects across the city with 90 projects already completed and another 23 either on the ground or at tender preparation stage |

| | |
|-------------------|--|
| | <ul style="list-style-type: none"> • note some of the testimonials from groups who have received LIF funding which evidences the significant impact that this has had at a local level through-out the city • in light of the above, consider the proposal to host an Awards Ceremony/Dinner in the City Hall to mark the impact of LIF in the Autumn time (provisional date of 25th October) to which community groups who have benefitted from funding, all Elected Members (including Members who have left Council since the launch of LIF) and council officers who have supported LIF will be invited • note that if agreed, further details on the ceremony and arrangements, will be brought to Members in due course for consideration |
| <p>3.0</p> | <p>Main report</p> <p><u>Key Issues</u></p> <p>LIF – Role of Members</p> <p>3.1 Councillors in their civic leadership role have been central to the LIF Programme. Members will be aware that in February 2012, the Council launched its ambitious £150m Investment Programme to counter the effects of the economic downturn and the key aims of the initiative included boosting the local economy, supporting businesses, creating employment and training opportunities and supporting capital projects across the city. The Investment Programme was conceived, developed and supported by all six political parties on the Council; demonstrating collective city leadership in action to address the key economic, social and physical challenges facing the city. The Councillors were however clear from the outset that the commitments in the Investment Programme needed to be balanced and stretch beyond the city centre and that they wanted to reach into communities across the city to make a difference to the lives of local people. They also recognised that small area based capital schemes would make a significant and direct difference to the lives of our ratepayers.</p> <p>3.2 Reflecting this, in April 2012, the Council launched a £5m Local Investment Fund designed to support neighbourhood projects to help regenerate local areas. At this time it was also recognised that councillors, using their local mandate and their role as democratically Elected Members for the city, were best placed to understand their local areas and identify key local needs and projects. Area Working Groups (AWGs) made up of local Councillors from the relevant District Electoral Areas (DEAs) were therefore established to help support the delivery of LIF and the wider Investment Programme and to help identify and champion projects that made a difference. Members further agreed a set of criteria for all LIF projects including that support would be for capital only and with a minimum threshold of £15,000 and a maximum investment of £250,000.</p> |

3.3 Since 2012 Members, through the AWGs, have played a key role in identifying local priorities, bringing forward LIF proposals and making recommendations to SP&R on investment decisions for local areas through the LIF. This underlined the important role of local councillors and their ability to deliver for the local communities. At its heart the establishment of the LIF allowed Members the opportunity to fund a wide range of diverse schemes across the city with the common purpose of improving lives in local areas.

Importantly the LIF Programme also assisted in developing Members thinking in regard to the new function of community planning which has resulted in the development of the Belfast Agenda.

3.4 Members will be aware that following the success of LIF1 the SP&R Committee in 2015 agreed to extend the LIF programme with a further **£4million allocated to LIF 2** making an overall investment since 2012 of £9million in local areas.

LIF – Role of officers

3.5 At the same time a robust and extremely detailed officer support framework and governance was put in place for LIF projects including -

- the establishment of a thorough due diligence process which has been supported by a cross-departmental due-diligence group which has meet on at least a monthly basis since the establishment of LIF. This Group is made-up of officers from the Project Management Unit, Estates, Legal Services, Financial Services, Corporate Policy and City & Neighbourhood Services. This Group has represented real collaborative working at its best across the Council and has ensured that the Investment Programme value for money principle was fully adhered to
- a project sponsor being assigned to each group to guide them through each stage from the initial project proposal form, to taking groups through the due-diligence process to guiding them through the delivery and claims process and following up on the evaluation
- a delivery mechanism through the project management unit

3.6 Members will be aware that some of the Groups who have benefited from funding under LIF are small community groups who have limited capacity and the input of officers has been instrumental in the success of LIF. Without the hard work and support of officers from across the Council many of these LIF projects could not have been delivered.

LIF – Role of communities

3.7 While the previous paragraph highlights the capacity limitations of some groups others of course proved highly capable. The LIF Programme has however assisted in the development of community groups and the creation of groups where none previously existed and further

enhanced the capability and capacity of others. Many of the groups who received LIF funding have gone onto obtain additional funding and to date all have proved sustainable.

3.8 As part of the requirements of LIF all completed projects have had to undertake a monitoring and evaluation visit and a further exercise will consider the outcomes of the Programme over time. But over and above this the enormous and enhanced community capacity which LIF has helped to engender should be recognised.

LIF - Current Status

3.9 To date 131 projects have received in principle support under LIF through both LIF1 and LIF2. A summary of the current status of the LIF Programme is outlined in Table 1 below -

| Stage/ Description | LIF1 | | LIF2 | |
|--|-----------|-------------------|-----------|-------------------|
| | Projects | Amount (£) | Projects | Amount (£) |
| Number of Project Completed | 61 (86%) | £4,159,728 | 31 (52%) | £2,153,296 |
| Number of Project On-going Delivery | 3 (4%) | £175,000 | 8 (13%) | £733,281 |
| Number of Project in Pre-construction | 4 (6%) | £271,372 | 8 (13%) | £511,667 |
| Number of Project in Initial Stage (Due Diligence) | 3 (4%) | £350,000 | 13 (22%) | £536,879 |
| Total Number of Approved Project | 71 | £4,956,100 | 60 | £3,935,123 |

3.10 **Headline figures**

- Over 90 projects worth £6.3m have been completed across the city
- 11 projects worth over £900,000 are currently on the ground with a further 12 projects in the pre-construction phase
- 16 projects are in the due-diligence phase
- There is a small amount of unallocated LIF funding (North and East AWGs)
- The average investment under LIF was £67,695

Impact of LIF

3.11 Members will be aware that when it was established in 2012 LIF represented a new form of funding for the Council and provided an opportunity for community groups across the city to access an invaluable funding stream for small capital works which had never been previously available to them. **It is therefore worth noting that many of these projects would not have happened without LIF funding.** Although the amounts under LIF could be considered to be minor compared to traditional capital schemes (under £250,000) the impact to the groups and to local areas has been significant and cannot be under-estimated. Reflecting this Members are asked to note just some of the many testimonials from groups which have received LIF awards

- *“Thanks to the Local Investment Fund and the help of local politicians, Sarsfields GAC is*

able to turn a dark derelict space into a fun, bright new development for club members and the whole of the community.” Sarsfields GAC Development Committee.

- *“Support from the Council has been essential to the success of the project and associated community groups have benefited from its use. From planning to installation the project has been sympathetic to children’s needs and development, with fun at the core of the project.” – St. Mary’s Nursey School*
- *“Without the support from Belfast City Council, this project would not have happened. Alongside funding from Tourism NI and OFMDFM, the council funding was critical. In addition to the funding, the support of elected councillors and council officers has also had a positive impact. This visitor centre will ensure that EastSide makes a significant contribution to making Belfast a must see destination throughout the world.” East Belfast Partnership*
- *“This project has made a real difference that has impacted not only the staff, visitors, and community groups, but more importantly the young people doing their training with us. People who visit the centre are still commenting on how much of an improvement has been made” – Greater Village Regeneration Trust*

Recognition of LIF and promotion of the Council

- 3.12 The LIF Programme itself has been nominated for a wide range of awards and in 2013 it won the ‘*Best Initiative by a Councillor or group of Councillors*’ at the NILGA Local Awards. However Members are asked to note that many of the individual projects which have received LIF support have also been successful in a large number of awards ceremonies held by others – Urban Villages, RICS, sporting bodies etc. **These projects would not have happened without Council support and there is therefore an opportunity for the Council to look at hosting an event** which capitalizes on the investment made under LIF. It is envisaged that the event will **provide an opportunity to showcase projects which have received funding, the invaluable role that Members have played in LIF which reflects their civic leadership role and the recognise the efforts and hard work of staff from across the organisation in supporting the process.**

Proposal for an Awards Ceremony/Dinner

- 3.13 Reflecting all of the above and that LIF1 and LIF2 are nearing completion it is proposed that an Awards Ceremony/dinner is held to mark the success of the overall LIF programme and its impact across the city. Although the full detail has to be worked out if Members are minded to agree the proposal to hold an event then it is proposed that -
- the event be held in the Autumn time in the City Hall (provisional date of 25th October

| | |
|------------|---|
| | <p>being held)</p> <ul style="list-style-type: none"> • all community groups who have benefitted from funding, all Elected Members and council officers who have supported LIF will be invited – given the numbers of community groups involved it is proposed that groups will be asked to nominate a maximum of two representatives per project • that there is a dinner followed by an Awards Ceremony (details of this to be worked up and brought back). For the Awards Ceremony it is proposed that only projects which are completed by the dates of the Awards and who have completed their monitoring/evaluation visit will be eligible to be considered for an Award • it is suggested that a judging panel is made up from officers from the Due Diligence panel and Project Sponsors who have intimate knowledge of all projects |
| 3.14 | <p>Members are asked to note that it is proposed that the budget for the event will be covered by minor underspends which have been secured from a number of the LIF projects which have been completed and/or as these continue to complete. Members are asked to note that the quantum of these underspends is below the minimum threshold for a LIF project (£15,000) (i.e. it has been £800 underspend on one project, a £43 underspend on another, £1,500 on another etc dependent on the project) and that it would not therefore be practical to split this across the four AWGs. It is estimated that the cost of holding the dinner will be approx. £20,000 and Members are asked to note that this can be accommodated within the LIF underspend across the Programme. Members are therefore asked to agree that this budget, which is within the existing overall LIF allocation, is used for the holding of an event to mark the extent of LIF.</p> |
| 3.15 | <p><u>Financial & Resource Implications</u></p> <p><i>Financial</i> – As outlined in 3.14 above</p> <p><i>Resources</i> – Resources from Property & Projects and appropriate departments in arranging the event</p> <p><u>Equality or Good Relations Implications</u></p> |
| 3.16 | None |
| 4.0 | Appendices – Documents Attached |
| | Appendix 1 - LIF Projects – Summary of status of all projects |

Appendix 1 – LIF – Proposal to hold an Awards Ceremony – Status of all LIF projects

Local Investment Fund 1

| Reference | Project | Description | Approved Cost | Status |
|-------------------|--|---|---------------|--------------------------|
| NORTH | | | | |
| NLIF007 | North Belfast Women's Initiative & Support Project | Building renovations | £50,000 | COMPLETED |
| NLIF020 | Carrick Hill Residents Association | Extensive works to roof and to insert a new heating system | £15,000 | COMPLETED |
| NLIF022 | PIPS Suicide Prevention Ireland | Building renovations and refurbishment | £60,000 | COMPLETED |
| NLIF023 | Fortwilliam & Macrory Presbyterian Church | Building refurbishment | £100,000 | COMPLETED |
| NLIF029 | Rosemont House | Community Garden | £46,000 | COMPLETED |
| NLIF036 | Ligoniel Improvement Association | Conversion of existing storage unit into Youth Training suite | £50,000 | COMPLETED |
| NLIF041 | Ballysillan Community Forum | Internal and external works to existing facility | £44,000 | COMPLETED |
| NLIF043 | Benview Community Centre | Upgrade to playground facilities | £35,000 | COMPLETED |
| NLIF044 | Upper Ardoyne Community Partnership | Creation of community garden and allotments | £32,219 | COMPLETED |
| NLIF050 | Salisbury Bowling Club | Improvements and refurbishment of Club house | £27,000 | COMPLETED |
| NLIF051 | St Mary's Nursery School | Development of Sensory Garden | £46,628 | COMPLETED |
| NLIF055 | Small Steps Adult Education Group | Transform the grounds of North Belfast Orange Memorial Hall | £60,281 | COMPLETED |
| NLIF056 | Oh Yeah Music Centre | Capital works to top floor | £47,000 | COMPLETED |
| NLIF064 | Garden of Reflection Shore Road | Community Garden | £24,000 | COMPLETED |
| NLIF065 | Grove Housing Association (Garden at Ivan St) | Community Garden | £24,000 | COMPLETED |
| NLIF067 | Ground condition survey – Playground at Glenbryn | | £6,000 | COMPLETED |
| NLIF068 | Ligoneil Improvement Association | Open Space - path and environmental upgrades | £20,000 | COMPLETED |
| NLIF069 | Cumann Culturtha Mhic Reachtain | Refurbishment of the building | £18,000 | COMPLETED |
| NLIF072 | Ballysillan Youth for Christ | Play equipment | £27,000 | COMPLETED |
| NLIF061 | Brantwood and Loughside FC | 4G Pitch, floodlighting and small stadia | £100,000 | ON GROUND |
| NLIF073 | Jennymount Church | Soft play equipment and refurbishment of hall | £24,000 | ON GROUND |
| NLIF014 | Westland Community Group | Replacement of portacabin with a new modular building | £65,000 | TENDER PREPARATION STAGE |
| NLIF057 | Ardoyne Holy Cross Boxing Club | Refurbishments | £66,000 | TENDER PREPARATION STAGE |
| NLIF066 | Wishing Well project | Outdoor play area landscaping and new equipment | £40,000 | TENDER PREPARATION STAGE |
| NLIF071/ NLIF2-11 | Marrowbone Scared Heart Parochial Hall | Purchase and refurbishment of the former parochial hall | £100,372 | TENDER PREPARATION STAGE |

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|-------------------|---|---|-------------------|---------------------------|
| | | | <i>£1,127,500</i> | |
| SOUTH | | | | |
| SLIF002 | Belfast Harlequins | Resurfacing of outdoor pitch | £30,000 | COMPLETED |
| SLIF007 | May Street Presbyterian Church | Refurbishment of church basement | £200,000 | COMPLETED |
| SLIF038 | Greater Village Regeneration Trust (TREE project) | Building refurbishments | £25,541 | COMPLETED |
| SLIF040 | Windsor Women's Centre | Towards new premises and improvements to the centre | £70,000 | COMPLETED |
| SLIF042 | Women's Aid | Towards building refurbishments | £40,000 | COMPLETED |
| SLIF052 | Mornington Community Association | Building refurbishments | £200,000 | COMPLETED |
| SLIF054 | St Malachy's Youth Centre | To help deliver a multi-use area for the local community | £70,000 | COMPLETED |
| SLIF056/ SLIF2-02 | Inner City South Belfast Sure Start (Markets) | New childcare facilities | £150,000 | COMPLETED |
| SLIF061 | Donegall Pass Community Forum | Develop a community garden and Conduit St / Donegall Pass | £44,100 | COMPLETED |
| SLIF063 | Annadale/Haywood Residents Association | New build Annadale community centre- modular building | £102,959 | COMPLETED |
| SLIF011 | Belfast South Community Resources | Building purchase and refurbishment | £51,000 | ON GROUND |
| SLIF017 | Finaghy Bridge | Re-imaging of the Finaghy Bridge at South Belfast | £30,000 | NOT THROUGH DUE DILIGENCE |
| SLIF064 | Taughmonagh Community Forum | Purchase of equipment for the community | £70,000 | NOT THROUGH DUE DILIGENCE |
| | | | <i>£1,083,600</i> | |
| EAST | | | | |
| ELIF008 | Walkway Community Association | Development of an activity play area/MUGA | £250,000 | COMPLETED |
| ELIF010 | East Belfast Partnership (Fraser Pass) | Tourism Trail connecting the Titanic Quarter and Lower Newtownards Rd | £30,852 | COMPLETED |
| ELIF015 | Short Strand Community Centre | Design & refurbishment of existing community centre | £101,292 | COMPLETED |
| ELIF016 | EBP Best of East (CS Lewis Tourism Centre) | New build - Eastside Visitor Centre | £250,000 | COMPLETED |
| ELIF025 | Wandsworth Community Association | Building renovations and refurbishment | £33,356 | COMPLETED |
| ELIF026 | Mountpottinger Methodist Church | Roof replacement and new youth room | £112,000 | COMPLETED |
| ELIF027 | Templemore Avenue School Trust | Renovate the former Templemore Avenue School building | £100,000 | COMPLETED |
| ELIF002 | Westbourne Presbyterian Church – Titanic People | Create an exhibition space within the church building | £250,000 | NOT THROUGH DUE DILIGENCE |
| | | | <i>£1,127,500</i> | |
| WEST | | | | |
| WLIF001 | Falls Women's Centre | Purchase and renovation of a property | £80,000 | COMPLETED |
| WLIF004 | Hannahstown Environmental Improvement Works | Open Space- village renewal scheme at Hannahstown | £20,000 | COMPLETED |
| WLIF011 | Failte Feirste Thair Ltd (Cultural Trail) | Tourism Trail along the Falls Road | £50,000 | COMPLETED |
| WLIF016 | Upper Andersonstown Community Forum- Tullymore | Renovations to Tullymore Community Centre | £41,000 | COMPLETED |

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|-------------------|---|---|-------------------|-----------|
| WLIF020 | Divis Joint DC- Frank Gillen Centre | Building renovations at Frank Gillen Centre | £60,000 | COMPLETED |
| WLIF022 | Féile an Phobail | Building renovations | £50,000 | COMPLETED |
| WLIF023 | Relatives for Justice, Glen Road | Advice Centre - building renovations | £34,000 | COMPLETED |
| WLIF025 | Glor Na Mona | Development of an Irish Language community resource centre | £112,000 | COMPLETED |
| WLIF029/ WLIF2-01 | An Cumann Chluain Ard | Building renovations | £75,000 | COMPLETED |
| WLIF030 | Community Restorative Justice, Andersonstown Road | Advice Centre | £17,000 | COMPLETED |
| WLIF032 | Greater Turf Lodge Residents' Association | Refurbished Community Facility | £30,000 | COMPLETED |
| WLIF036 | Padraig Sairseil CLG (Sarsfields GAC) | Open Space | £120,000 | COMPLETED |
| WLIF051 | O'Donovan Rossa GAC | Refurbished Community Facility | £80,000 | COMPLETED |
| WLIF054 | Coláiste Feirste- Handball facility | New Community Facility | £250,000 | COMPLETED |
| WLIF055 | Community Restorative Justice, Springfield Road | Advice Centre- building refurbishments and renovations | £27,000 | COMPLETED |
| WLIF059 | Colin Glen Community Centre | Open Space - development of a ropes course | £61,500 | COMPLETED |
| WLIF061/ WLIF2-03 | Clonard Amateur Boxing Club | Redevelop a former NIE power plant building into a boxing club | £20,000 | COMPLETED |
| | | | <i>£1,127,500</i> | |
| SHANKILL | | | | |
| ShLIF006 | Greater Shankill Partnership- Spectrum Centre | Building improvements - Spectrum Centre | £30,000 | COMPLETED |
| ShLIF009 | Springfield Star, Blackmountain | Development of mini soccer pitch with fencing and floodlighting | £152,000 | COMPLETED |
| ShLIF016 | Conway Youth Centre | Refurbishment of the building | £58,000 | COMPLETED |
| ShLIF017 | Lower Oldpark Community Association (LOCA) | Development of a 'pre fab' community facility | £50,000 | COMPLETED |
| ShLIF021 | West Belfast Orange Hall | Improvements to Hall | £50,000 | COMPLETED |
| ShLIF022 | Welcome Community Centre | New Community Facility | £107,320 | COMPLETED |
| ShLIF026 | Ballygomartin Presbyterian Church | Building refurbishment | £27,680 | COMPLETED |
| ShLIF030 | St. Matthew's Parish Church Hall | Building refurbishment | £15,000 | COMPLETED |
| | | | <i>£490,000</i> | |

Local Investment Fund 2

| Reference | Project | Description | Approved Cost | Status |
|-------------------|---|--|-----------------|---------------------------|
| NORTH | | | | |
| NLIF2-01 | Cavehill Bowling Club | Improvements to Club | £100,000 | COMPLETED |
| NLIF2-02 | Woodland at St Mary's Nursery School | To develop a plot of derelict, overgrown and neglected space | £33,200 | COMPLETED |
| NLIF2-06 | Church of the Nazarene | Refurbishment of facilities | £50,000 | COMPLETED |
| NLIF2-09 | Greencastle Orange Hall | Improvements to hall | £35,000 | COMPLETED |
| NLIF2-10 | St. Marks Parish Church, Ligoneil Road | Renovation, upgrade work | £40,000 | COMPLETED |
| NLIF2-16 | Workforce Training Services | Renovations to the building | £30,000 | COMPLETED |
| NLIF2-17 | Ballysillan Youth for Christ | Purchase of equipment | £20,000 | COMPLETED |
| NLIF2-07 | White City Community Centre | Improvements to lighting and other facilities | £15,000 | ON GROUND |
| NLIF2-20 | Jennymount Church | Creation of an outdoor play area and upgrade of internal heating system | £40,000 | ON GROUND |
| NLIF2-11 | Marrowbone Parochial Hall | Further funding required to add to above LIF1 funding | £133,200 | TENDER PREPARATION STAGE |
| NLIF2-14 | Star Neighbourhood Centre | Refurbishment of the centre and outdoor improvements | £58,467 | TENDER PREPARATION STAGE |
| NLIF2-04 | John Paul Youth Club | Open Space- Multi- use Games Area (MUGA) | £50,000 | NOT THROUGH DUE DILIGENCE |
| NLIF2-05 | Mercy Primary, Crumlin Road | Play equipment | £15,000 | NOT THROUGH DUE DILIGENCE |
| NLIF2-13 | Intercomm, Antrim Road | Creation of classroom/equipment | £75,000 | NOT THROUGH DUE DILIGENCE |
| NLIF2-15 | North Belfast Alternatives and Good Morning North Belfast | Refurbishment | £20,000 | NOT THROUGH DUE DILIGENCE |
| NLIF2-18 | Holy Family Parish Church | | £15,000 | NOT THROUGH DUE DILIGENCE |
| NLIF2-19 | Women's Tec | Upgrade to windows at education centre | £31,667 | NOT THROUGH DUE DILIGENCE |
| NLIF2-21 | Somme Group – cross community memorial | | £16,000 | NOT THROUGH DUE DILIGENCE |
| | | | <i>£777,534</i> | |
| SOUTH | | | | |
| SLIF2-01 | Sandy Row Community Forum | Purchase of 96 Sandy Row and to develop the building | £20,000 | COMPLETED |
| SLIF2-02/ SLIF056 | Inner City South Belfast Sure Start (Markets) | Construction of a new community building | £90,000 | COMPLETED |
| SLIF2-03 | Linenhall Library | Improvement works at the library | £75,000 | COMPLETED |
| SLIF2-04 | SOLAS | To purchase a derelict building formerly Porter's Memorial School and refurbish the facility | £110,000 | COMPLETED |

| Reference | Project | Description | Approved Cost | Status |
|-------------|---|--|-------------------|---------------------------|
| SLIF2-05 | Sandy Row Orange Hall | External and internal upgrades of existing premises | £110,000 | COMPLETED |
| SLIF2-08 | Ballynafeigh Orange Hall | Refurbishment and internal works of the building | £60,000 | COMPLETED |
| SLIF2-09 | Ballynafeigh Community House | Refurbishment of the community house | £80,000 | COMPLETED |
| SLIF2-11 | Surestart (Belvoir) | Improvements at Sure Start new facility at Belvoir | £108,000 | COMPLETED |
| SLIF2-06 | St George's Amateur Boxing Club | Refurbished Community Facility | £23,000 | ON GROUND |
| SLIF2-07 | Holylands Area Improvement Initiative | Environmental improvement works around Holyland areas | £80,000 | TENDER PREPARATION STAGE |
| SLIF2-13 | LORAG - John Murray Lockhouse | Capital works towards John Murray Lockhouse | £40,000 | NOT THROUGH DUE DILIGENCE |
| | | | <i>£796,000</i> | |
| EAST | | | | |
| ELIF2-01 | Ashfield Girls High School | Floodlighting for pitch | £130,000 | COMPLETED |
| ELIF2-03 | Towell House - Sensory Garden | Sensory garden | £95,000 | COMPLETED |
| ELIF2-12 | Titanic Foundation - Mew Island | Restore and display Mew Island Optic | £85,000 | COMPLETED |
| ELIF2-13 | Community Restorative Justice Ireland | Reconfigure and improve the office space within Short Strand Community Forum | £18,785 | COMPLETED |
| ELIF2-15 | St Matthews Sports and Social Club | Improvement of changing facilities | £17,523 | COMPLETED |
| ELIF2-16 | Palmerston Residential Care Home | Dementia friendly garden | £36,000 | COMPLETED |
| ELIF2-02 | Malone Rugby Football Club | New floodlighting | £208,300 | ON GROUND |
| ELIF2-07 | Belmont Bowling Club | Improvement of the outdoor greens and its facilities | £200,000 | ON GROUND |
| ELIF2-09 | Carew II- Newtownards Road Womens Group | Upgrade works and repairs to the existing facility | £42,912 | ON GROUND |
| ELIF2-11 | Cregagh Sports Club | Improvements to the site and its facility | £178,069 | ON GROUND |
| ELIF2-10 | Dundela Football Club | Development of 3G pitch | £135,000 | TENDER PREPARATION STAGE |
| ELIF2-14 | The Dock Titanic Quarter | Improvements for The Dock Café/ Market | £15,000 | TENDER PREPARATION STAGE |
| | | | <i>£1,161,589</i> | |
| WEST | | | | |
| WLIF2-01 | Cluain Ard Irish Language Centre | Modernisation of existing An Cumann Chluain Árd facilities | £75,000 | COMPLETED |
| WLIF2-02 | James Connolly Museum, Falls Road | Refurbishment of the existing premises at the Falls Road | £250,000 | COMPLETED |
| WLIF2-03 | Clonard Boxing Club | Redevelopment of a former NIE building for community use | £60,000 | COMPLETED |
| WLIF2-05 | Gort na Mona GAC | Sports pitch development | £140,000 | COMPLETED |
| WLIF2-07 | Forthriver Bowling and Tennis Club | Refurbishment of playing surface/ fencing | £131,788 | COMPLETED |
| WLIF2-11 | St Pauls GAC | Development project for the GAA pitch, amenities and | £70,000 | COMPLETED |

| Reference | Project | Description | Approved Cost | Status |
|-----------|---|---|-------------------|---------------------------|
| | | premises at Shaw's Road | | |
| WLIF2-12 | St Pauls Boxing Club | Redevelopment of a former retail unit into a fit-for-purpose boxing club facility | £25,000 | COMPLETED |
| WLIF2-20 | St. Luke's Nursery School | Purchase and installation of a range of outdoor play equipment for older toddlers | £15,000 | COMPLETED |
| WLIF2-22 | Farset International | Facility improvements | £18,000 | COMPLETED |
| WLIF2-23 | Blackie River Community Group | Internal renovation and reconfiguration | £25,000 | COMPLETED |
| WLIF2-18 | Woodvale Cricket Club | Purchase and installation of electronic scoreboard | £26,000 | ON GROUND |
| WLIF2-06 | Lamh Dhearg GAC, Hannahstown | Extension of existing changing/ toilet facilities | £60,000 | TENDER PREPARATION STAGE |
| WLIF2-16 | Colin Valley Football Club | To acquire and install a selection of outdoor gym equipment | £15,000 | TENDER PREPARATION STAGE |
| WLIF2-21 | Saints Youth Club | Improvement works within the SYC building | £15,000 | TENDER PREPARATION STAGE |
| WLIF2-04 | St John Bosco Boxing Club | Refurbishment of the existing premises at the Conway Mill complex | £40,000 | NOT THROUGH DUE DILIGENCE |
| WLIF2-08 | Berlin Swifts Football Club | Provision of 2-team changing facilities | £58,212 | NOT THROUGH DUE DILIGENCE |
| WLIF2-10 | St James Community Forum | St James community farm and allotment space project | £82,000 | NOT THROUGH DUE DILIGENCE |
| WLIF2-14 | MMA Regional Centre of Excellence (Whiterock) | New set up of gym/dojo on the Whiterock Road | £70,000 | NOT THROUGH DUE DILIGENCE |
| WLIF2-17 | North Belfast Working Mens Club | Improvement works to protect the existing building | £24,000 | NOT THROUGH DUE DILIGENCE |
| | | | <i>£1,200,000</i> | |