

**Democratic Services Section
Legal and Civic Services Department
Belfast City Council
City Hall
Belfast
BT1 5GS**



**Belfast
City Council**

12th March, 2026

**MEETING OF THE BELFAST WATERFRONT AND ULSTER HALL LTD
SHAREHOLDERS' COMMITTEE**

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room, City Hall, and remotely via MS Teams on Monday, 16th March, 2026 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

John Walsh

Chief Executive

AGENDA:

1. **Routine Matters**
 - (a) Apologies
 - (b) Minutes
 - (c) Declarations of Interest
2. **Request to Present - MCI (Pages 1 - 4)**
3. **Capital and Maintenance Update (Pages 5 - 8)**
4. **Restricted Items**
 - (a) Internal Audit Update (Pages 9 - 20)
 - (b) Performance Update - Q3 2025/26 (Pages 21 - 42)
 - (c) Reserved Matters (Pages 43 - 44)
 - (d) Extension of BWUH Ltd Operating Contract (Pages 45 - 52)

Agenda Item 2



Belfast
City Council

**BELFAST WATERFRONT AND ULSTER HALL LTD
SHAREHOLDERS' COMMITTEE**

Subject:	Request to present: MCI (ICC Belfast Strategic Partnership Project)
Date:	16 March 2026
Reporting Officer:	Keith Forster, Senior Responsible Officer Rob McConnell, Chief Executive, ICC Belfast Waterfront Hall Ulster Hall
Contact Officer:	Iain Bell, Director of Finance, Risk and Corporate Services – Belfast Waterfront and Ulster Hall

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Please indicate the description, as listed in Schedule 6, of the exempt information by virtue of which the council has deemed this report restricted.	
Insert number <input type="checkbox"/>	
<ol style="list-style-type: none">1. Information relating to any individual2. Information likely to reveal the identity of an individual3. Information relating to the financial or business affairs of any particular person (including the council holding that information)4. Information in connection with any labour relations matter5. Information in relation to which a claim to legal professional privilege could be maintained6. Information showing that the council proposes to (a) to give a notice imposing restrictions on a person; or (b) to make an order or direction7. Information on any action in relation to the prevention, investigation or prosecution of crime	
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input checked="" 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/Summary of Main Issues
1.1	The purpose of this report is to inform members about MCI, an ICC Belfast strategic partnership project – and request that members of the MCI Team present on the project, findings so far and strategies to be adopted for ICC Belfast
1.2	<p>This presentation would provide context to discussions around driving Belfast as a business events destination and specifically ICC Belfast to adopt the below approach:</p> <ul style="list-style-type: none"> • data-driven insights, market research, and lead generation to align with growth targets. • enhances competitiveness by focusing on targeted client segments/sectors. • is adaptable and scalable, to support phased growth from national to international markets.
2.0	Recommendation
2.1	<p>Members are requested to:</p> <ul style="list-style-type: none"> - Approve the presentation request for Oscar Cerezales, MCI Global President, and other MCI team members to present to the BWUH Shareholders' Committee on 15 June 2026.
3.0	Main Report
3.1	EXECUTIVE SUMMARY AND HIGHLIGHTS
3.1.1.	At its annual strategy day in 2024, the BWUH Board of Directors reviewed the business plan and strategic direction of BWUH and made the decision to strengthen business intelligence and data to support proposed elements of the strategy and define the obtainable market size for ICC Belfast.
3.1.2	After significant research, MCI (a global audience engagement marketing agency specialising within the Business Events Industry) were engaged to present how they would support ICC Belfast facilitate a disruptive, scientific, measured and data driven approach in their go to market strategies.
3.1.3	MCI have been and will work with the BWUH Ltd team through a number of strategic pillars including, Strategic Planning, Growth Model, Pipeline development, Business Intelligence working towards the core scope:
3.2	<ul style="list-style-type: none"> • ICC Belfast seeks to strengthen its pipeline to remain competitive and maximise sales performance.

3.2.1	<ul style="list-style-type: none"> The team wants to realign growth plans, needing recalibration, to fit realistic, data-backed goals.
3.2.2	<ul style="list-style-type: none"> Streamlining approach: Establishing a clear, simple, and accountable process.
3.3	<p>Section 1: About MCI</p>
3.3.1	<p>MCI is a global marketing engagement agency specialising in creating meaningful connections between organisations and their audiences. Through a strategic blend of events, digital experiences, communications, and partnerships, MCI helps brands engage stakeholders, inspire communities, and drive measurable business impact.</p>
3.3.2	<p>With a presence in multiple countries and a diverse team of specialists, MCI partners with associations, corporations, and institutions to design and deliver integrated engagement strategies. The agency combines data-driven insights, creative storytelling, and innovative technologies to develop experiences that strengthen relationships, enhance brand value, and support long-term organisational growth.</p>
3.3.3	<p>MCI’s approach is centered on understanding audience needs and translating them into impactful engagement programs that deliver tangible results for clients worldwide.</p>
3.4	<p>Section 2: Why MCI</p>
3.4.1	<p>ICC Belfast will benefit from partnering with MCI due to the agency’s unique position within the global meetings, incentives, conferences and exhibitions (MICE) industry. As both a marketing engagement agency and a long-established Professional Conference Organiser (PCO), MCI operates at the intersection of event strategy, audience engagement, and international association management. This dual capability provides valuable insight into how global events are designed, marketed, and delivered.</p>
3.4.2	<p>MCI’s extensive international network and relationships with global associations, corporate clients, and industry stakeholders position the agency as a strategic partner capable of attracting high-value international conferences and events. Through its global footprint and deep industry expertise, MCI has a strong understanding of destination selection, delegate engagement, and long-term event legacy — all key considerations for venues competing in the international conference market.</p>
3.4.3	<p>By collaborating with MCI, ICC Belfast will strengthen its reach within international event networks, increase visibility among global event organisers, and support the attraction and delivery of impactful conferences in Belfast and Northern Ireland. MCI’s integrated approach</p>

	to event strategy, marketing engagement, and stakeholder management aligns closely with ICC Belfast’s ambition to host world-class events that deliver economic, social, and knowledge legacy for the region.
3.5	<p><u>Financial and Resource Implications</u></p> <p>N/A</p>
3.6	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>There are no equality or good relations implications in this report.</p>
4.0	Appendices - Documents Attached
	N/A

Agenda Item 3



Belfast
City Council

BELFAST WATERFRONT AND ULSTER HALL
SHAREHOLDERS' COMMITTEE

Subject:	ICC Waterfront and Ulster Hall – Capital and Maintenance Update
Date:	16 March 2026
Reporting Officer:	Sinead Grimes – Director of Property & Projects, Belfast City Council
Contact Officer:	Sinead Grimes – Director of Property & Projects, Belfast City Council

Restricted Reports

Is this report restricted?

Yes

No

Please indicate the description, as listed in Schedule 6, of the exempt information by virtue of which the council has deemed this report restricted.

Insert number

1. Information relating to any individual
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6. Information showing that the council proposes to (a) to give a notice imposing restrictions on a person; or (b) to make an order or direction
7. Information on any action in relation to the prevention, investigation or prosecution of crime

If Yes, when will the report become unrestricted?

After Committee Decision

After Council Decision

Sometime in the future

Never

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Call-in

Is the decision eligible for Call-in?

Yes

No

1.0	Purpose of Report or Summary of main Issues
1.1	Members have requested regular updates on capital and maintenance works at the ICC Waterfront and Ulster Hall. This paper provides an update since the last report to Committee.
2.0	Recommendations
	Members are asked to note the update on capital and maintenance works at the ICC Waterfront and Ulster Hall.
3.0	Main report
3.1	Waterfront Hall Chiller Units Members are asked to note that this project is at Stage 2 - Uncommitted on the Capital Programme. Approval has been received to proceed with the detailed design, and the Consultants are continuing to work on the designs. Detailed design of the new chiller/heat pump system is continuing. In order to avoid potential cooling issues next season, a temporary chiller solution has been designed. An Outline Business Case has been prepared and a request at February's SP&R to move to Stage 3 made to allow tenders to be issued March 2026.
3.2	Waterfront Hall Smoke Curtains The Board is asked to note that this project is at Stage 1 - Emerging on the Capital Programme. Modelling of the auditorium has been completed. Following this exercise, and with agreement from Building Control & the Fire Service, no major remedial works are required and the Fire Strategy is to be updated accordingly. This project can be removed from the capital works programme.
3.3	Ulster Hall – Lighting Scheme This project involves the installation of an LED lighting display on the façade of Ulster Hall capable of changing colour similar to City Hall's Illuminate scheme. The lighting project at the Ulster Hall is at Stage 3 – Committed on the capital programme. Design and delivery costs are being funded by DfC and the Linen Quarter BID. Procurement of a contractor is underway and due to conclude end February / start of March 2026. Concurrent to this while the scaffolding is up for the installation of the lighting system the front of the Ulster Hall (both sides of the main entrance and the metal canopy) will be redecorated.
4.0	<u>Financial and Resource Implications</u>
	<i>Financial</i> – None at this time; <i>Resources</i> – Officer time to deliver as required.
5.0	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
	All capital projects are screened as part of the stage approval process.

6.0	Appendices
	N/A

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of the Local Government Act (Northern Ireland) 2014.

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