

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



**Belfast
City Council**

12th October, 2021

MEETING OF CITY GROWTH AND REGENERATION COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will be a hybrid meeting (both remote and in person) in the Council Chamber, on Wednesday, 13th October, 2021 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

1. Routine Matters

- (a) Apologies
- (b) Minutes
- (c) Declarations of Interest
- (d) Correspondence - Sustainable and Active Travel (Pages 1 - 6)

2. Restricted Items

- (a) BRT Phase 2 - Draft Consultation Response (Pages 7 - 30)
- (b) A City Imagining Cultural Strategy - Update on Events (Pages 31 - 50)
- (c) Future City Centre Programme: Vacant Premises (Pages 51 - 64)

3. Supporting Vibrant Business Destinations (Pages 65 - 72)

4. **Matters Referred Back from Council**

- (a) Belfast City Nightlife and Night-time Economy (Pages 73 - 76)
- (b) Community Wealth Building (Pages 77 - 78)

5. **Growing Business & the Economy**

- (a) Economic Outlook and Overview of Business Support Services (Pages 79 - 84)
- (b) Jobs and Skills Outcomes (Pages 85 - 92)

6. **Positioning Belfast to Compete**

- (a) Estates Gazette Awards - 'City of the Year' Award (Pages 93 - 96)

7. **Strategic and Operational**

- (a) Community Planning Update (Pages 97 - 118)



Subject:	Correspondence – Sustainable and Active Travel
Date:	13th October, 2021
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Carolyn Donnelly , Democratic Services Officer

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"/>
Sometime 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/Summary of Main Issues
1.1	To note the correspondence received regarding Sustainable and Active Travel.
2.0	Recommendation
2.1	The Committee is asked to note the correspondence as set out in the report.
3.0	Main Report
3.1	<p><u>Key Issues</u></p> <p>At its meeting on 12th May, the Committee agreed to write to the Infrastructure Minister to reiterate the need for working in support of investment into the required protected cycle lane network in our city and communities, and to support the further roll out of the Belfast Bikes Scheme extending its reach and accessibility throughout the city.</p>

3.2	Accordingly, Democratic Services wrote to the Minister for Infrastructure (Appendix 1) and a response was received from the Private Secretary to the Minister. (Appendix 2).
3.3	<p><u>Financial and Resource Implications</u></p> <p>None associated with this report.</p>
3.4	<p><u>Equality or Good Relations Implications</u></p> <p>None associated with this report.</p>
4.0	Appendices - Documents Attached
	<p>Appendix 1 – CGR Letter to Minister Mallon</p> <p>Appendix 2 – DfI Response</p>

Legal and Civic Services Department

Democratic Services Section



Your reference

Being dealt with by Ms Eilish McGoldrick

Our reference EMDFI090921

Email: democraticservices@belfastcity.gov.uk

Date 9th September, 2021

Minister Mallon
Minister for Infrastructure
Department for Infrastructure
Corporate Policy Unit
Clarence Court
10-18 Adelaide Street
Belfast, BT2 8GB

Dear Minister Mallon,

Re: Sustainable and Active Travel

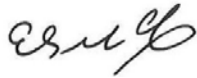
At a recent meeting of the City Growth and Regeneration Committee, Members received a presentation from Department for Infrastructure (DfI) Officials on the planned Belfast Cycle Network. This approach was welcomed by the Members and aligns with the Committees agreement to invest £420k of capital funding into the Belfast Bike fleet and docking station network through the DfI funded element of the DfC Covid-19 Revitalisation Programme. The Committee are also taking into consideration a further expansion of the Belfast Bike Network directly funded by Council.

At its meeting on 12th May, the Committee agreed to write to the Infrastructure Minister to reiterate the need for working in support of investment into the required protected cycle lane network in our city and communities, and to support the further roll out of the Belfast Bikes Scheme extending its reach and accessibility throughout the city. The Committee also noted that the implementation of further cycling infrastructure, both temporary and permanent, should be done in consultation with communities and businesses before implementing further infrastructure.

The Members of the Committee also welcomed the agreed approach to progress with the feasibility study on the 'Belfast – Dublin Higher Speed Rail Network' and seek confirmation that Belfast City Council would be afforded an opportunity to engage as part of this strategic connectivity link.

Thank you for your co-operation and assistance on these issues raised by the City Growth and Regeneration Committee.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Eilish McGoldrick'.

Eilish McGoldrick
Democratic Services Officer



Department for

Infrastructure

An Roinn

Bonneagair

www.infrastructure-ni.gov.uk

**From the office of the Minister for Infrastructure
Nichola Mallon MLA**

Ms Carolyn Donnelly
Belfast City Council

DonnellyCarolyn@BelfastCity.gov.uk

Room 708
Clarence Court
10-18 Adelaide Street
BELFAST
BT2 8GB
Telephone: [REDACTED]
Email: Private.office@infrastructure-ni.gov.uk

Your reference:

Our reference: CORR-1533-2021
20 September 2021

Dear Ms Donnelly

SUSTAINABLE AND ACTIVE TRAVEL

Thank you for Elish McGoldrick's letter of 9th September 2021 in respect of active and sustainable travel matters raised by the City Growth and Regeneration Committee. The Minister has asked me to reply on her behalf.

The Minister published '*Making Belfast an Active City – Belfast Cycling Network 2021*' on 4th June. This document provides a blueprint for developing safe cycling infrastructure across Belfast over the next 10 years. The Minister plans to publish a delivery plan later this year to lay the groundwork for the implementation of a coherent and connected cycling network for everyday cycling in the city over the next ten years. Officials are also currently working on plans to implement a number of schemes during the remainder of her tenure and those schemes will be funded from her Blue / Green Infrastructure Fund.

The Minister introduced a number of pop-up cycle lanes in 2020, at the start of the Covid-19 pandemic. The initial purpose was to support cycling by key workers travelling to the main hospitals in the city. Further development of schemes will be carried out as experimental schemes and officials have already begun to consult with local communities in advance of any construction. A review of the existing pop-up cycle lanes will be published next month and this will include lessons learnt for the future.

In carrying out the All Island Rail Review, ARUP will be undertaking stakeholder engagement and we anticipate that they will seek Belfast City Council's input, along with all the local councils, during the important engagement phase of the study.

A handwritten signature in black ink, appearing to read 'K McFerran', with a long horizontal stroke extending to the right.

KATHRYN McFERRAN
Private Secretary to the Minister for Infrastructure

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

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Subject:	Supporting Vibrant Business Destinations
Date:	13 October 2021
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Cathy Keenan, Enterprise and Business Growth 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 provide the Committee with an outline of the proposed approach to supporting local business associations to develop and deliver interventions that will drive footfall and create vibrancy in those areas.
2.0	Recommendations
2.1	The Members of the Committee are asked to:

	<ul style="list-style-type: none"> Note and agree the approach to accessing funding to support the delivery of area-based support for local business associations to increase vibrancy and drive footfall in anticipation of a go-live date in early November 2021.
3.0	Main report
3.1	Members will be aware of the ongoing challenges faced by local businesses as a result of COVID-19. The specific impact on the city centre has already been the subject of significant discussion and while there is some research to suggest that businesses outside of the city centre may not have been affected to the same extent, it is clear that retail and hospitality businesses in particular across the board have suffered as a result of the successive lockdowns.
3.2	The council has supported local business associations over many years, but the drive from these groups does tend to vary at different times. Over recent months, we have seen a significant increase in interest from a number of existing business associations across the city, as well as the establishment of new business associations. While the needs vary from area to area, they generally involve environmental improvements (additional planting, improvements to open space), creation of seating areas/new focal points, animation, cultural programming, events and local promotion activities.
3.3	Within the existing departmental budget, there is some limited financial provision to support business associations, but it is clear that many of the activities identified above could not be accommodated within this spend.
3.4	Given the feedback from the businesses, we have been engaging with relevant teams across the council to consider how we can establish a streamlined process of support for the organisations. We have also had some preliminary engagement with the Department for Communities (DfC) and the Department for Infrastructure (DfI) to explore whether they may be able to provide financial resources to extend the budget provision. The engagement of the departments is also critical, given the need to engage with them in order to progress many of the interventions in the public realm.
3.5	DfC has identified a potential opportunity to secure resources through their Revitalisation programme (subject to application and internal businesses case). This support is in keeping with the work recently undertaken by the Ministerial Advisory Group (MAG), which DfC have sponsored, in developing a "Living High Street Toolkit". This toolkit is premised on building capacity within the high street business and community sectors of towns and neighbourhood

	centres (such as the arterial routes) and viewed through the lens of a combined economic, physical regeneration and environmental perspective. It is, however, very much based on building the capacity within the business communities to identify and take ownership of driving forward change in their areas. DfC considers that this initiative could act as a pilot to inform future approaches and funding investments.
3.6	Following discussions with DfC/DfI and other sections across the council, the Enterprise and Business Growth Unit and the City Regeneration and Development Division have developed an outline approach to move these proposals forward. Subject to approval at this committee and DfC's internal processes, officers intend to launch this initiative in November 2021.
3.7	<p>The overarching purpose of the initiative is to strengthen the competitiveness of our local business destinations, focusing on actions which aim to:</p> <ul style="list-style-type: none"> • Support the development of shared and safely accessible commercial areas • Support the diversification of business destinations outside of the city centre • Undertake initiatives that will bring together key stakeholders to benefit business destinations outside of the city centre • Undertake initiatives that improve the quality of urban design, distinctiveness and townscape quality.
3.8	<p>The objectives include:</p> <ul style="list-style-type: none"> • Increasing engagement and partnership working between statutory partners and local business associations • Supporting the development of area-based actions plans which address specific local concerns and deliver specific, measurable benefits over the short/medium and long term • Increasing footfall and sales as a direct result of marketing and promotional activity; generating new customers or sustaining customer loyalty through increasing sales revenue, increasing the number of new customers or developing repeat business • Enhancing the profile of the area with a view to stimulating economic activity • Supporting the growth and development of businesses engaged in associated activity. • Supporting the sustainability of businesses and local business associations.

3.9	<p>The proposed initiative will put in place a 2-year pilot programme of support for business associations that are based outside of the city centre boundary/ BID areas. This programme will involve a two-stage process:</p> <ul style="list-style-type: none"> • Stage 1 of the support will engage new and existing traders and business associations. It will help those groups that are not formally constituted to do so (being constituted will be a pre-requisite for accessing the funding). It will also provide support to groups to develop an area-based action plan. This action plan will form the basis for moving to a stage 2 application. It will demonstrate how the group will meet the programme objectives around driving footfall and creating vibrancy in the area and will identify the priority areas for action, based on research and consultation with local businesses • Stage 2 will enable the group to draw down resources to support delivery. Key areas of expenditure will include marketing, activities aimed at driving footfall to an area, developing business skills, enhancing the look and feel through small-scale environmental improvements, animating the area through events and activities and providing opportunities for groups to engage with representatives in statutory organisations and other partners across the city (overview of support included in Appendix 1). Associations will be provided with technical assistance throughout the process – both in terms of business support and engagement and in terms of the specialist technical skills associated with small-scale infrastructure investments.
3.10	<p>It is envisaged that the pilot will support up to 10 business associations to access funding. Depending on the level of demand for support, a proposal may be submitted to extend the scheme (subject to appropriate approvals and access to resources). The total budget available to each association through stage 2 is a maximum of £40,000. The total budget request to DfC to support this scheme is £475,000, in addition to a £30,000 contribution from Belfast City Council to support the delivery of consultancy support for stage 1 which sits within the existing council budgets.</p>
3.11	<p><u>Financial & Resource Implications</u></p> <p>The indicative budget allocations are conditional on securing resources from DfC, as set out above. The activities outlined within this report are expected to be resourced through an application and business case to the DfC Revitalisation fund, with the exception of £30,000 which will be from the 2021/22 Enterprise and Business Growth budget.</p>

3.12	<p>While the Enterprise and Business Growth team will coordinate this programme of work and remain the accountable team, the nature of the activities to be delivered will require input across the department.</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>The proposed project referenced in this report is informed by statistical research, stakeholder engagement and complementary policies and strategies. The proposed project will go through a process of equality screening which will ensure consideration is given to equality and good relation impacts.</p>
4.0	Appendices – Documents attached
	Appendix 1 – Area based support programme overview

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Supporting Vibrant Local Business Destinations

Pre Application – (Open call/EOI)Access to support to undertake an area based review and engage with businesses to identify needs and priority areas of work,.
Technical assistance provided at this stage to screen action plans.

Information Session

Application form for support aligned with area based action plan. Support overview as follows -

Marketing and Footfall

- Access to funding to support marketing and promotional activity and development of area based campaigns
- Access to 1-1 mentoring and workshops through existing provision to support individual business development

Look and Feel

- Access to funding to address capital requirements in the area.
- Ongoing engagement and alignment with City and Neighbourhood Services and other relevant interventions.

Animation

- Access to funding to support animation, events, tourism, culture, arts and heritage activity
- Ongoing engagement and alignment with other relevant interventions such as Belfast Canvas, other funded events, City of Music Programme and local tourism action planning.

Partnerships

- Networking opportunities with businesses in other traders associations
- Opportunities to lobby / feed into departmental working groups e.g. High Street Task Force
- Connections/access/signposting to other council sections/Support Services and external partners

Scoring, Assessment, Award, Monitoring and Evaluation

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Subject:	Motion – Belfast City Nightlife and Night-time Economy
Date:	13th October, 2021
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Carolyn Donnelly, Democratic Services Officer

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"/>
Sometime 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/Summary of Main Issues
1.1	To bring to the Committee's attention a motion in relation to Belfast City Nightlife and Night-time Economy which was referred to the Committee by the Council at its meeting on 4th October.
2.0	Recommendation
2.1	The Committee is requested to: <ul style="list-style-type: none"> Consider the motion and if the proposal is agreed a report on how this would be facilitated, resourced and managed will be brought back.

3.0	Main Report
	<p data-bbox="272 259 427 293"><u>Key Issues</u></p> <p data-bbox="165 327 1468 409">3.1 The Council, at its meeting on 4th October, considered the following motion which had been proposed by Councillor de Faoite and seconded by Councillor Smyth.</p> <p data-bbox="165 461 644 495">3.2 “Belfast City Council:</p> <ul style="list-style-type: none"> <li data-bbox="384 528 1374 663">i. Recognises the profound impact of the pandemic on the city’s nightlife, music, arts and entertainment sectors and the night-time economy and acknowledges the actions of Council Officers to support a managed return of Belfast’s nightlife in difficult circumstances; <li data-bbox="384 696 1374 797">ii. Further recognises that, for many residents and visitors, Belfast at night may not feel safe or welcoming at present due to changes in behaviour and the use of space over the last 18 months; <li data-bbox="384 831 1374 931">iii. Believes significant night-time challenges existed prior to COVID-19, including issues around licensing, policing, public safety, diversity, organisational and venue capacity, public transit and sustainability; <li data-bbox="384 965 1374 1133">iv. Further believes that the establishment of a vibrant, diverse and sustainable nightlife between 6pm and 6am will help us meet the objectives set out in the Belfast Agenda, including encouraging city centre living and creating a vibrant, well-connected environment for people to enjoy; <li data-bbox="384 1167 1374 1234">v. Seeks to create a nightlife for the City which is inclusive of young people, women, LGBT+ people and ethnic minorities; <li data-bbox="384 1267 1374 1335">vi. Believes that this work to establish Belfast’s nightlife takes on a new urgency following the pandemic; <li data-bbox="384 1368 1374 1469">vii. Notes that several cities have chosen to establish a nightlife co-ordinator including Dublin, London, Amsterdam, Washington D.C., New York, Paris, Zurich, Toulouse and Mannheim; <li data-bbox="384 1503 1374 1771">viii. Shall convene a one day roundtable discussion about the future of Belfast’s nightlife and the immediate challenges posed in the city between 6pm and 6am, with Elected Members, relevant Executive Ministers and political representatives, trade unions, public and private transport providers, artists, event organisers, venue owners, industry and consumer representatives, student unions, Belfast City Youth Council and non-profit organisations, including but not limited to Reclaim The Night, the Rainbow Project, Women’s Aid and the SOS Bus; and <li data-bbox="384 1805 1374 1939">ix. Agrees to establish a co-ordinator for Belfast’s nightlife or “Night Mayor” who will co-ordinate the work of the Council and relevant partners in developing and promoting the city’s nightlife and night-time economy following the roundtable discussion.” <p data-bbox="165 1973 1468 2056">3.3 In accordance with Standing Order 13(f), the Motion was referred without discussion to the City Growth and Regeneration Committee.</p>

3.4	<p><u>Financial and Resource Implications</u></p> <p>None.</p>
3.5	<p><u>Equality or Good Relations Implications</u></p> <p>This Notice of Motion, if agreed, may have potential equality, good relations and rural needs implications and should be subject to our normal screening process as appropriate.</p>
4.0	Documents Attached
	None.

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Subject:	Motion – Community Wealth Building
Date:	13th October, 2021
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Carolyn Donnelly, Democratic Services Officer

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"/>
Sometime 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/Summary of Main Issues
1.1	To bring to the Committee's attention a motion in relation to Community Wealth Building which was referred to the Committee by the Council at its meeting on 4th October.
2.0	Recommendation
2.1	<p>The Committee is requested to:</p> <ul style="list-style-type: none"> Consider the motion and if the proposal is agreed a report on how this would be facilitated, resourced and managed will be brought back.

3.0	Main Report
	<u>Key Issues</u>
3.1	The Council, at its meeting on 4th October, considered the following motion which had been proposed by Councillor Murphy and seconded by Councillor Black.
3.2	<p>“This Council:</p> <ul style="list-style-type: none"> i. Recognises the economic disruption caused to communities across the district caused by the COVID-19 public health emergency, periods of economic recession, and Tory austerity; ii. Further recognises long-standing economic problems in the District, including inequality, low-paid employment, poor rates of socially ineffective investment, deprivation, and unsustainable levels of carbon emissions and ecological damage; iii. Commends Minister Hargay's intention to establish a departmental advisory group to embed and deliver Community Wealth Building which centres on: a more just and fair labour market; an inclusive economy with a focus on growing and rebuilding the local economy; and ensuring land and property in our communities generates wealth for the people who live there. <p>Therefore, this council commits to developing a fully funded community wealth building framework with the purpose of democratising the economy by empowering community organisations, non-profits, social enterprise and cooperatives to be established or expanded with the ambition to create employment and grow local economies.”</p>
3.3	In accordance with Standing Order 13(f), the Motion was referred without discussion to the City Growth and Regeneration Committee.
3.4	<p><u>Financial and Resource Implications</u></p> <p>None.</p>
3.5	<p><u>Equality or Good Relations Implications</u></p> <p>This Notice of Motion, if agreed, may have potential equality, good relations and rural needs implications and should be subject to our normal screening process as appropriate.</p>
4.0	Documents Attached
	None.



Subject:	Economic outlook and overview of business support services
Date:	13 October 2021
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Cathy Keenan, Enterprise and Business Growth 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 give members an insight into business sentiment as we move towards economic recovery and to set out some of the support activities that are being delivered by the Council and partners to help local companies at this time.
2.0	Recommendations
2.1	The Members of the Committee are asked to,

	<ul style="list-style-type: none"> • Note the findings of the recent Belfast Business Survey which is to be undertaken every six months, in conjunction with the Belfast Chamber, and which will inform our future areas of work • Note the outcomes of the activities undertaken over the last six months, particularly in the areas of business start-up, growth and investment • Note the planned activities in these areas in the coming months.
3.0	Main report
3.1	Members will be aware that, at the City Growth and Regeneration Committee meeting on 12 May 2021, approval was granted for a range of activities aimed at enhancing the level of business start-ups, growing existing businesses and supporting new investment in the city.
3.2	As a result of the COVID-19 pandemic, officers have been working closely with local residents, businesses and delivery partners across the city to adapt the support available to ensure that it remains relevant and effective. This report takes account of the work that has been further developed to support the city to deliver our economic ambitions in supporting city recovery plans, focusing on job retention and creation and business support. A separate report focuses on our employability and skills development activities.
3.3	In partnership with Belfast Chamber of Commerce, the Council undertook a large-scale survey of Belfast businesses survey this summer. This is the first of a series of bi-annual surveys that will be undertaken, covering a minimum of 400 businesses each time. The survey will act as a “barometer” of business sentiment. Its purpose is to build intelligence on how businesses are performing, identify their immediate challenges and get a feel for the outlook and future prospects of local companies. The findings will be used to inform and shape interventions by the Council and its partners to support business, employment and economic activity in the city.
3.4	<p>Some of the high-level findings of the survey were:</p> <ul style="list-style-type: none"> • Businesses feel positive about the future trading environment, with more businesses expecting turnover to improve than expecting it to worsen over the next six months. Businesses also show optimism about future profitability • Just over half of businesses believe that economic prospects will get better for their business (54%). Low optimism is evident however within the accommodation sector and food services sector

	<ul style="list-style-type: none"> • Business performance was balanced with 41% saying turnover increased in the past 6 months, 41% indicating a decrease and the remainder saying it stayed the same. Businesses operating in the accommodation and food services sector were the most common sector to say their turnover decreased (75%), with more than half of the respondents from the professional, scientific and technical sectors reporting an increase in turnover • Most businesses indicated that staffing levels have stayed the same over the past six months and only 6% are planning redundancies. Six in ten businesses said they have had difficulties recruiting staff over the past two years • When asked to select their biggest business challenges, the most frequently mentioned was staff recruitment (38%). Other main challenges included lack of customers/footfall and supply chain issues • Half of the businesses who responded have invested in their business over the last 12 months and IT has seen the biggest investment. 41% of micro businesses said they had not invested in innovation and R&D in the past 12 months.
3.5	<p>Despite the challenging operating environment, the survey suggests that businesses here remain positive. More than 75% of businesses surveyed indicated that they would be keen to access business advice and support, particularly in areas of improving staff skills, recruitment and marketing, business expansion and innovation and R&D.</p>
3.6	<p>These findings provide a very useful insight to guide our work in the coming months and we have already been engaging with partners to look at how we can address some of the challenges identified and ensure that the businesses get access to the support services that they need in a timely manner, in order to support the Council's commitments to city recovery.</p>
3.7	<p>While the survey is helpful in guiding our conversations with partners around areas of future priority investment, we continue to deliver a range of interventions to support business start-up, encourage further growth of existing companies and ensure that the city remains open for investment. This work has been informed by additional research and engagement with partner organisations. Over the last six months, some of our priority activities have included:</p> <ul style="list-style-type: none"> • Engaging with more than 450 individuals to help them test and develop new business ideas. We ran a competition for the Belfast Business Idea Award. This was won by Network Fit. They received £2,500 and a business support package worth over £3,000. Four runners up also received the same support package including: one-

year Innovation Factory membership, access to free online resources and six months free accountancy services

- Through our start-up support, we have engaged 306 individuals and already 120 additional jobs have been created in new businesses. A quarter of these new companies have progressed to further support from the council, including accessing £1,500 financial incentives to bring forward their business
- Through our Social Enterprise and Co-operative Programme, we have supported 40 organisations with one to one mentoring, advice and guidance. Four of the organisations were new co-operatives. We have been working with the co-operative development organisations to enhance engagement and have delivered 6 outreach events which attracted 120 attendees. Future activities for October include two additional engagement events and a best practice visit. On 14 October, we will launch the Social Economy Fund to further support the sector. The fund will provide financial support of up to £10,000 to organisations that have engaged with us on our support programmes. Applicants must demonstrate clearly how the fund would contribute to their start-up or growth journey and they will be required to pitch for the funds
- Through our business growth support, we have worked with 370 businesses through workshops and one to one engagement to help them to implement growth strategies and become more resilient. The type of support offered includes enhancing their digital and online presence, improving tendering skills and specialist support for businesses with high growth potential
- We continue to deliver our EU exit support to businesses. This year to date we have supported 26 businesses across a number of sectors including retail, construction, ICT and manufacturing. Support is generally required to help navigate new processes and administration requirements, staff concerns and the impact on supply chains
- The Innovation Factory is now at 60% occupancy and the operator has ambitious plans to increase those numbers in the coming months. The centre has seen a high level of interest from new firms in sectors including TV/film, digital, engineering and green tech. The team continues to deliver a range of masterclasses for tenants and external businesses: the next event will take place on the 21 October focussing on new food innovations and how to attract and secure business with large retailers. As part of their social and economic regeneration activity, 8 work placements have been facilitated by IF customers over recent months, and a series of school engagement activities are underway

3.8	<ul style="list-style-type: none"> • In recognition of the need to generate more scaling businesses, we have once again supported the Way to Scale programme, in conjunction with Catalyst Inc and Invest NI. The programme bootcamp launched in August and has engaged 20 Belfast based businesses (out of a total of 37 participants). Ultimately, 10 of the companies with the highest growth potential will be invited to take a place at MIT's Entrepreneurship Development Programme in Boston in early 2022. <p>Over the remainder of the financial year, we will continue to build on the achievements highlighted above, engaging with local businesses and partners to ensure that our support is informed and impactful, in addition to putting in place support based on the recommendations of the survey. Some key areas of work areas will include:</p> <ul style="list-style-type: none"> • Working with the other councils across the region, Invest NI and DfE to bring forward plans to revamp the approach to business start-up post-2023. Work is currently underway to develop a business case for future support. The Council's ambitions in this regard extend beyond delivery of our statutory obligations. We consider that there is an opportunity to significantly rescope the support to ensure that it attracts more people into the "pipeline" and helps more growth-focused start-ups to get the help they need to grow and scale • Ensuring that our enterprise and business support reaches some of the more under-represented groups across the city, and working with them to overcome the barriers to starting and growing a business, including enabling test trading opportunities through our markets and other facilities across the city. We are continuing to deliver our Enterprise Pathway pilot, focusing on those furthest from the labour market and exploring how we can align our support with other government interventions e.g. the opportunities for enhanced Advisor Discretionary Support through the Jobs and Benefits Offices which will help with the costs associated with starting a business for those in receipt of benefits • In November we will launch our Digital Transformation initiative in partnership with the 10 other councils across the region. The programme is designed to support over 1,000 businesses across Northern Ireland to achieve a significant shift in their ability to transform their business operations by investing in digital processes and deploying new ways of working, based on new technology • We continue to build on our support for Social Enterprises and Co-operatives at this time and are working with our procurement team to understand how we can better support the sector to access public procurement opportunities, including taking account of the work around social value procurement. This is particularly important
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	<p>given that the social value procurement policy is currently open for consultation. This year we also hope to be recognised as the first Social Economy Place in the region</p> <ul style="list-style-type: none"> • We have developed an approach to support vibrant business destinations across the city by working with local business associations outside of the city centre. Additional information is provided in a separate committee paper. We will also engage with the City Regeneration team in developing and implementing activity to address vacancies, focusing initially on the city centre • Earlier this year, we secured funding to partner with Fintech NI on the development of a Fintech Action Plan for the region. The Fintech cluster now estimated to be worth a significant £392million per year to the NI economy. The emerging action plan identifies a route map to further growth, focusing on addressing barriers to skills and talent, supporting the sector to make greater connections with investors, and helping develop networks that will enable new Fintech businesses to scale quicker • We continue to work with our seven partner councils along the Dublin-Belfast Economic Corridor to identify business and new collaborative opportunities. Belfast City Council is leading on the development of the strategy and action plan for the partnership, and this work is to commence in early October 2021.
3.9	<p><u>Financial & Resource Implications</u></p> <p>The activities outlined within this report will be resourced from the 2021/22 Enterprise and Business Growth budgets that have already been approved as part of the departmental estimates.</p>
3.10	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>Each of the proposed projects referenced in this report is informed by statistical research, stakeholder engagement and complementary policies and strategies. The unit is currently undertaking a process of equality screening on the overall work programme, this will ensure consideration is given to equality and good relation impacts throughout the delivery of each project.</p>
4.0	Appendices – Documents attached
	N/A



Subject:	Jobs and Skills update
Date:	13 October 2021
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Sinéad O'Regan, Employability & Skills 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
1.1	The purpose of this report is to update members on a number of existing and planned interventions to improve skills and help people find a new or better job, focusing on key target groups and those furthest from the labour market.
2.0	Recommendations
	<p>The Members of the Committee are asked to,</p> <ul style="list-style-type: none"> Note the range of existing and planned interventions to improve skills and help people find a new or better job, focusing on key target groups and those furthest from the labour market

	<ul style="list-style-type: none"> • Note the job outcomes delivered by some of the key interventions • Note the planned activity for the coming months • Agree to join the RSA Cities of Learning network, making a financial contribution of £30,000 towards the programme of activity from November 2021.
3.0	Main report
3.1	Members will be aware that the pandemic has had a significant on the economy of the city. At its peak, more than 20,000 people in Belfast were on furlough and the claimant count numbers in the city more than doubled following the initial lockdown in March 2020.
3.2	As we emerge from the series of lockdowns and the remaining restrictions are gradually moved, the labour market is slowly improving. However there is significant volatility with demand hugely outstripping supply in a number of sectors (tech and digital; logistics and health and social care) while other sectors are much more vulnerable (hospitality; retail). This is borne out in the recent Belfast Business Survey which is covered in more detail in a separate report to the committee.
3.3	A number of research reports have identified the fact that the pandemic has had a disproportionate impact on those who were already most vulnerable prior to COVID-19. In labour market terms, this has meant that those who were already having difficulty in finding work slipped further back as those who had more recent experience or transferable skills moved into an already competitive jobs market.
3.4	Despite the volatility, council officers have been working closely with our stakeholder partners and with employers in key sectors to support the delivery of a range of interventions to help those furthest from the labour market to find sustainable employment in those sectors where demand has remained strong or is beginning to recover. This work has meant that, since April 2021, we have been able to bring 381 people on to our Employment Academy programmes across a range of sectors. This level of demand – both from employers as well as those looking for a job or a better job – represents a significant increase on figures from previous years. By way of example, in 2018/19, we supported around 500 people through Employment Academies over a full year – in a very buoyant economic climate. A number of recent changes including an expansion of the Employability and Skills team and the introduction of a new, more flexible commissioning framework, means that we have been much better placed to respond to opportunities, meeting employer demand and bringing forward solutions that benefit local businesses and residents.

3.5	<p>The procurement framework covers four broad areas (lots). These are:</p> <ul style="list-style-type: none"> • Lot 1: Care Sectors: Health Care; Social Care; Education; and Childcare/Playwork – delivery partner is People 1st • Lot 2: Customer Service Sectors: Leisure; Hospitality; Tourism; and Retail: delivery partner is Workforce Training Services • Lot 3: Practical Sectors: Transport & Logistics; Construction; Green Economy; and Manufacturing: delivery partner is Workforce Training Services • Lot 4: Office Based Sectors: Administration; Financial; and Digital: delivery partners are BMC in conjunction with LEMIS+ partners (Ashton Community Trust; GEMS NI; East Belfast Mission; Upper Springfield Development Trust and Impact Training).
3.6	<p>The lots will remain in place for up to four years. They provide the council with significant flexibility in developing and delivering targeted interventions within the relevant sectors. This flexibility has already been invaluable in enabling us to scale up at pace to support the increased number of participants as detailed above and will be an important resource to have access to as we seek to build our reach in new areas such as tech, digital and green skills.</p>
3.7	<p>As a complement to the four lots set out above, we have created an additional mechanism called a DPS (Dynamic Purchasing System). This provides the Council with access to additional alternative market capacity and capability in the areas covered by existing Employment Academies (e.g. if the existing provider cannot meet our needs). It also provides an opportunity to bring on new organisations in order to test out innovative approaches, to respond to specific employer/participant needs not covered within the framework or to provide specialist interventions (e.g. activities to ensure that specific target groups can access the job opportunities on offer, such as English language support or assistance for those with additional learning needs). The DPS will remain open for five years and organisations can register at any time.</p>
3.8	<p>Of those who started an Employment Academy since April 2021, 174 people have completed and 122 have secured employment so far. This represents an into-work rate of 70%. Of the 224 people still going through a programme, 90 are already in work and are receiving support, qualifications or licences needed to access a better job. These include Level 3-5 qualifications (e.g. in childcare sector, allowing staff to move to supervisory roles) and specific vehicle licences to help existing drivers progress to better-paid driving roles, including those within public sector organisations.</p>

3.9	<p>In terms of volume, the most popular Employment Academies are within logistics, leisure and social care sectors, although childcare and playwork strongly feature, particularly for those wanting a better job. A Nursing Assistant Employment Academy has also recently completed, with 17 people applying for Nursing Assistant posts within Belfast HSC Trust. Construction is another sector that has been in high demand, with both generic and female-targeted Employment Academies delivered over the last few months. The into-employment rate for these programmes has been in excess of 80%.</p>
3.10	<p>Over the coming months, a full programme of Employment Academies is being scheduled, with a significant volume of activity planned for the post-Christmas period. In order to raise awareness of the opportunities, a Meet the Employer event will take place in St George's Market on 9 November. This will give potential participants a chance to find out more about the upcoming academies and to register interest to participate as well being able to apply directly for vacancies. Employers across a range of sectors with workforce demand will be in attendance, and they will be able to provide an insight into emerging roles within their business as well as current vacancies for people who can apply directly for on the day. Additional information on the event will be circulated to all members in advance in order to ensure that it can be promoted as widely as possible to all interested parties.</p>
3.11	<p>While the Academies represent short, employer-focused, into-employment interventions, the team has also been engaged in a wider range of jobs and skills-related activities – always with the aim of supporting inclusive growth. Although the increase in unemployment as a result of COVID-19 has not been as significant as might have previously been expected, the claimant count is still more than double the pre-pandemic levels, at around 5.7%. In recognition of the increased volume of claimants that may find it relatively easy to get back to work but that may need some light-touch support, such as interview preparation or advice on job search, officers are working on the introduction of a targeted intervention. This will be delivered by our existing partners through the new commissioning framework. It will focus on linking those who are more recently unemployed to existing opportunities in sectors such as hospitality, construction, logistics and social care through to attracting back, for example taxi-drivers who may require some additional support to return to this sector. This will mean much shorter (and therefore less resource intensive) interventions as well as providing exposure to employers who are currently recruiting, such as the event on 9 November.</p>

3.12	<p>In addition to the delivery, there is also significant development work underway to scope out new interventions that can contribute to the inclusive growth commitments. One key area of work at present is focusing on creating new pathways into the tech and digital sectors. While this sector has remained largely resilient throughout the pandemic, our research shows that there are limited pathways into the sector for those that do not have a degree. This challenge was identified through the work of the Innovation and Inclusive Growth Commission and the relevant government departments have committed to work with the council and with employers in the city to explore potential solutions. New pathways are also being scoped for emerging sectors, including the green sector. Work is at an advanced stage in developing a retrofitting qualification at level 3 and level 5. This will offer opportunities for new entrants to access opportunities in a future growth area. It will also present significant reskilling opportunities for companies in the construction sector, helping them to future-proof their business and look towards new opportunities for future growth.</p>
3.13	<p>While a significant proportion of the work that we have been engaged in to date has focused on those already in the labour market or trying to find a job or move to a better job, we have a number of interventions in place for young people, both in the formal education setting and outside of the school environment. Our GCSE support programme was significantly disrupted over the last two years given the challenges faced by schools during the pandemic and the limited face-to-face time with students over that period. Delivery for the current academic year is planned to be both school-based and community-based with places for at least 365 young people, focusing on those not currently predicted to achieve at least Grade C in English and Maths GCSE, with the objective of helping them achieve a pass. In recognition of the extraordinary challenges of the last two academic years and the impact that this has had on educational attainment – particularly of those who are already vulnerable – additional activities are currently being planned, for example, mid-term intensive learning programmes during the Halloween break.</p>
3.14	<p>We are also supporting 186 young people who either already have or are at risk of dropping out of the education system, employment or training through our Youth Support Programme. To date, 109 young people have progressed into positive outcomes with 40 into employment and 69 into further education/training. While this programme has not completed, this currently represents a positive outcome rate of 58%. This programme is also an important feeder as we develop additional skills development initiatives, particularly in the digital sector.</p>

3.15	<p><u>RSA Digital Skills project</u></p> <p>To add value to our work, Belfast has recently been engaging with a number of external networks and partnerships. One of those networks is the RSA. The RSA operates globally with the aim of seeking ideas and solutions to resolve some of the most significant societal challenges. Through their Cities of Learning work, they provide technical support and expertise to network members to help them bring forward innovative approaches to learning within each of their locations, and also support learning across all of the network members. As part of this work, they have been successful in attracting funding from the Garfield Weston Foundation and have been engaging with cities that they identify as having the potential and commitment to bring forward new learning solutions in a way that can meet their criteria for a City of Learning – and they approached Belfast as part of this work. Emerging from our initial engagement with the RSA, we are proposing to bring forward a project to develop bespoke Digital Badges for our employability interventions. These badges will be used to recognise and validate the work undertaken through our programmes as an alternative to the standard practice of asking for qualifications/experience. The RSA Cities of Learning will also work alongside officers to challenge how some current practices are excluding those that may not have the formal qualifications but that have aptitudes and strengths that could make a valuable contribution to the workforce.</p>
3.16	<p>Officers will also offer employability and skills providers across the city with access to digital badging for their own organisations. These badges will recognise the ‘hidden’ skills of their participants by creating a digital portfolio of their achievements and skills to use alongside CVs. This will further develop collaboration with providers in the city whilst addressing the disproportionate levels of those recorded as having “no or low” skills. We will also engage with employers to ensure that there is buy-in to and recognition of the model and that they can see the merits of this approach to talent acquisition and development.</p>
3.17	<p>The funding from Garfield Weston Foundation will cover 50% of the costs associated with this project and partners are asked to bring forward the remaining 50%. It is proposed that the council agrees to allocate £30,000 towards this project for a 12-month period from November 2021, with the remaining £30,000 being provided by the Garfield Weston Foundation (coming via the RSA).</p>
3.18	<p><u>Financial and resource implications</u></p> <p>The RSA Digital Badges project will require an allocation of £30,000. This funding has been set aside in the Employability and Skills budget for this year that was previously agreed</p>

	through the estimates process. Funding for all other activities set out in this update has also previously been approved through the estimates process.
3.19	<p><u>Equality implications/rural needs assessment</u></p> <p>One of the key advantages of this approach is that it will enable us to target resources on specific groups, including those with particular access issues and barriers that currently prevent them from accessing training and employment opportunities. Our participation data is regularly reviewed to ensure that we are making a positive impact on key target groups.</p>
4.0	Appendices -Documents attached
	N/A

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Subject:	Estates Gazette Awards - 'City of the Year' award
Date:	13 October 2021
Reporting Officer:	Cathy Reynolds, Director of City Regeneration and Development
Contact Officer:	Marie Miller, Marketing Manager, City Regeneration & Development

Restricted Reports									
<p>Is this report restricted? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p style="margin-left: 40px;">If Yes, when will the report become unrestricted?</p> <table style="width: 100%; margin-left: 40px;"> <tr> <td style="width: 80%;">After Committee Decision</td> <td style="width: 20%; text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>After Council Decision</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Some time in the future</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Never</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>		After Committee Decision	<input type="checkbox"/>	After Council Decision	<input type="checkbox"/>	Some time in the future	<input type="checkbox"/>	Never	<input type="checkbox"/>
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									
<p>Is the decision eligible for Call-in? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>									
1.0	Purpose of Report or Summary of main Issues								
1.1	The purpose of this report is to seek approval for attendance at the Estates Gazette Awards ceremony where Belfast has been shortlisted for a 'City of the Year' Award								
2.0	Recommendations								
2.1	<p>The Committee is asked to;</p> <ul style="list-style-type: none"> Note that Belfast has been shortlisted for a 'City of the Year' Award at the 2021 Estates Gazette Future of Real Estate Awards Approve the attendance of Committee Chair/Deputy Chair or nominee and one officer at the Estates Gazette Future of Real Estate Awards Ceremony, taking place 28 October in London, at a maximum cost of £1,750, subject to prevailing COVID restrictions Note that the decision is recommended not for call-in to ensure planning for attendance at this event can commence immediately 								

3.0	Main Report
3.1	Belfast has been shortlisted in the 'City of the Year' Award category in the 2021 Estates Gazette Future of Real Estate Awards.
3.2	Accolades and awards which recognise Belfast's success at creating a liveable, inclusive city are important benchmarking tools as we build awareness of the Belfast investment proposition within a wider 'Position the City to Compete' proposition which seeks to build on the city's reputation as a unique destination for investment, tourism, development and supporting inclusive economic growth.
3.3	The Estates Gazette Future of Real Estate Awards seek to celebrate cities, advisers, investors and developers from the UK and beyond that are driving innovation, long-term thinking and future proofing in the built environment.
3.4	The 'City of the Year' Award is a new award for 2021 which seeks to celebrate UK's cities and the work they are doing to create liveable, successful places. Shortlisted cities have demonstrated evidence of how they are working to deliver cities that are protected from environmental and societal crises, have strong leadership and are delivering initiatives that have enabled their city to grow, attract investment and deliver on the need for equality. Other finalists in the category include Cardiff, Glasgow, Liverpool, Newcastle and Sheffield.
3.5	The Belfast submission highlighted how our young, vibrant and highly educated workforce, secure and resilient infrastructure, strong civic leadership and city partnerships, are priming Belfast for a positive economic future, focused on sustainability and inclusive growth. It also focused on how we are delivering, through our Corporate Plan and other city plans and strategies, the short-term immediate interventions to drive city recovery during this pandemic phase, as well as building the foundations for sustained, inclusive recovery.
3.6	The awards ceremony will take place in London on the 28 October. It will provide an opportunity for attendees to share best practice and network with other award finalists, including representatives from other UK cities and the wider development and investment community.

3.7	Members are requested to approve the attendance of the Chair or Deputy Chair or nominee plus one Officer at the Awards Ceremony. Attendance in person will be subject to Council advice regarding the implementation of COVID restrictions at that time.
3.8	<p><u>Financial & Resource Implications</u></p> <p>Approval is sought for up to £1,750 to support attendance of the Committee Chair/Deputy Chair or delegated nominee plus one Officer at the Estates Gazette Future of Real Estate Award Ceremony in London on the 28 October 2021.</p> <p>Costs will be met from within the City Regeneration and Development existing departmental budget for '21/22.</p>
3.9	<p><u>Equality or Good Relations Implications/ Rural Needs Assessment</u></p> <p>None associated with this report.</p>
4.0	Appendices – Documents attached
	None

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Subject:	Community Planning Update: City Development and Job, Skills and Education Boards
Date:	13 th October 2021
Reporting Officer:	Alistair Reid, Strategic Director Place and Economy
Contact Officer:	Cathy Reynolds, Director City Centre Regeneration John Greer, Director of Economic Development

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 the report is to provide Members with an update on community planning with a specific focus on the work being taken forward by the newly re-configured 'Jobs, Skills and Education' and 'City Development' Delivery Boards.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> (i) note the on-going work of the Belfast Agenda Jobs, Skills and Education delivery Board and the City Development delivery Board; (ii) note the alignment and synergies between the Boards and the work of the Committee;

	<p>(iii) note the proposed transition of the City Stakeholder Group established to support planning and implementation of the DFC Revitalisation Programme to City Centre Delivery Group (as set out in para. 3.10-11 below)</p> <p>(iv) note the ongoing opportunities for Elected Members to input and shape the work being taken forward through Community Planning Partnership, including the refresh of the Belfast Agenda and associated delivery plans, over the coming months/years.</p>
3.0	Main report
3.1	<p><u>Background</u></p> <p>Members will recall that in order to ensure that the vision and ambitions set out within the Belfast Agenda (community plan for the city) translated into action and to secure the commitment from city partners in supporting delivery, four cross-sectoral delivery Boards have been formed (City Development Jobs, Skills and Education Living Here Resilience and Sustainability) under the auspices of the Community Planning Partnership (CPP). These delivery focused Boards have been established to encourage and enable greater collaboration across partners to understand and and seek to address the challenges and priorities for the city and its communities.</p>
3.2	<p>As reported to Committee in June 2021, CPP partners agreed to reconfigure two of the Boards to align priorities and maximise the synergies and impact of their work. As highlighted, the focus of the two Boards – City Development and Jobs, Skills and Education – clearly aligns with the work of this Committee. Members will also recall the intention going forward to update the Committee on the work of the boards alongside specific engagement and input from elected Members and Parties through the All-Party Community Planning Working Group and Community Planning Partnership. Members should note that the newly reconfigured Boards met for the first time in April and May 2021 respectively as well as specific action planning workshop sessions to reaffirm priority areas of focus. This report provides an update on these sessions and key activity underway through the Boards.</p>
3.3	<p><u>Jobs, Skills and Education Update</u></p> <p>Members will be aware of the ongoing review and refresh of the Belfast Agenda. Since the launch of the review in September 2021, we have been continuing the conversation with our city partners, including our Delivery Boards, to examine and define the key challenges, opportunities and priorities for the city for the period 2022-2026. To help inform the new Belfast Agenda a co-production has been adopted with city partners and stakeholders and is being rolled out in three phases: i) a review of existing priorities, ii) planning what needs to happen next and iii) consulting on our plans. On 10 September a</p>

	<p>workshop was held with the Jobs, Skills and Education Board as part of the first phase of this engagement. The workshop focused on:</p> <ol style="list-style-type: none"> i) Taking stock of the current economic and labour market position in Belfast in the context of the Belfast Agenda commitments ii) Securing collective agreement on a small number of priority interventions that the Board can drive forward over the next 18 months iii) Shape and input into the refresh of the Belfast Agenda.
3.4	<p>The out-workings of this workshop will feed into subsequent engagement phases, allowing us to co-design action plans and a relevant, refreshed Belfast Agenda which can deliver a positive impact for everyone in the city.</p>
3.5	<p>A detailed report providing an overview of the Board workshop session is attached at Appendix 1. A number of key overarching areas emerging from workshop discussions are summarised below:</p> <ul style="list-style-type: none"> • General consensus that the priorities identified in the emerging Belfast Agenda delivery framework (2022-26) reflect the key challenges and opportunities for the city. • Highlighted the significant impact of the Covid-19 pandemic on widening existing inequalities – with NEETS and inactivity rates rising and therefore a greater need for a collaborative approach to addressing these challenges. • Recognition of the importance of the emerging Labour Market Partnership and ensuring better connections across partners and with those furthest removed from the labour market. Highlight the flagship opportunity this presents for the city. • Recognition of the significant opportunities presented by the Department for Education’s “Fair Start Action Plan” to address educational underachievement within the city and across the region. In this context, the Board (and CPP partners) will develop a Belfast specific proposition which seeks to align with, build upon and accelerate elements of this regional plan with a focus on enabling and encouraging place-based delivery with supporting budgets. • A strong focus required to support and enable more new business start-ups, including social enterprises, in the city, given their importance to our economy • Advocated the need to create focus and momentum on a small number of key challenges that require collaboration across partners to resolve – rather than spreading energy and resources across a wider range of activities.

3.6	<p>Workshop participants agreed that the Jobs, Skills & Education Board should focus on three priority areas and highlighted specific programmes of work to be developed further as part of the action planning process. The three priority areas are:</p> <p>Economic Recovery</p> <ul style="list-style-type: none"> • Bringing together partners to look at how we can achieve a significant increase in the number of business start-ups, with a focus on driving city competitiveness and productivity – while also considering how this work can support inclusive growth. • Bringing forward new interventions to support the continued growth of the tech and digital sector – with a focus on creating inclusive pathways to develop new routes into this growth area. <p>Employability & Skills</p> <ul style="list-style-type: none"> • Recognition that the Labour Market Partnership will be a critical element for bringing forward key employability and skills interventions and agreement to ensure that regular updates are provided • Exploring ways of intelligence gathering and sharing in order to inform and shape new interventions – need for short term and longer-term insights. <p>Educational Attainment</p> <ul style="list-style-type: none"> • Consideration of how a Belfast-focused response to the Fair Start Action Plan can be taken forward • Exploring opportunities to enhance the support available at Key Transition Stages – with a special focus on early years.
3.7	<p>As the engagement work on the refresh of the Belfast Agenda continues, the Jobs, Skills & Education Board and its supporting task groups will now undertake further action planning work to consider how the key interventions can be moved forward. One of the critical issues will be to consider how we can secure partner buy-in and resource allocation in order to ensure that there is shared ownership of commitments and outcomes.</p>
3.8	<p><u>City Development Update</u></p> <p>Members will note that a similar workshop session is being planned to take place for the City Development Board in late October / early November 2021. The focus of this workshop will be to consider and unpack what specific interventions, programmes and actions are to be taken forward in support of the four priority areas identified by the Board and Community Planning Partnership i.e.</p> <ol style="list-style-type: none"> Housing-Led Regeneration

3.9	<div data-bbox="368 152 976 286"> <ul style="list-style-type: none"> ii. City Regeneration and Investment iii. Access, Connectivity and Active Travel iv. Future City Centre </div> <p data-bbox="272 309 1430 488">In addition to the planned workshop in October, it is important to note that there has been significant work already underway and/or emerging across the City Development Board's four themes. Some specific areas which we would highlight for Members information include:-</p> <ul data-bbox="272 510 1430 1216" style="list-style-type: none"> • Agreement and establishment of a Housing-Led Regeneration delivery sub-group chaired by NIHE is underway. • Consensus on need to bring forward transportation plan for Belfast. • Continued delivery of £4.2m Revitalisation Programme to support recovery from pandemic. • Ministerial and NI Executive departments commitment to the Bolder Vision and ongoing work to proceed to public consultation and next stages and implementation, alongside the importance of other city-wide connectivity priorities. • Engagement with developers in support of the work of the Board and to ensure we maximise the benefits and potential access to opportunities from future investment schemes (inclusive growth). This will complement the cross-sectoral representation and input into community planning including the community and voluntary sector. • Participation in the Renewed Ambition Programme engagement workshop around the Social, Economic and Environmental Impact of Real Estate
3.10	<p data-bbox="272 1301 754 1335"><u>Maintaining momentum and focus</u></p> <p data-bbox="272 1350 1430 1839">Members will be aware that in support of the development and implementation of the Covid Recovery Revitalisation Programme that an external and cross-sectoral 'City Stakeholder Group' had been established and provided important insights and, experience to help shape the programme. Whilst we are emerging from the emergency response to the pandemic with restrictions being eased, there are no doubt significant strategic and operational challenges which need to be addressed including, among other things, a clean, green, inclusive and safe city centre. It is therefore proposed that we build upon the strength and success of the City Stakeholder Group, and recalibrate and transition it into a City Centre Delivery Group reporting into the City Development Board and the Community Planning partnership.</p>
3.11	<p data-bbox="272 1906 1430 1984">This Group would bring a cross-sectoral perspective and input into understanding and seeking to address the key challenges facing the city and seeking to align resources as</p>

	<p>appropriate. Subject to CPP approval in November 2021, the group would also act as a forum to advocate for Belfast and help engage/influence NI Executive, Departments and other structures (e.g. High Street Task Force) to unlock barriers. This proposal would complement and support the Council's (and CG&R Committee's) significant leadership and implementation role around city development, including supporting city centre revitalisation. It is important to note that the City Development Board and community planning provides the forum to consider and progress non-city centre considerations and priorities as referred earlier in the report.</p>
3.12	<p><u>Role of Elected Members</u></p> <p>Elected Members will be engaged at each stage of the review process underway to refresh the Belfast Agenda and shape the 4-year action plans which are to be developed over coming months. This will include, for example, Members' co-design workshops, Party Group briefings, Committee engagement and through the All-Party Community Planning Working Group.</p>
3.13	<p><u>Financial & Resource Implications</u></p> <p>Any financial implications arising from this report will be covered from existing budgets. The review process will involve the participation of all community planning partners, who will need to commit their resources to the review process and the agreed action plans.</p>
3.14	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>There are no equality, good relations or rural need implications in this report.</p>
4.0	Appendices – Documents attached
	Appendix 1: Jobs, Skills and Education Summary Report

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The Belfast Agenda

Jobs, Skills and Education Board

Workshop Summary Report

10 September 2021



1 Introduction

Members of the Jobs, Skills & Education Board agreed at its meeting in May 2021 to hold a workshop to feed into the Belfast Agenda refresh process and to identify and focus attention on small number of priority areas for collaborative actions over the next 6 – 18 months.

The workshop was hosted virtually by Belfast City Council via MS Teams, chaired by Alistair Reid and facilitated by Ciaran Boylan and Dave Simmonds.

Appendix 1 contains a list of attendees.

1.1 Purpose

To consider the current economic and labour market position in Belfast in the context of the existing Belfast Agenda ambitions and commitments and secure collective agreement on a small number of priority interventions that the Board can drive forward over the coming 18 months to make a measured impact on performance and improve the economic outlook and educational attainment within the city.

Desired Outcomes:

- To challenge, reaffirm and/or refocus the current priorities and activity of the Board
- To consider and identify requirements and/or opportunities for new priorities and collective actions – taking the impact of the Covid-19 Pandemic into consideration
- To identify convening action leads for the priorities and associated actions
- To consider how the Board could work more effectively, adding value beyond business as usual (maximise productivity and partners expertise and commitment)
- To shape and influence the refresh of the Belfast Agenda, ensuring appropriate consideration of jobs, skills and education issues and identifying priority areas for collaborative activity.

Appendix 2 sets out the workshop format.

2 General Considerations

A number of key overarching areas for consideration that emerged during the workshop discussions are summarised below:

- There was general consensus that the priorities in the emerging Belfast Agenda delivery framework are focussed in the right areas
- Noted that Covid is widening inequalities, NEETS and economic inactivity rates are rising and therefore a collaborative approach to addressing these challenges is required and critical
- The importance and potential of the Labour Market Partnership was noted along with the need to ensure we provide a voice for partners and those furthest removed from the labour market – Noted that the emerging action plan presents a flagship opportunity for the city
- The opportunity presented by the '*Fair Start Action Plan*' to address educational underachievement was highlighted – it is important that we develop a Belfast proposition which draws out and builds upon this regional approach with a focus on enabling and encouraging place-based delivery with supporting budgets

3 Priorities and Collective Focus

3.1 Belfast Agenda Refresh – Open Discussion

The first session of the workshop started with a presentation from Alistair Reid and John Greer. This provided members with a recap on the community planning journey to date along with a summary of key delivery highlights and remaining challenges, particularly within the context of the impact of the Covid-19 pandemic on the City.

Members were provided with an update on the Belfast Agenda review process and the emerging delivery framework which has been co-designed with a core group of community planning partners. Ciaran and Dave facilitated an open discussion around the following questions:

1. What value can the Board offer/what should it focus on?
2. What are the big issues likely to shape our work in the coming years – economic issues and key policy developments?
3. Does the reflection echo partners' experience to date?
4. Are the areas of focus and ways of working right? Anything missing?
5. What would make it more effective?

3.2 Belfast Agenda Refresh – Summary of Open Feedback

This section summarises the key points received during the open discussion:

- There was general consensus that the priorities in the emerging delivery framework were focussed in the right areas
- Important to establish how we deliver on these priorities. The launch of the Skills Strategy, the emergence of skills councils and linkages with the Labour Market Partnership in Belfast and the need for partnership working were referenced
- Noted that the learning city adoption in Belfast potentially provides another platform to bring some cohesion and further collaborative opportunities to connect into many of the priority areas
- Noted the connection between attainment and progressing for those who did not achieve their desired grades into other skills programmes – this requires DE & DfE collaboration. Noted the need to be better connected in terms of addressing educational underachievement particularly around transition between schools and into further education – cited an example that BMET are not always welcome in schools and we need to consider how we can broker this conversation.
- The Skills for Life and Work Programme and Traineeship were noted. The creation of seamless transitions is something that is required. Massive increase in demand this year.
- It was highlighted that Covid is widening inequalities, NEETS and inactivity rates are rising and within this context collaboration is critical. Noted the need to ensure that those who are furthest removed from the labour market need prioritised and supported the most and that we need to ensure we address the disability employment gap and catch people who are NEET before they fall out of the system

- Noted that the primary purpose of education is to enable young people to fully realise their potential. Stated that we need to be careful that the economic and jobs agenda does not dominate over the education and potential of children and young people.
- Stated that Labour Market Partnerships are welcome and that the membership of the partnership groups should be extended to strengthen the process
- It was suggested that community planning partners should have more stake in community planning and be more focussed on delivering outcomes. We need to ensure the right partners are at the table and need to be more direct/focussed in the contributions that are sought from partners with respect to delivery. Would like community planning to have more ‘teeth’.
- Business community and Invest NI are willing to engage with those furthest removed from the labour market – referenced the Job Start Programme and working closely with DfC

3.3 Understanding the JS&E Priorities and Focus – Group Discussion

The facilitators introduced the first group discussion, providing partners with the opportunity to consider, challenge and reaffirm the current priorities and focus of the JS&E Board.

There were three discussion groups:

- Group 1 – Economic Recovery
- Group 2 – Employability & Skills
- Group 3 – Educational Attainment

Each group worked through a template answering the following questions:

1. Are the current priorities the right ones to focus on over the next 6-18 months?
2. Are there any additional priorities/opportunities that need focus?
3. What’s currently going well / what’s having an impact?
4. What’s proving difficult / barriers preventing delivery?
5. What are the linkages to the emerging cross-cutting themes?

3.4 Understanding the JS&E Priorities and Focus – Group Feedback

This section summarises the feedback received from each of the three discussion groups:

Group 1 – Economic Recovery:

Current priority areas & opportunities (1 & 2)

- Everyone agreed with the emerging delivery framework priorities
- Need to consider how we create skills and opportunities i.e. what sectors, what type of jobs etc?
- Noted that the economy has come alive and there is some optimism about the next 6 months
- Recruitment in professional areas should be a priority
- The learning city adoption by Belfast potentially provides a platform to bring some cohesion and collaborative opportunities i.e. learning neighbourhoods

What’s going well / having an impact (3)

- Investment in the city is attracting companies – hybrid working model is also enabling this

- Belfast has shown its resilience during the pandemic and the associated economic shock – A spirit of partnership and collaboration exists and there is a willingness to make things work
- Visitors from the South have been flocking to Belfast and this is matched by an increased number of businesses who are keen to set up in Belfast, all of which is creating economic benefits and opportunities
- The City Centre has come alive and there is great optimism for the next 6 months for growth and investment in business – creating jobs is not going to be difficult

Barriers to delivery (4)

- Government is fragmented and there is a disconnect
- Deep rooted problems and challenges meeting labour market needs - Children still choosing traditional areas e.g. plumbing/hairdressing, careers advisors not having the right conversations – currently lack of digital skills but children are not being advised to take these career paths – important that this is fixed in schools
- There should be a campaign for young people promoting the opportunities associated with jobs in the digital sector
- Need more flexibility and alignment in terms of supply and demand – ability to move quickly
- BMET and universities need to work better in terms of the offer for young people

Linkages (5)

- There is a need for better linkages and alignment across all of the priority areas

Group 2 – Employability & Skills:

Current priority areas & opportunities (1 & 2)

- Key point was to make sure that governance arrangements and partnership that cover the board priorities are effective and rationalised so that they are suitable for delivering the priorities of the Belfast Agenda – linking education, training and employment is important – also important to align with national strategy through DfE, DfC and DE
- Agreed it is important to see the purpose of education as more than just a supply to the labour market
- The importance and potential of the Labour Market Partnership was noted along with the need to ensure we provide a voice for those furthest removed from the labour market
- Governance will be important to ensure alignment
- The most requested skills in the labour market are – communication, problem solving, leadership building – it is important that we focus on attainment and ensuring people have a grasp on soft skills
- Need to prioritise how we meet employer needs and demands – need for collaboration and connectivity

- Need to consider the young people at the heart of the challenge who may not have realised their potential in school perhaps due to inflexible systems i.e. no maths or English GCSE so no access to their desired FE/HE course even with good results in other subjects.
- A priority should be to gain and reflect national priority digital spine / digital imbalance – we need to establish how this relates locally and what the practical steps are across the 3 priority areas to effect change
- Producing people who can access opportunities is key to provide positive outcomes – they can only do this if they have been through an effective school experience or system
- Key challenge – how we get a greater understanding of the education system

What's going well / having an impact (3)

- DfC & DfE have been having positive engagement at grass roots level and can see a change of direction and complimentary advice is working well
- The Labour Market Partnership is a real flagship opportunity – important for stakeholders to drill down and help shape LMP actions -
- Delighted with flexibility in ecosystem in response to the pandemic – demonstrates positive changes in DfC/DFE

Barriers to delivery (4)

- There are continued challenges with inactivity, including those with disabilities – we need to pool collective strengths, so they are not left further behind
- Stark reminder that those excluded from the labour market will be more excluded. Important that we meet the needs of the most excluded groups and give them opportunities.
- Engagement with those that need our help the most and are resistant to work with JBO's – we need to consider how we reach out and engage with those people
- Failure to Attend figures have risen from 30% to 50% post covid – very real challenge getting people to engage with the service
- Not meeting people in person has proven difficult to identify barriers to help
- We need to build a confidence in learning and opportunities that realise at neighbourhood level, build connected opportunities for health, learning and employment within communities. Much of what we talk about sits above local areas and doesn't translate to those who need help.
- Noted that Brexit is going to have significant impacts on the labour market and that we are losing a sizeable proportion of the workforce i.e. any EU Nationals not living here before January 2021 and even those with settled or pre-settled status face barriers to employment based on discrimination due to their immigration status

Linkages (5)

- Careers advice and linkages to employment – The Labour Market Partnership should consider this as it develops
- Need to ensure that the links between education attainment priority and children and young people priority to avoid duplication and maximise cohesion.

Group 3 – Educational Attainment

Current priority areas & opportunities (1 & 2)

- Early years is important as outlined in the *'Fair Start Action Plan'* – it is important that we focus and collaborate around this area across the appropriate areas of community planning and aligning regionally through DE.
- It is important that the *'Fair Start Action Plan'* is written large in the next version of the Belfast Agenda and that we seek to capitalise on any opportunities emerging from this
- It is important to recognise the importance of collaboration in the design of programmes and budgets – need to reduce the replication and duplication of activity
- Importance of date was noted – including the need to be smarter in terms of how we measure success as the standard exam-based approach takes a long-time
- There is value in summer interventions – transition communities supported by schools.
- Important to ensure awareness within schools and young people around the range of pathways available to them (eco-system of options)
- Need to define the 'how' and the forward planning element – commitment to co-design an action plan for the educational attainment priority

What's going well / having an impact (3)

- REACH Project (literacy) – there have been notable successes with further information coming in the evaluation report which will be useful learning going forward
- The role of youth services and their involvement in schools working with young disenchanted people likely to drop out of the system
- GCSE revision programme is having a positive impact across the city
- Taking Boy Seriously conference was discussed along with 5 principles they wish to trial within communities and schools - there is an appetite for community planning link in with this
- Suggested focus on lifelong learning going forward – opportunity to link in with the new Skills Strategy highlighting "Creating a culture of lifelong learning" as a key recommendation for building skills for life
- Positive collaboration between BCC, government departments and communities. Covid has shown strength of communities and local intelligence – this can be built upon by developing needs-based intervention

Barriers to delivery (4)

- Lack of integrated family support across the city for those facing difficulties and impact and influence of families on children and young people
- Lack of awareness funding to ensure young people know the available pathways

Linkages (5)

- Important that the educational attainment priority and the work of the supporting task group is aligned with regional plans via the A Fair Start Action Plan
- Important to ensure alignment between the educational attainment and children and young people priority within governance, delivery and the wording within the new Belfast Agenda

4 Collaborative Delivery

4.1 Action Planning and Delivery – group discussion

A short presentation was provided in advance of the second group discussion, which provided a recap on the role of the board and the key principles of community planning that should inform the development of actions:

1. **Outcomes focussed** – delivery should contribute to Belfast’s long term outcomes
2. **Partnership & collaboration** – Requires collaboration of more than one community planning partner (public, private or community & voluntary sector)
3. **Creating added value** – focus on collaborative gain and not business as usual activity. Actions should create added value through working better together
4. **Impact orientated** – Emphasis of delivery should be on practical interventions that deliver impact. Partners need to monitor impact by measuring the performance of actions
5. **Resourcing** – Delivery should require joint resourcing, commitment and effort i.e. staff, time, services or investment. Ultimate aim is pooled budgets but this is not a pre-requisite
6. **Evidence informed** - Priorities and actions identified will be informed by data, research and evidence

Partners worked to establish opportunities from a delivery perspective over the next 6-18 months, with questions covering the following areas:

1. Identify the right actions to focus on over the next 6-18 months? (max of 3 actions per theme)
2. Consider the best lead convenor & other partners that need to be involved
3. Identify key enablers to support implementation
4. Consider and identify key milestones (if possible)

4.2 Action Planning and Delivery – group feedback**Group 1 – Economic Recovery:**

- We need to get better at gathering local intelligence from the hospitality sector e.g. how many specific roles do we need – can this be gathered on a weekly basis?

- Consideration of developing an adult apprenticeship programme – define what it looks like and promote it to cohorts trying to re-access the labour market through a new career
- Consideration of how we enhance the enterprise offer – promoting entrepreneurship as a career path / opportunity in schools/colleges. There is a lot of good work happening through Tedex Programme which could be built upon or aligned with
- Important to focus on PR, communications and other activities to drive footfall back into the city centre and support retail recovery
- A strong focus is needed in supporting business start-ups in Belfast, which will help support our economic recovery
- Using Belfast careers and jobs promotions programmes to create a focal point for digital careers – there are lots of jobs and opportunities in this sector that need to be communicated/promoted
- Digital South Programme with linkages to schools has proven successful in South Belfast and could be expanded upon or lessons learned elsewhere
- Following discussion agreement was reached on the following key actions:
 - All age apprenticeships
 - Assured Skills Programme
 - Development and promotion of a new enterprise and entrepreneurship programme which targets some of the more experienced / skilled people who have been impacted by furlough/pandemic
 - Sharing intelligence & developing partnership working – linkages with labour market partnership

Group 2 – Employability & Skills:

- Note that we already have an emerging labour market partnership action plan which has been developed in collaboration with community planning partners and others – important that we stick to this
- Agreed to progress with a Labour Market Observatory to give better labour market intelligence with a programme to be put in place to take forward. BCC are happy to facilitate but noted that no one body can take forward alone. DfC/DfE/BCC to have a further discussion to determine next steps in taking forward
- Agreed to engage with growth sectors (digital and tech) to develop pathways and positive outcomes under the oversight of LMP and JS&E Board – Collective approach is required to complement growth and how it is organised across the city
- The importance of drilling down past the stats i.e. to identify how many jobs, which sectors, trends moving forward etc

- Noted that managing transitions is critical and that we need more work between schools and employability providers in relation to people who are not staying in school at 16

Group 3 – Educational Attainment

- It was agreed that a collaborative action plan for the educational attainment priority would be set against three key strategic intents:
 - a) Improving educational attainment and employment opportunities and outcomes for children and young people
 - b) Use of quality data and information to inform effective planning, programmes and interventions
 - c) Collaborative partnerships with key stakeholders to enhance the learning and lives of children and young people
- The opportunity afforded by the *'Fair Start Action Plan'* was highlighted – it is important that we develop a Belfast proposition drawn from this regional approach to enable and facilitate place-based delivery
- Agreed to build upon areas of success such as the GCSE revision and youth support programmes
- Developing co-ordinated supports for key transition stages was discussed, particularly with respect to early years and readiness to attend pre-school and primary school
- Agreed to link in with BAOG to ensure that the educational attainment and children and young people priorities to identify opportunities for collaboration and avoid duplication
- Agreed to engage with young people, schools and communities to inform and support future delivery/funding – enhancing voices involved in the process and being as inclusive as possible
- Noted that place-based delivery is essential and partnership working and collaboration will optimise impact and outcomes
- There is recognition that the educational attainment challenge is cross-cutting and is influenced by a myriad of factors
- Agreed to build upon today's workshop by undertaking further action planning sessions with members of the educational attainment working group to develop and agree an Action Plan

Appendix 1: Workshop Attendees

Facilitators: Ciaran Boylan / Dave Simmonds

In Attendance: Alistair Reid (BCC), John Greer (BCC), Colin Summerville (DfE), Susan O’Kane (INI), Damien Duffy (BMET), Simon Hamilton (Belfast Chamber), Lisa Toland (BCC), Patricia McNeill (F/SOUTH), Mike Dawson (Belfast Harbour), Jamie Uprichard (BCC), Karen A Gillespie (BCC), Stephen McGowan (UV) Kendal Bousquet (VCSE), Joe Duffy (WBPB), Necole Donaghy (BCC), Deirdre Ward (DfC), Martin Boyd (DfC), Graeme Wilkinson (DfE), Joan Pedan (BHSCT), Alistair Stewart (QUB), Duncan Morrow (UU), Maggie Andrews (Eastside Partnership), Naomi Doak (BCC), Danny Power (Learning City), Susan Russam (LMP), Iain Deboys (HSC Board), Dr Heather Dickey (QUB), Jonny Cockroft (EA), Katherine Calvert (EA), Mairead Harvey (CCMS), Dale Heaney (DE), Aileen Cummins (QUB), Kevin Lavery (BMET), Jackie Redpath (GSP), Dolores Atkinson (Learning City), Angie Mervyn (WBPB), Laura Feeney (VCSE), Kevin Heaney (BCC), Carol Diffin (BHSCT/BAOG), Sinead O’Regan (BCC), Jonathan Twinem (BCC), Bronagh Lawlor (BCC), Brian Carr (BCC)

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	ii. Consider best lead (convenor) & who needs to be involved iii. Identify key enablers to support implementation iv. Consider and identify key milestones (if possible) PLENARY - GROUP FEEDBACK (2)	ALL	14.10-14.20
5.	Summary comments and next steps	C Boylan / D Simmonds	14.20 - 14.30
6.	Close	A Reid	14.30

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