

Public Document Pack

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



Belfast
City Council

4th August 2016

MEETING OF CITY GROWTH AND REGENERATION COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 10th August, 2016 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

1. Routine Matters

- (a) Apologies
- (b) Minutes
- (c) Declarations of Interest

2. Matters Referred Back from Council/Notices of Motion

- (a) Verbal Update - Western Quarter
- (b) Support for Small and Medium Size Enterprises - NOM Councillor McVeigh (Pages 1 - 16)

3. Regeneration

- (a) City Centre Development Team Update (Pages 17 - 22)
- (b) City Infrastructure Plan (Pages 23 - 26)

4. **Finance and Performance**

- (a) Financial Report - Quarter 1, 2016 - 2017 (Pages 27 - 36)
- (b) Corporate Risk Management (Pages 37 - 48)

5. **Tourism and Events**

- (a) Lagan Canal Trust - financial support (Pages 49 - 54)
- (b) International Relations: Stakeholder group representation (Pages 55 - 60)

6. **Operational**

- (a) Markets Licence: Taste of Northern Ireland (Tesco) (Pages 61 - 62)
- (b) 'Writers of Belfast' Art Collection (Pages 63 - 66)



Subject:	Support for business start-up and small businesses
Date:	10 August 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Colin McCabrey, Economic Development Manager

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

1.0	Purpose of Report
1.1	At the Council meeting on 4 th July Councillor McVeigh raised a Notice of Motion regarding support for small businesses which, in accordance with Standing Order 13(f), was referred, without discussion, to the City Growth and Regeneration Committee. A copy is attached at Appendix 1 .
1.2	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> – provide an overview of the support provided by the Council to new and existing businesses; – outline a number of emerging pieces of work, aligned to the Belfast Agenda, which aim to address the city’s deficit in business start-up rates and foster business growth by providing support to small businesses to help them become more productive and competitive; and – assist Members in considering the Notice of Motion.

2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Note the suite of support currently available from Council to support entrepreneurs and small businesses across the city and the plans to develop this activity further in order to address the start-up deficit and business competitiveness challenges for local companies – Consider the Notice of Motion raised by Councillor McVeigh at the July Council meeting and proposed actions to progress the key issues – Agree the proposed activities to take forward the key issues raised in the Notice of Motion (as set out in 3.19-3.30) and to receive further updates on progress at future meetings of the City Growth & Regeneration Committee
3.0	Main report
3.1	<p>Members will be aware that the Belfast Agenda comprises four inter-related priority themes which will form the focus of work to help the city achieve its long term ambition for 2030 to improve the economic, social and environmental wellbeing of the city. Growing the Belfast economy, creating more and better jobs and improving skills and employability in the city have been identified as key priorities by stakeholders and residents in the development of the Belfast Agenda.</p>
3.2	<p>The ‘Business and Economy’ priority theme provides the focus for programmes of work that include the City’s role as the regional magnet for inward investment; the need to secure long term economic growth; the importance of our city centre not only for the city but for the entire region; the issue of skills and employability; the need to continue to build on the potential of tourism. This approach aims to support inclusive economic growth and social regeneration in the city. A key element of the programme focuses on indigenous business start-up and growth, including the development of the social economy.</p>
3.3	<p>Addressing the challenge</p> <p>By way of context,</p> <ul style="list-style-type: none"> – NI business start-up rates are below both UK and Republic of Ireland. – At a regional level, business start-up rates in Belfast rank 9th out of the 11 Council areas – There are more than 10,000 businesses in Belfast (around 9,000 of which are

	<p>VAT registered). More than 80% of these are micro businesses (less than 10 employees) and around 95% have 50 employees or less.</p> <ul style="list-style-type: none"> – Current business start-up rates in Belfast are estimated at around 900 each year. A number of years ago, there were more business “deaths” than “births” – leading to a depleted stock of indigenous companies. However the figure has now stabilised and, in the last three years, the business stock has been growing.
3.4	<p>Members will be aware that, on 1 April 2015, Councils assumed statutory responsibility for a range of business start-up and growth functions. This meant that the budget attached to a number of programmes and activities previously run by Invest NI was transferred to the 11 Councils. Belfast City Council attracted £411,000 per annum of that funding to support activity to encourage enterprise. Recognising the challenge of low business start-up rates in the city, these resources are being used, along with Council funding and possibly EU funds, to develop a range of new initiatives to help address the current deficit in business start-up rates.</p>
3.5	<p>The funding will also support indigenous businesses to become more competitive. Productivity levels in Northern Ireland constantly lag below other parts of UK and Europe. While some of this can be attributed to high levels of public sector investment in the region, there is a need to encourage local businesses to explore new markets, develop new products and invest in new ways of working in order to increase their productivity, which, in turn, will have a positive impact on regional statistics.</p>
3.6	<p>Overview of support currently provided by the Council (see Appendix 2)</p> <p>The majority of the direct support to businesses is provided through the Development Department but the Council also interacts with and supports businesses across a range of operational areas including food health, licensing, building control and planning.</p>
3.7	<p>There is a range of business support available through the Council, from pre-enterprise (thinking about starting a business) through to support for start up and support once operational, depending on growth needs (export development, marketing support etc.). The table below provides an overview of current support from Council to businesses to enhance competitiveness and sustainability. Further</p>

details of these programmes is included within **Appendix 2**.

State of Development (Start-up/ growth)	Pre-enterprise	Business Start-Up	Business Growth Support (Generic)	Business Growth Support (Sector Specific)
Council Support Activity	"Start by Doing": city-wide programme open to 400 participants with the objective of signposting 200 to start-up activity	"Go for it" programme: mainstream start-up programme to be delivered across all of Northern Ireland. Target of around 400 business starts annually in Belfast through this programme.	Business Growth Programme: multi-sector support programme for businesses in the early stages of development (including social enterprises). Indicative participant numbers each year: 135. Indicative new job creation target: around 70 each year	High Growth Sectors: support programme for 40 companies at early stage of development, focusing on job creation and new market development.
			Procurement Support Initiative: 30 businesses (including social enterprises) > Helping companies to secure new business opportunities arising from public sector tendering.	Social enterprise: support available for up to 50 new/ existing businesses, including intensive 1-2-1 mentoring support for up to 30 participants
	Belfast Enterprise Academy: 25 participants annually, target of 10 participants to take part in business start-up support on completion		Innovation Factory £9million investment opening by September 2016. Accommodation space for up to 382 employees: capable of housing more than 100 small businesses. Tenants will also receive intensive business support to help them grow. Exploring innovative ways of packaging business space and business support e.g. free access for hot-desking space for time limited period for some new starts.	Creative and Digital Industries: currently supporting 50 companies across two programmes aimed at early stage and more advanced businesses. Focus on creating new business and growing markets for existing businesses.
			Link to employability Support: exploring opportunities to provide work placements and employment within small companies for individuals on our employability programmes	Retail: targeted support for neighbourhood-based retail groups (representing over 600 local businesses) as well as support for city centre retail groups through Belfast One, BCCM etc.
		BEN (Belfast Entrepreneurs' Network): monthly events on a range of topics of interest. Attendance by +30 micro businesses and those interested in starting a business		
Annual Participant Targets	425 participants, of whom 210 to take part on start-up support	Targets of around 400 business starts in Belfast each year (subject to final appraisal to Invest NI)	Working with up to 300 businesses annually through targeted support interventions and more than 400 businesses annually attend BEN and other business events	Targeted intervention to support around 140 companies in key growth sectors. Also supporting more than 600 traders through local business associations outside of the city centre

3.8

Specific issues to support small businesses

Taking account of the current support provided and plans to develop this, moving forward on the specific proposals in the Notice of Motion will require input and engagement with a range of partners. These issues are likely to form key elements

	<p>of the engagement and commitments contained within the emerging Belfast Agenda and the ambitions to grow the economy. The proposed way forward for each of the specific issues is outlined below.</p>
3.9	<p>1. Create a substantial citywide investment fund to incentivise start up and growth, for example, through low interest loans. The Council will engage with the Executive and Invest NI to see if the central government will match fund this initiative</p> <p>A range of options is currently available to new and small businesses seeking finance to start or grow their business and there is an opportunity to promote and sign-post this support. This includes low interest loans promoted by professional bodies such as NI Chamber of Commerce, Enterprise NI and Federation of Small Business (FSB) through their banking relationships. Raising awareness of the opportunities is facilitated through local economic development stakeholders such as Invest NI, The Prince’s Trust, Business in the Community, Belfast City Council and Enterprise Agencies.</p>
3.10	<p>To take this proposal forward, it is recommended that Council Officers engage with Invest NI to consider the viability of this proposal and the potential parameters for such an initiative. This might include:</p> <ul style="list-style-type: none"> – Consideration of future indigenous growth sectors for potential financial support, bearing in mind the longer-term sustainability of businesses and the more limited local pool of demand for some sectors and services – Consideration of tiered levels of financial support to businesses based on growth potential, linking to priorities in the Programme for Government (PfG) (e.g. export activity) – Consideration of governance mechanisms and potential displacement as a consequence of public interventions – Potential to link start-up and business support programme participants more directly with financial institutions to help build relationships.
3.11	<p>2. Engage with the Department for Finance and Land and Property Services on the potential to offer rates incentives, such as time limited rates holidays, to start ups or expanding SMEs</p> <p>Members will be aware that LPS currently operates the Small Business Rates Relief (SBRR) Scheme which is currently under review. The Committee</p>

	<p>approved the Council’s response to the consultation at their meeting in May 2016. The Council identified the value of a more targeted rates relief scheme in supporting regeneration – while encouraging business growth – and it recommended that officers continue to work with DoF colleagues to explore how this might develop.</p>
3.12	<p>Rates income is important in generating revenue to enable the Council to deliver its wider services. Work is currently underway to look at how technology can be used to reduce the amounts lost to the Council through issues such as non-collection of rates, which should help increase the overall income from business rates. One such project is the Small Business Research Initiative (SBRI) competition which the Council launched in June 2016, in partnership with the Department of Finance Land & Property Services (LPS) and Future Cities Catapult. The aim “is to encourage the development of timely, accurate, cost effective and equitable solutions which can be implemented to maximise business rate revenue for the city.” The competition closing date is 28 August 2016.</p>
3.13	<p>There are other ways to look at how rates or overheads can be waived, particularly in the early days of a business’s operation. One potential model is the one that is currently being explored at the Innovation Factory under the “Pioneer 10” programme highlighted above. This would provide a fee waiver for a time-limited period to selected businesses to help them mobilise. It is proposed that this is kept under review and that we work with the operators to review the impact of this pilot programme. It is further proposed to review collaborative workspace provision in the city, to identify the need for additional investment in this area with the view to create new subsidised workspace and/or to consider ways in which the Council could add value to existing provision by encouraging the acceleration of business growth through subsidised support services.</p>
3.14	<p>3. Engage a number of experts, e.g. dealing with legal/financial issues, who can be loaned to a start-up or expanding SME free of charge for a 12-month period. Again, the Council will engage with the Executive to see if they will match fund this particular initiative</p> <p>The Strategic Policy and Resources (SP&R) Committee meeting in June 2016, endorsed the Employability and Skills Framework and year one action plan. This includes a commitment to working with the current Social Investment Fund</p>

	<p>(SIF) projects across the city to identify the learning from some of their investments, including the placement programmes operating in the West Belfast SIF area where long-term unemployed individuals undertake a paid 12 month work placement within a business. There is Council Officer and Member representation on the assurance groups for these programmes and an external evaluation of the programme is currently underway. Officers are engaging with the evaluators to draw out the early lessons learned, particularly in terms of how this is helping small businesses. It is proposed that this learning, as well as wider development work on the Employability and Skills Framework, is used to inform a the development of a potential scheme of this type. Engagement with the Executive will take place to explore potential funding sources for the scheme.</p>
3.15	<p>4. Appoint a full-time Belfast Small Business/Social Economy Commissioner who will proactively work to help grow this crucial sector of our economy. This person must have extensive knowledge and direct experience of SME creation and expansion.</p> <p>Officers have been working with colleagues in Dublin City Council to understand the rationale, process and impact of appointing a Small Business Commissioner in 2014. The Dublin project had a number of objectives:</p> <ul style="list-style-type: none"> – Promoting Dublin as a great start-up city and attract new investors, talent, start-ups and media attention to Dublin. – Strengthening Dublin's character as a great place to start and scale a business through data and metrics, and by building more purposeful collaborations between stakeholders across the city – Helping start-ups to internationalise more effectively by strengthening connections to diaspora, leading international accelerators, funding sources and soft landing zones. <p>The Commissioner and her work is supported by Dublin City Council and Enterprise Ireland, with private funding from the Ryan Academy.</p>
3.16	<p>It is proposed that further work is undertaken to consider programme evaluations and how other cities have used a 'champion or figure-head' role to lead on small business development and growth issues. This type of role would provide a real focus and driver for change. Officers will also engage with Invest NI and other key partners (universities, Belfast Metropolitan College, Catalyst Inc) to ensure this would support their activity. This will also include consideration of the</p>

<p>3.17</p>	<p>resource required to support the role and activity. It is proposed that, following this research phase, a report is brought to a future Committee meeting for information and agreement on the way forward.</p> <p><u>Financial Implications</u></p> <p>The approximate cost for providing the combined range of activities already in place is approximately £1.1 million annually. This is funded through the transferring budget from Invest NI (£411,000) along with Council resources and EU funds (decisions are still outstanding on a number of funding applications).</p> <p>Any new activities will be financially appraised and will be considered as part of future reports to the Committee and the rates setting process.</p> <p><u>Equality and good relations implications</u></p>
<p>3.18</p>	<p>Programmes have been designed to help remove barriers to participation and promote equality of opportunity. Future programmes and proposals will be developed in consultation with the Council’s Equality & Diversity Officer.</p>
<p>4.0</p>	<p>Appendices – Documents Attached</p> <p>Appendix 1 - Minute detailing Notice of Motion regarding support for small businesses</p> <p>Appendix 2 - Details of support currently provided by the Council</p>

Appendix 1 – Notice of Motion Support to Small and Medium Size Businesses

The Council, at its meeting on 4th July, considered the following Motion which had been moved by Councillor McVeigh and seconded by Councillor Walsh:

“This Council recognises that Small and Medium Enterprises (SMEs), including social economy projects and co-operatives, are critical drivers for our local economy and generate much needed employment. Belfast lags considerably behind many other cities on these Islands when it comes to the number of SMEs, social economy and cooperatives we have and the support we provide to start up SMEs.

All too often, the focus of government business support concentrates on big business. This Council believes that much more needs to be done to support our small and medium enterprises, and those brave individuals who, in many cases, risk everything to create a successful business or cooperative.

In order to support, in particular, new start up companies or expanding companies, the Council agrees to:

- 1) create a substantial citywide investment fund to incentivise start up and growth, for example, through low interest loans. The Council will engage with the Executive and Invest NI to see if the central government will match fund this initiative;
- 2) engage with the Department for Finance and Land and Property Services on the potential to offer rates incentives, such as time limited rates holidays, to start ups or expanding SMEs;
- 3) employ a significant pool of individuals and experts who can be loaned to a start up or expanding SME free of charge for a 12-month period. Again, the Council will engage with the Executive to see if they will match fund this particular initiative; and
- 4) appoint a full-time Belfast Small Business/Social Economy Commissioner who will proactively work to help grow this crucial sector of our economy. This person must have extensive knowledge and direct experience of SME creation and expansion.

The Council believes that much more practical support must be given to those small businesses that are often at the heart of communities.

The Council intends to give leadership in respect of these matters and will engage with Central Government and beyond to secure practical financial support for the above package of measures.”

In accordance with Standing Order 13(f), the motion was referred, without discussion, to the City Growth and Regeneration Committee

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Appendix 2 - Details of support currently provided by the Council

The majority of the direct support to businesses is provided through the Development Department but the Council also interacts with and supports businesses across a range of operational areas including food health, licensing, building control and planning.

There is a range of business support available through the Council, from pre-enterprise (thinking about starting a business) through to support for start up and support once operational, depending on growth needs (export development, marketing support etc.). The following provides an overview of current support from Council to businesses to enhance competitiveness and sustainability:

Pre-enterprise

- **Start by Doing Initiative**: This programme will help 400 potential entrepreneurs annually to identify and define a business idea and will refer 200 of these onto the business start programme (below). Support is available to all residents in the Belfast City Council area; however there will be specific support allocated to under-represented groups. Officers from the Economic Development Unit are working with groups across the city to develop workshops and practical sessions.
- **The Belfast Enterprise Academy**: This programme is open to degree students from Queen's, Ulster University and Belfast Metropolitan College. During this enterprise support programme, participants work in cross-disciplinary teams to develop viable business ideas and business plans. It supports 25 participants annually and has a target to refer a minimum of 10 participants to the business start activity noted below. Each year, a high percentage of Enterprise Academy participants go on to start their own business when they complete their education. The Belfast Enterprise Academy has won a number of awards and was recently highly commended at the MJ Awards 2016 in London for the Innovation in Education, Employment and Training for young people category.

Business start-up support

- **Go For It Programme**: As noted above, Councils now have statutory responsibility for business start-up support. The Regional Start Initiative, or “Go for It” programme, is being delivered in its current form to October 2016. In Belfast, the programme is delivered through the Enterprise Agency network and there are agencies based across the city. The 11 Councils have submitted a joint application to secure Invest NI and ERDF funding towards a replacement “Go for It” type programme. This is currently

undergoing an Economic Appraisal and is subject to funding award and public procurement. The regional programme will roll out as quickly as possible after October 2016. Officers are considering the most efficient and effective means available to the Council for interim delivery of the programme to meet the quality targets and timescales of the programme whilst protecting against a gap in service provision. The annual target for Belfast will be around 400 new business starts.

- It is proposed that the **new enhanced regional programme** will provide a range of workshop-based learning, business plan development and 1-2-1 mentoring support for participating individuals (the current programme focuses on business plan development only).
- The **Innovation Factory** operator will run a “Dragon’s Den” type programme for new business starts called “Pioneer 10”. Through this initiative, 10 new businesses will be supported through a structured programme focusing on topics such as Business Models, Planning for Profits, Sales and Marketing Essentials, Finance for Business, Financial Management and Strategy and Financial Planning mentoring. Participants will be able to avail of free hot-desk access at the centre for a set time period.

Business Growth support: generic

- **Business Growth Programme**: This programme is aimed at all business sectors but will be specifically targeted towards micro and small businesses currently trading for 1-2 years+, predominately within the local market and not in receipt of Invest NI assistance. Within this programme an average of 135 businesses per year will be supported, creating around 70 jobs per year. Participants can avail of up to 2 days 1-2-1 mentoring support. Participating businesses are allocated a specific mentor to meet their business growth needs. This support is also open to social enterprises. Participants may also be referred on to other sources of support such as Invest NI, Catalyst Inc. or the Universities and Colleges.
- **Procurement Support Initiative**: This programme is aimed at micro and small businesses (including social enterprises) that have little or no experience of selling to the public sector. An average of 30 businesses per year will participate on this programme. At present, most of the public sector bodies are working with the Council on this initiative and, as it progresses, we will work to look at how we can bring on other partners to create additional supply opportunities e.g. the key anchor institutions in the city.
- **Innovation Factory**: Once operational (from September 2016), the new business centre will provide business accommodation, business growth and business innovation services to support more than 100 small businesses. Innovation Factory tenants will work with an

expert business support organisation to constantly review their business' growth prospects and they will be able to access expertise and business support to help grow their business in terms of employment numbers, productivity and new markets. Innovation Factory will also deliver a range of business diagnostics to businesses, innovation related master-classes, collaboration and innovation initiatives aimed at tenants and non-tenants/users of the centre.

- **Links to employability activity**: Members will be aware that the Council supports a range of employability programmes, currently focusing on those furthest from the labour market. The principal objective of these programmes is to help participants to find employment. There are **opportunities to look at how small businesses in particular might benefit from work placements** by some of these employability participants, subject to training organisations being able to make the right fit between the candidate and the job needs.

Business growth support: sector specific support

- **High Growth sectors**: A targeted programme for new-start businesses (0-1 year trading) demonstrating high growth potential or requiring specific, specialist business start-up and early stage growth support will be delivered (funding still subject to EU approval). The programme is aligned to the needs of key growth sectors in Belfast such as professional services, health and life sciences, green technology, advanced engineering, creative, digital and ICT. Once operational, the programme will support 40 businesses or participants per year and has a target of creating 84 jobs. It is important to note that a range of other providers can also potentially provide support to these businesses so there will be a focus on signposting to other relevant provision, as appropriate, post programme completion
- **Social Enterprise**: Support is available to new and emerging social enterprises/social entrepreneurs and cooperatives through a programme tailored specifically to their needs. The programme will engage a minimum of 50 individuals/groups per annum and recruit a minimum of 30 participants to receive intensive support through workshops and 1-2-1 mentoring. This programme was launched in June 2016.
- **Creative and Digital Industries**: There is currently one programme to support 30 companies from the Creative and Digital Industries sector to increase their competitiveness through product development and expand their geographical markets. "The 140 Second Club" involves 30 pre-start and early stage businesses. Run by Ulster University, the programme provides participants with 10 workshops, helping them hone their business idea, with the aim of creating at least 10 new business starts.

- Links to **International Relations** activity: 15 CDI businesses have participated in the South by South West Trade Mission aimed at developing business linkages with the American market. The majority of these businesses have already been active in international markets so the challenge is to look at how the Council can help move more businesses into export markets, through business missions and international events, in conjunction with Invest NI.

The Council is only one player in this field and Officers work very closely with a range of organisations such as Local Enterprise Agencies (LEAs), Invest NI, Catalyst Inc., Universities and Colleges, incubation facilities (such as E-spark) and specialist/sectoral business support organisations in order to maximise the impact of the **collective effort to support business start-up and growth**. This is particularly important in the context of constrained public finances. It is also important in terms of **signposting businesses to relevant support to meet their development needs and also in making the service more customer-focused**.

Given the scale of the challenge, it is important to acknowledge that changing the business start-up figures and improving growth rates is a long-term ambition which will require a range of interventions. These will include promoting the enterprise culture from an early age through school-based interventions, creating and profiling more positive role models working in small business and making the business support system easy to access. Council officers have been working to develop and put in place a number of support programmes, in partnership with others.

Innovation Factory

One of the most significant investments (funded by Council, ERDF and Invest NI) has been the Innovation Factory which will open in September 2016. This development, when operating at capacity, will support almost 400 jobs across approx. 100 small businesses. Tenant companies will work with the operator to grow their business and they will be encouraged to graduate from the centre after an agreed period, freeing space up for new businesses.

The Innovation Factory will bring together a range of business advice, guidance and support services under one roof, providing a tailored package of support for small businesses. It will allow the Council to **“package” together a range of business support services** – comprising high quality business space as well as access to finance, mentor support and

networks – and could be a useful **focal point for many of the business support services** referenced in the Notice of Motion.

The Innovation Factory will also support the Council's "**inclusive growth**" agenda. The operator of the centre has committed to a significant programme of social regeneration activity. This includes schools partnerships, work placement and employment opportunities for long-term unemployed as well as student placement opportunities. In addition, the operator will adopt a "buy local" policy and is holding a "Meet the Buyer" event with potential suppliers across a range of services (landscaping, catering, property maintenance) in August 2016.

Business workspace

The business workspace at Innovation Factory is the first investment by the Council in this type of support infrastructure. The business case for the Innovation Factory identified the **importance of high quality business space** in supporting business start and growth. It also pointed to the opportunity for clustering key sectors – particularly the creative and digital sectors – to encourage collaboration and build partnerships. While it was necessary for Belfast City Council to take the lead in securing the funding for the Innovation Factory, there are other models involving joint ventures and partnerships with private sector operators which can help bring forward developments of this type. The Council is currently **exploring the potential to work with the private sector to take forward relevant developments**, taking care to ensure that the process is open and transparent and that the Council can secure an appropriate return on investment.

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Subject:	Update on City Centre Development Team
Date:	10 th August 2016
Reporting Officer:	Nuala Gallagher, Director of City Centre Development
Contact Officer:	Nuala Gallagher, Director of City Centre Development

Is this report restricted?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> • Update Members on the proposed community engagement strategy for the City Centre Development Team. • Update Members on the City Centre Development Team staffing structure and ongoing commissioned work.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Comment on the proposed consultation approach and agree to the recruitment of a Community Engagement Manager within the City Centre Development Team and extend the existing strategic advisor commission on a month by month basis until such times as the directorate has full operating capacity and; • Note the staffing structure at Appendix 1.

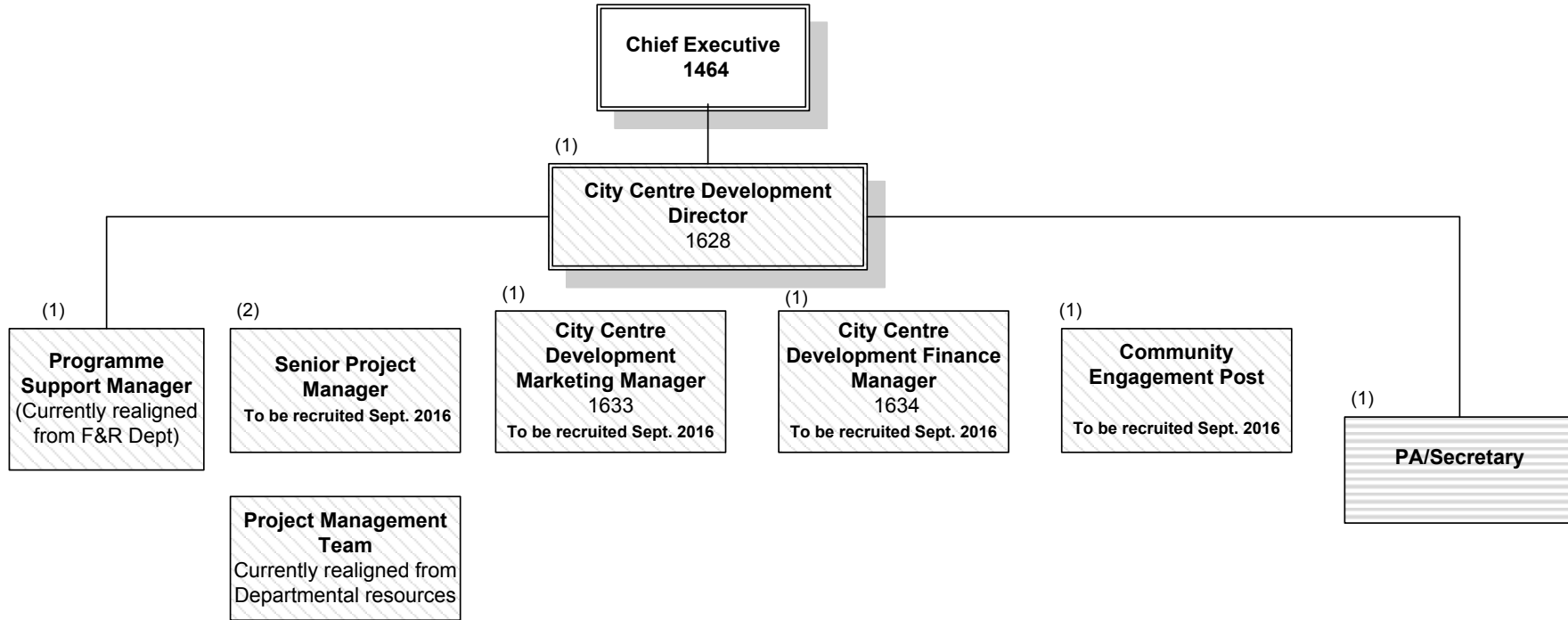
3.0	Main report
3.1	<p>Background</p> <p>In April 2015 the SP&R Committee received an update on the development of City Centre & Regeneration Strategy, pending the creation of a dedicated team to ensure its effective delivery. The role of the City Centre team is to:</p> <ul style="list-style-type: none"> • Implement the Belfast City Centre Regeneration and Investment Strategy • Drive the development of the city centre by leading and coordinating the delivery of projects and • Input on strategic planning and policy matters relating to the city centre, ensuring Belfast is a prominent and resilient European city for investment.
3.2	<p>The Strategy is based on the following core principles:</p> <ul style="list-style-type: none"> • Increase the employment population • Increase the residential population • Manage the retail offer • Maximise the tourism opportunity • Create a regional learning and innovation centre • Create a green, walkable, cyclable centre • Connect to the city around • Shared space and social impact
3.3	<p>The Committee will be aware that the City Centre Strategy has been developed in the context of our new responsibility to produce a community plan for the city. The community plan, known as the Belfast Agenda, will provide the vision for Belfast created in partnership with key city partners, residents and community organisations.</p>
3.4	<p>The City Centre Strategy will play an important part in achieving the social, environmental and economic goals of the Belfast Agenda. The Council is committed to ensuring inclusive growth for the city and to ensure that people living in and around the city centre feel part of and benefit from city centre regeneration with commercial growth being balanced with social impact.</p>

	Proposal
3.5	To help ensure that people living in and around the city centre feel part of and benefit from the regeneration of the city, it is proposed that a Community Engagement post be recruited to the City Centre Team.
3.6	<p>The main purpose of the role will be to;</p> <ul style="list-style-type: none"> • Develop, manage and implement the Community Involvement Strategy for the City Centre development area and the neighbouring communities; • Provide leadership, vision and direction to the Community Involvement Strategy including developing and implementing a range of local consultation exercises, ensuring effective engagement with local elected members, residents, stakeholders and partners; • Lead on capacity building of local residents to enable them to be fully involved in the regeneration and future development of defined projects within the Belfast City Centre; • Ensure that projects developed within the city centre connect with the surrounding neighbourhoods and ensure that opportunities for residents are realised.
3.7	The post holder would work across the council and in particular with the Community and Neighbourhood Services Department to seek to ensure all sections of the community are reached, and with the Economic Development and Belfast Employability teams to ensure that community residents can be signposted to the appropriate contacts for job opportunities.
3.8	The role will also connect with Planning and Place and Property and Projects and Strategic Planning units, linking to their community engagement processes. The role will support communities in the consultation processes around significant physical and social impact projects in the city centre, assisting in providing technical support to communities, to ensure that the project has maximum impact on the social, economic and environmental outcomes for the surrounding communities.
3.9	Key themes of the role will be neighbourhood connectivity and working to address both physical and perceived barriers between the city core and its surrounding neighbourhoods and ensuring that the social benefits of city centre developments are fully realised and captured. Underpinning this entire approach will be the concept of shared space and how it becomes inherent in the development of any policy or project.

	<p>City Centre Development Team</p> <p>3.10 The Director of City Centre Development took up post in June 2016. In addition to the proposed Community Engagement Manager, a number of posts within the previously agreed functional model for the City Centre Development Team will be recruited in the coming months, with all appointments anticipated to be in place by December 2016. The posts include a Marketing Manager, a Finance Manager and two Senior Area Managers.</p> <p>3.11 Committee previously received information about the commissioning/continuation of temporary resources via the Consultancy One framework to take forward city centre development initiatives until such times as a full in-house team is put in place, within the budget set for regeneration. This included the provision of real estate expertise through Deloitte and the production of various project proposals, economic analysis, going to market strategies, investment propositions, etc. As the team becomes populated over the next few months, the use of external support will not be required at the same level and hence the current arrangements will be phased down accordingly. However in order to maintain momentum and continuity, it is considered prudent during the next few months to enable some of these services to continue through the appropriate procurement frameworks.</p> <p>3.12 <u>Financial and Resource Implications</u> A budget exists within the City Centre Development function for the proposed posts and support as outlined above.</p> <p>3.13 <u>Equality and Good Relations Implications</u> None</p>
<p>4.0</p>	<p>Appendices - Documents Attached</p>
	<p>Appendix 1 - City Centre Management - Staff Structure</p>

Chief Executives – City Centre Development Team

Status: Draft
Date: 3 August 2016



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Subject:	City Infrastructure Plan
Date:	Wednesday 10 August 2016
Reporting Officer	Suzanne Wylie, Chief Executive
Contact Officer:	Ronan Cregan, Deputy Chief Executive & Dir of Finance & Resources Nuala Gallagher, Director of City Centre Development

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

1.0	Purpose of Report
1.1	This report seeks approval to commission specialist support to develop a technical specification for the creation of a Strategic Infrastructure Plan for Belfast City-Region which will identify and prioritise future investment needs in key physical city infrastructure.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> • Agree that specialist support be secured to assist the Council to develop a technical specification for the commissioning of a Strategic Infrastructure Plan for Belfast City-Region; • Note that a further report will be brought back to Committee in due course setting out a costed proposal for the commission of the Strategic Infrastructure Plan.
3.0	Main Report
3.1	Infrastructure planning is a key element of creating sustainable communities and city centre, ensuring that appropriate provision is made for transport, communication and utilities networks, important community resources, tourism and business growth. It is also critical in supporting the continued growth of the Belfast City-Region, accommodating future development potential and realising the city's aspirations.
3.2	The term infrastructure has a very wide meaning and relates to all facilities and services which

	<p>are necessary for successful communities and the city to function and compete. For the purposes of this work, it is suggested that the focus is 'physical city infrastructure' (e.g. transport; utilities including water, waste, flooding and energy; informational technology, telecommunications and digital provision; physical development schemes, environmental including open space/public realm etc). The actual scope of the Infrastructure Plan will be further defined as part of the detailed specification taking account of the linkages and synergies with the Local Development Plan.</p>
3.3	<p>There have already been numerous assessments undertaken around specific infrastructure needs within the City (e.g. Living with Water Programme) albeit there has not as yet been a supporting financial strategy put in place to deliver what is required. It is therefore intended that the proposed Infrastructure Plan will capture the work undertaken to date and seek to take a holistic assessment of what may be required over the next 10-20 years in the context of current pressures and future city growth aspirations. It will also set out planned investment proposals. A key element of the Infrastructure Plan will be deliverability. The infrastructure plan should identify as far as possible:</p> <ul style="list-style-type: none"> (i) Infrastructure needs and costs (ii) Phasing of development (iii) Responsibilities for delivery
3.4	<p>The Director of Finance is also seeking permission at the August meeting of the Strategic Policy and Resources Committee to commission a specific piece of work in relation to the financing of city infrastructure projects which will sit alongside and reinforce the deliverability of the Infrastructure Plan.</p>
3.5	<p>It is important to recognise the significance of developing a robust infrastructure plan for the city in terms of complementing and supporting the soundness of the emerging Local Development Plan. The importance of such an approach has already been demonstrated in other cities including Cardiff, Manchester, Leeds, and London in terms of ensuring that infrastructure planning and investment aligned with predicted levels and locations of growth.</p>
3.6	<p>It is not the intention to create a freestanding Infrastructure Plan which duplicates the function of existing organisations or plans, and which infrastructure providers would not be bound to deliver. Instead, it is a mechanism to ensure infrastructure providers – individually and collectively – are planning for broadly the correct level of future development. It is important that mechanisms are in place to ensure that good communication and engagement takes place between developers,</p>

	NI Executive and Department for Infrastructure, the Council and funding partners to discuss the development of strategic sites.
3.7	As part of the pending series of meetings between a Council deputation and the new NI Executive Ministers, the Council will seek to secure the involvement of the new Department for Infrastructure in taking forward this work given their statutory remit for delivering key city infrastructure. It will also be important that engagement takes place with the private sector and key utility providers.
	<u>Financial & Resource Implications</u>
3.8	The initial scoping work to develop a specification will be funded through the existing City Centre Development budget. On completion of this work, a costed proposal for the actual commissioning of the Infrastructure Plan will be brought back to Committee for consideration and approval.
	<u>Equality or Good Relations Implications</u>
3.9	None
4.0	Appendices – Documents Attached
4.1	None

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Subject:	Financial Reporting – Quarter 1 2016/17
Date:	10 August 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	David Orr; Business Manager, Development Department

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

1.0	Purpose of Report or Summary of main Issues
1.1	This report presents the Quarter 1 financial position for the City Growth Regeneration Committee including a forecast of the year end outturn. It includes a reporting pack which contains a summary of the financial indicators and an executive summary (Appendix 1). It also provides a more detailed explanation of each of the relevant indicators and the forecast outturn for the year.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> - Note the report and the associated financial reporting pack.
3.0	Main report
	Current and Forecast Financial Position 2016/17
3.1	The Quarter 1 position for the Committee is an under spend of £144k (2.8%), with the forecast year end position being an over spend of £86k (0.5%) which is well within the acceptable tolerance which is 3%.
3.2	The main reasons for the Committee under spend relate to vacant posts across a number of services and receipt of additional income in the Zoo and Off-Street Car Parking.

3.3	<u>Finance and Resource Implications</u> The report sets out the 2016/17 Quarter 1 position
3.4	<u>Equality and Good Relations</u> There are no equality implications with this report.
4.0	Appendices – Documents Attached
4.1	Appendix 1 - Quarter 1 Finance Report

















City Growth and Regeneration Committee

Quarterly Finance Report

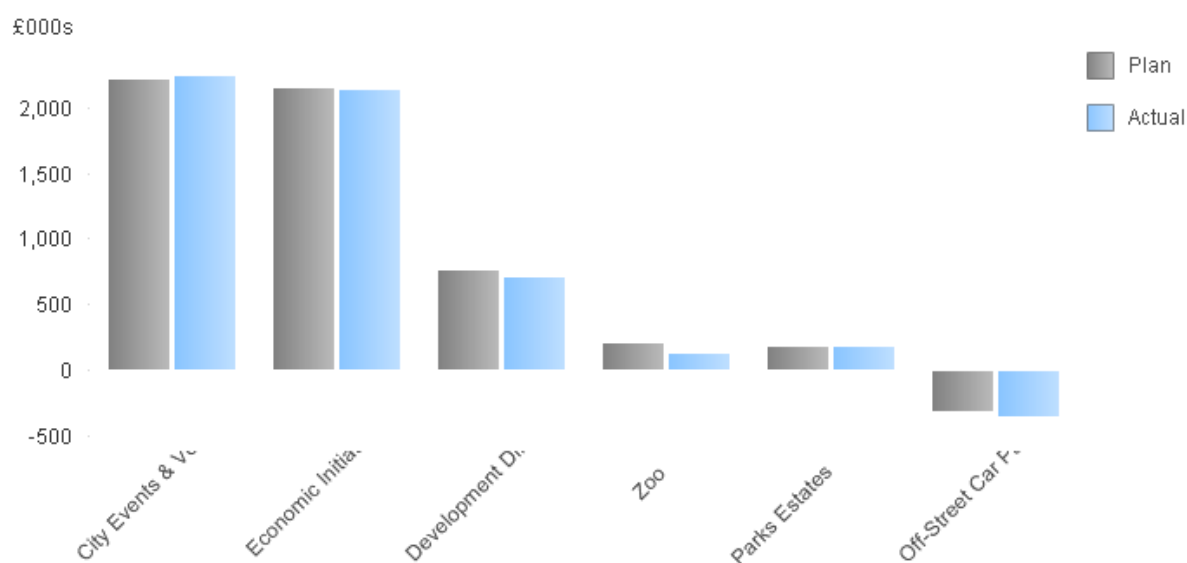
Report Period: Quarter 1, 2016/17

Dashboard

Quarter 1, 2016/17

Revenue Section							Page
Committee	YTD	YTD Var £000s	Var %	Forecast	Forecast Var £000s	Var %	3 - 5
City Events & Venues		22	1.0%		(20)	(0.4)%	
Economic Initiatives & Internat Devpt		(15)	(0.7)%		0	0.0%	
Development Directorate		(46)	(6.1)%		0	0.0%	
Zoo		(73)	(37.0)%		71	7.2%	
Parks Estates		2	0.9%		(2)	(0.5)%	
Off-Street Car Parking		(35)	11.5%		37	(4.0)%	
Total		(144)	(2.8)%		86	0.5%	

Committee Net Revenue Expenditure: Year to Date Position



The **City Growth and Regeneration Committee** budget is under spent by £144k, or 2.8% of its net budgeted expenditure of £5.2 million, at the end of quarter one.

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

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

Economic Initiatives & International Development (EIID) is under spent by £14,503 (0.7%), Development Directorate is under spent by £45,583 (6.1%); The Zoo is under budget by £73,040 (37.0%) and Off Street Car Parking is under budget by £35,031 (11.5%) whilst City Events & Venues are over budget by £22,387 (1%), Parks Estates Management are overspent by £1,567 (0.9%) at the end of Quarter 1.

There are four main areas that give rise to the current overall £144k (2.8%) under spend within the City Growth and Regeneration Committee budget at the end of Quarter 1. These are as follows:

1. Gross Income was £58k more than budgeted income to the end of June 2016. This variance relates to more income being received than planned in the Zoo (£26k) and Off Street Car Parking (£43k) which are partly offset by less income than planned in

City Events and Venues and Parks Estates.

2. Employee costs are £63k less than budget with under spends in Development Directorate (£51k), Parks Estates (£10k); EIID (£6k) and the Zoo (15k) as a result of vacant posts which are offset by additional employee costs in City Events and Venues (£8k) and Off Street Car Parking (£11k).
3. Premises expenditure was £94k above budget with over spends in the Parks Estates (£13k) and City Events and Venues (£80k).
4. Supplies and Services expenditure was £118k below budget. This was due to under spends in City Events and Venues (£78k); the Zoo (£24k) and Parks Estates (£10k). These are primarily profiling issues which will self correct during the financial year.

Service Analysis

**EIID are under spent by £14,503 at the end of Quarter 1.
(Budgeted Net Expenditure: £2,138,456; Actual Net Expenditure: £2,123,953).**

EIID is under spent by £15k. This relates to under spends of £6k in employee expenditure, and a further £9k in supplies and services which are profiling issues and will self correct in this financial year.

**City Events and Venues are over spent by £22,387 at the end of period 3.
(Budgeted Net Expenditure: £2,207,582; Actual Net Expenditure: £2,229,969).**

City Events is under spent by £53k and City Venues is over budget by £75k at the end of period 3.

The City Events unit has a £73k under spend within supplies and services which is a profiling issue and will self correct in this financial year. This under spend is offset by increased costs of £13k in employee costs and £7k in premises expenditure.

The Belfast Waterfront & Ulster Halls are over spent by £75k. This is in relation to prior year utility charges and premises costs incurred before transfer.

**Directorate are under spent by £45,583 at the end of Quarter 1.
(Budgeted Net Expenditure: £748,412; Actual Net Expenditure: £702,829)**

The under spend within Directorate is attributable to decreased spend within employee costs as a result of vacant posts and posts under review.

**The Zoo is under spent by £73,040 at the end of Quarter 1.
(Budgeted Net Expenditure: £197,382; Actual Net Expenditure: £124,342)**

Net expenditure at Quarter 1 is £73k (37%) below budget. There is a £15k under spend in employee costs due to vacant posts and posts under review. Hired and contracted services are also under spend by £23k but this work is on schedule to be completed by year end. Income from Fees and charges and the shop are over budget by £23k.

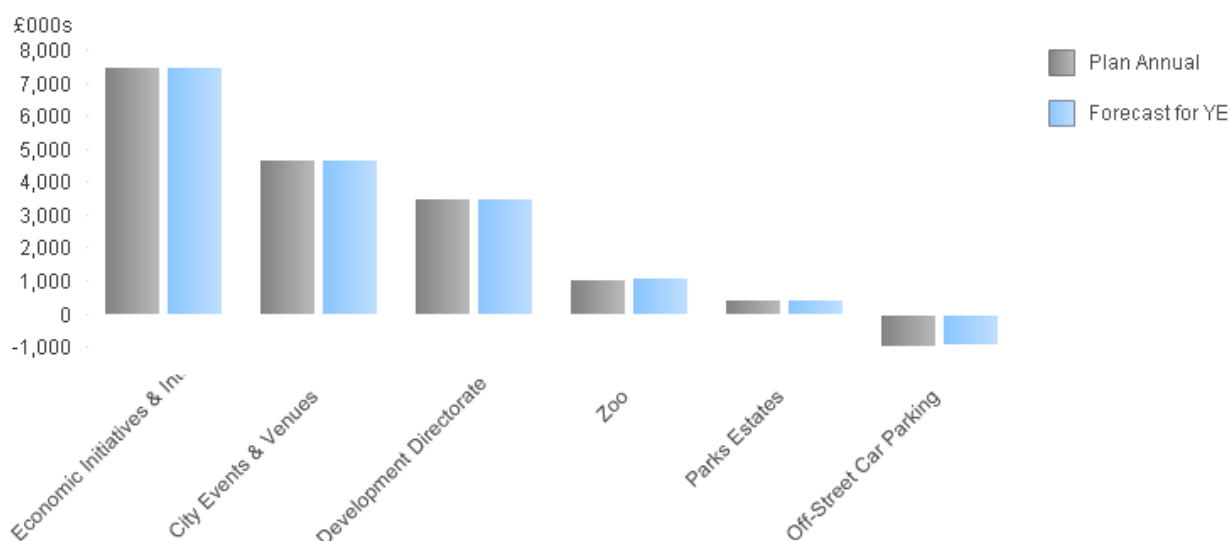
**Parks Estates are over spent by £1,567 at the end of Quarter 1.
(Budgeted Net Expenditure: £170,955; Actual Net Expenditure: £172,522)**

Parks Estates are on budget at the end of Quarter 1.

**Off Street Parking is under budget by £35,031 at the end of Quarter 1.
(Budgeted Net Expenditure: -£304,839; Actual Net Expenditure: -£339,870)**

Off Street Car Parking is under budget at the end of June 2016 mainly due to increased income (PCN, pay and display, season tickets and fees).

Committee Net Revenue Expenditure: Forecast for Year End



It is forecast that the **City Growth and Regeneration Committee** budget will be over spent by £86,000, or 0.5%, of its budgeted net expenditure at year end.

The Economic Initiatives and International Development unit are forecast to be on budget at year end.

The City Events and Venues unit are forecast to be under spent by £20k (0.4%) at year end.

Directorate are forecast to be on budget at year end.

The **Zoo** is forecast to be £71k (7.2%) overspent at year end as income targets set are not performing as well as expected.

Parks Estates is forecast to be under spent by £2k (0.5%) at year end.

North Foreshore

It is forecast that the North Foreshore will be on budget at year end.

Off Street Car Parking

It is forecast that Off Street Car parking will be £37k (4%) over budget as a result of increased rental costs that were not previously charged or known at the time of estimate.

City Growth and Regeneration Committee

Section Expenditure Budgetary Analysis & Forecast

	Plan YTD £000s	Actuals YTD £000s	Variance YTD £000s	% Variance	Annual Plan 2016/2017 £000s	Forecast for Y/E at P3 £000s	Forecast Variance £000s	% Variance
City Events & Venues	2,208	2,230	22	1.0%	4,631	4,611	(20)	(0.4)%
Economic Initiatives & Internat Devpt	2,138	2,124	(15)	(0.7)%	7,426	7,426	0	0.0%
Development Directorate	748	703	(46)	(6.1)%	3,442	3,442	0	0.0%
Zoo	197	124	(73)	(37.0)%	979	1,050	71	7.2%
Parks Estates	171	173	2	0.9%	382	380	(2)	(0.5)%
Off-Street Car Parking	(305)	(340)	(35)	11.5%	(928)	(890)	37	(4.0)%
Total	5,158	5,014	(144)	(2.8)%	15,933	16,019	86	0.5%

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Subject:	Corporate Risk Management
Date:	10 August 2016
Reporting Officer:	Andy Harrison, Head of AGRS
Contact Officer:	Claire O'Prey, AGRS Manager

Is this report restricted?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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	Chief Officers have recently undertaken a comprehensive review to identify and assess the main risks that could prevent the Council from realising its objectives. Following on from this, CMT have agreed key actions that need to be taken in order to manage these risks to an acceptable level. These important risks are captured in the Council's corporate risk register.
1.2	The purpose of this report is to: <ul style="list-style-type: none"> • Brief Committee Members on the Council's corporate risk management process. • Present the corporate risk register, highlighting those corporate risks that are of direct relevance to the Committee • Advise the Committee of the proposed process for risk reporting, including the role of the Committee in relation to the monitoring of these risks.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> • Note the attached report and the proposed process for risk reporting

3.0	Main report
3.1	<p data-bbox="258 331 730 365">Introduction to Risk Management</p> <p data-bbox="150 434 1442 613">3.1.1 The Corporate Plan for 2016-17 sets out the corporate priorities and strategic programmes which are needed to work towards achieving the Council’s vision for Belfast. In the light of this plan, the emerging Belfast Agenda and ongoing responsibilities, Chief Officers have identified the key risks facing the organisation.</p> <p data-bbox="150 685 1410 763">3.1.2 These risks are set out at Appendix 1. Risk management is a formal process to ensure that these risks are effectively managed.</p> <p data-bbox="150 835 1442 1014">3.1.3 The goal of risk management is to manage these risks to an acceptable level, not to eliminate risk altogether. When risks are managed effectively, our objectives and priorities are more likely to be achieved. When risk management fails the consequences can be significant and high profile.</p> <p data-bbox="150 1086 1442 1164">3.1.4 Risk management processes are required by legislation and form an important part of the Council’s governance and assurance arrangements.</p>
3.2	The Council’s Risk Management Process
3.2.1	<p data-bbox="258 1339 1410 1417">There are 5 main stages to the Council’s risk management process, which are displayed below:</p> <div data-bbox="517 1442 1091 2002" style="text-align: center;"> <pre> graph TD Identify((Identify)) --> Assess((Assess)) Assess --> Respond((Respond)) Respond --> Monitor((Monitor)) Monitor --> Report((Report)) Report --> Identify </pre> </div>

3.2.2	Assessing risk allows the level of exposure to be understood and involves taking account of both the likelihood of the risk occurring and also the impact that the risk would have, if it were to occur.				
3.3	Managing Corporate Risks to an Acceptable Level				
3.3.1	CMT have comprehensively reviewed, updated and undertaken an initial assessment of the corporate risks, the results of which are plotted on to a corporate risk map (see Appendix 1) which has been approved by the Audit & Risk Panel.				
3.3.2	As many of the risks are 'new' and in some cases, reflect new responsibilities and aspirations, a number of the current risk assessments are in the 'red zone' and, viewed as a whole, the current overall corporate risk profile is considerable.				
3.3.3	In order to manage the corporate risks down to an acceptable level, for each risk, CMT have set a Target Risk Rating and have identified the key actions that should be taken in order to achieve this rating by the 31 March 2017 (i.e. to either reduce the likelihood of the risk happening and / or to reduce the impact should the risk materialise). The Target Risk ratings have also been plotted on to the corporate risk map (page 3 of Appendix 1) and this illustrates the intended direction of travel of the corporate risks from the red zone to the amber and green zones on the map.				
3.3.4	The risk of particular relevance to the City Growth and Regeneration Committee is as follows:				
3.3.5	<table border="1" data-bbox="256 1480 1193 1581"> <thead> <tr> <th data-bbox="256 1480 376 1525">Ref.</th> <th data-bbox="376 1480 1193 1525">Risk</th> </tr> </thead> <tbody> <tr> <td data-bbox="256 1525 376 1581">13</td> <td data-bbox="376 1525 1193 1581">Fail to deliver the City Centre Regeneration Strategy</td> </tr> </tbody> </table>	Ref.	Risk	13	Fail to deliver the City Centre Regeneration Strategy
Ref.	Risk				
13	Fail to deliver the City Centre Regeneration Strategy				
3.3.6	Appendix 2 includes a summary of each of this risk outlining the key controls and also the key actions that are required.				
3.4	Monitoring and Reporting on the Management of Corporate Risks				
3.4.1	The fundamental responsibility for managing these risks lies with Chief Officers. They and their senior managers are responsible for ensuring the: <ul style="list-style-type: none"> ▪ continued operation of controls 				

	<ul style="list-style-type: none"> ▪ prompt implementation of actions in order to reach the target risk rating by the end of March 2017 ▪ reviewing the corporate risks / progress on actions at least quarterly ▪ reporting regularly to Committee on the progress being made to manage the risks.
3.4.2	<p>Committees also have an important role to play in the oversight of the management of the key risks, including:</p> <ul style="list-style-type: none"> ▪ seeking assurances from senior management in order to hold them to account regarding the management and mitigation of these corporate risks, covering both the continued operation of key controls and also the progress that is being made to implement agreed actions within the agreed timeframe ▪ seeking assurances from senior management over the process for timely identification of any new corporate risks
3.4.3	<p>To assist Committee in exercising this role, management will report to Committee on the progress being made to manage this key risk. It is proposed that management will report in December 2016 / January 2017.</p>
3.4.4	<p>In addition to the above, the Council's Audit, Governance and Risk Services Section (AGRS) are responsible for:</p> <ul style="list-style-type: none"> ▪ reporting to the Audit & Risk Panel on compliance with the quarterly review of corporate risks and key updates (including the completion of assurance statements) ▪ in line with the agreed Audit Strategy and Plan for 2016/17, undertaking specific reviews to provide independent assurance that risks are being managed in line with the agreed action plan in order to achieve the target risk rating within the required timeframe. AGRS will report the results of these reviews to the relevant Director, the Assurance Board and the Audit and Risk Panel.
3.4.5	<p>The Audit & Risk Panel is responsible for:</p> <ul style="list-style-type: none"> ▪ monitoring the effective development and operation of risk management in the Council ▪ monitoring progress in addressing risk-related issues reported to the Panel, including the corporate risk register and information on the management of key corporate risks.

3.5	<p><u>Finance and Resources Implications</u></p> <p>Any actions relating to the management of corporate risks are contained within the Director's plans and financed through agreed revenue estimates.</p>
3.6	<p><u>Equality and Good Relations</u></p> <p>There are none associated with this report</p>
4.0	<p>Appendices – Documents Attached</p>
4.1	<p>Appendix 1 – Corporate Risk Register (June 2016)</p> <p>Appendix 2 – CG&R Committee - Corporate Risk</p>

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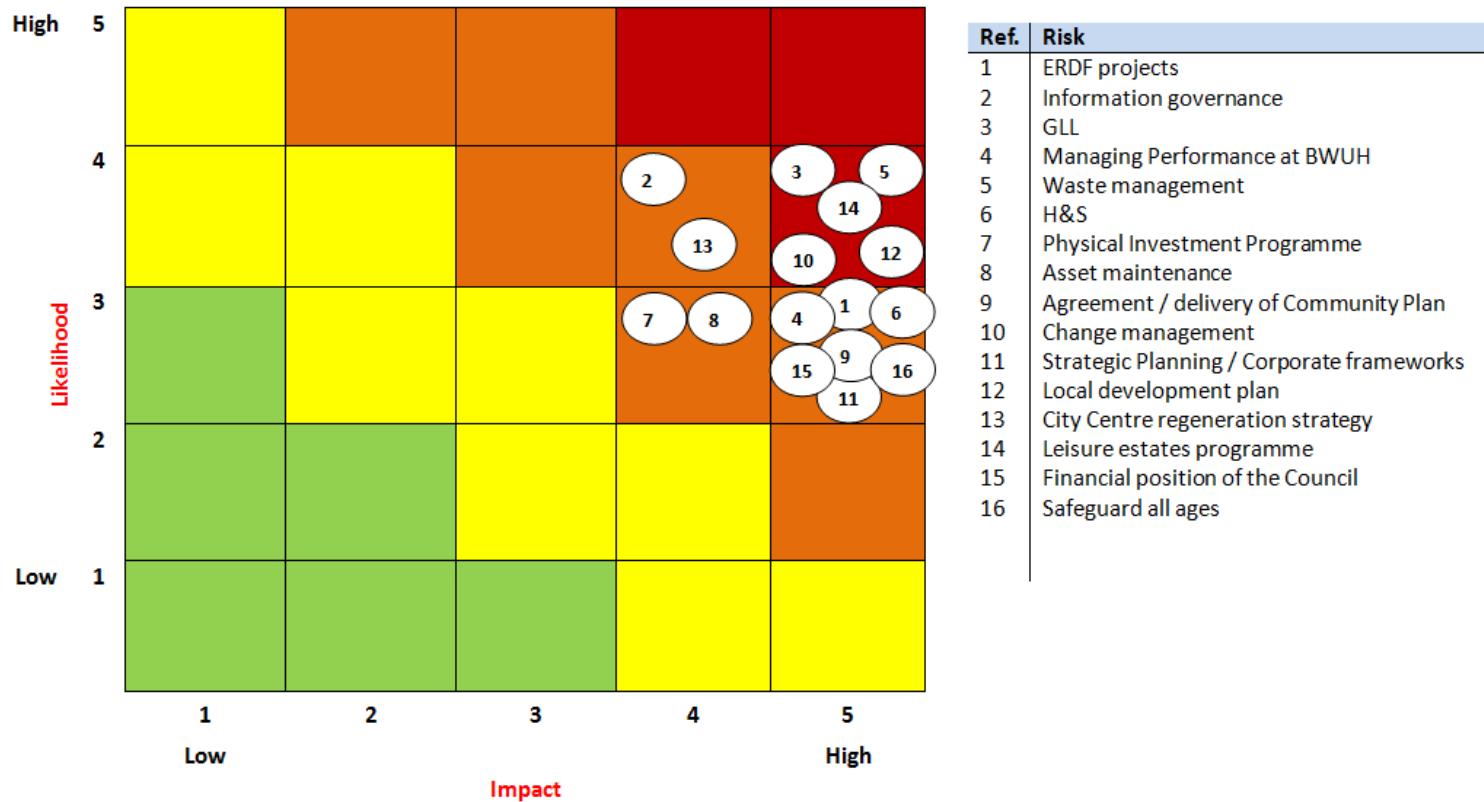
Appendix 1

Corporate Risk Register



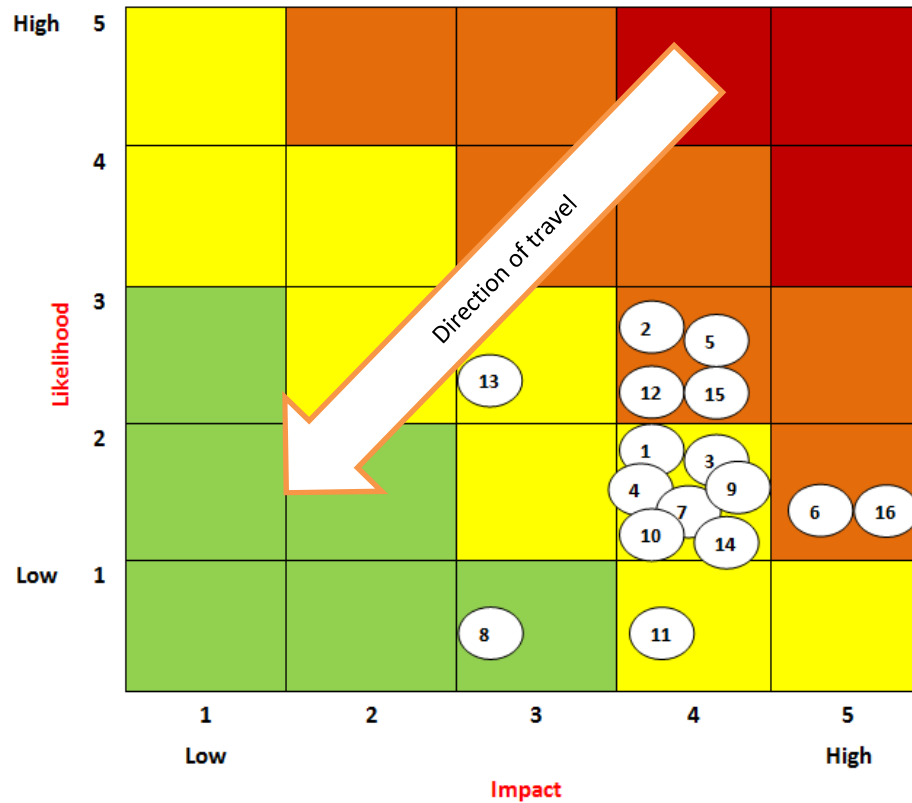
Corporate Risk Map – Current Risk Assessment

Page 44



Corporate Risk Map – Target Risk Assessment

Page 45



Ref.	Risk
1	ERDF projects
2	Information governance
3	GLL
4	Managing Performance at BWUH
5	Waste management
6	H&S
7	Physical Investment Programme
8	Asset maintenance
9	Agreement / delivery of Community Plan
10	Change management
11	Strategic Planning / Corporate frameworks
12	Local development plan
13	City Centre regeneration strategy
14	Leisure estates programme
15	Financial position of the Council
16	Safeguard all ages

Risk Assessment Guidance

Likelihood

5	Significant	Major	High	Severe	Severe
4	Moderate	Significant	Major	High	Severe
3	Low	Moderate	Significant	Major	High
2	Trivial	Low	Moderate	Significant	Major
1	Trivial	Trivial	Low	Moderate	Significant
	1	2	3	4	5
	Impact				

IMPACT	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Severe
Objectives / Service Delivery	The risk will not substantively impede the achievement of the objective.	Some impact on objectives resulting in slight but redeemable deviation.	The risk will cause some elements of the objective to be delayed or not be achieved.	The risk will cause several elements of the objective to be delayed or not achieved.	The risk will cause the objective to not be achieved
Financial	Minimal financial implications	Minor financial implications (e.g. within agreed year-end budget variance tolerance levels for Departments of 2% underspend and 0.5% overspend)	Moderate financial implications (e.g. within agreed in-year budget variance tolerance levels of 2% underspend and 1% overspend)	Major financial implications (e.g. outside the agreed budget variance tolerance levels by up to 5%)	Severe financial implications (e.g. outside the agreed budget variance tolerance levels by more than 5%)
H&S	Minimal injury requiring no/minimal intervention; informal investigation; very low level impact on staffing / service delivery impact; minimal financial loss; potential for rumours / public concern	Minor injury / illness requiring medical intervention and little time off; low level impact on staffing / service delivery; risk of short term loss of public confidence; small financial loss	Moderate injury requiring medical intervention and time off; formal complaint and investigation likely; moderate impact on staff / service delivery; local public / media interest; moderate financial loss	Major injury leading to longer term incapacity / disability; multiple complaints / external agency investigation; major impact on staffing and service delivery; national public / media interest; major financial loss	Major injuries leading to death and irreversible health effects; high profile investigation and enforcement; significant impact on staff and service delivery; sustained national public / media interest; significant financial losses
Reputation	Little interest	Some interest possible but likely to be localised and short term	Adverse coverage, probably on a one off basis	Significant adverse coverage, likely to recur on several occasions	Very significant adverse coverage, sustained over a considerable period.
LIKELIHOOD	1. Very Low	2. Low	3. Possible	4. Likely	5. Almost Certain
	<5%	5% - 20%	20%-50%	50%-75%	>75%
	Has not occurred before or has happened rarely.	Although unlikely, there is a chance that the risk may materialise.	The outcome is in the balance, and is almost as likely to occur as not	More likely to occur than not occur	Significantly more likely to occur than not occur



Appendix 2

City Growth and Regeneration Committee - Corporate Risk



13. City Centre Regeneration

RISK	Fail to deliver the City Centre Regeneration Strategy		RISK OWNER	N Gallagher (S Bedford)
			COMMITTEE	CG&R
CONTROLS IN PLACE	<ul style="list-style-type: none"> ▪ Approved City Regeneration and Investment Strategy ▪ Agents' Forum ▪ Governance & Decision Making Structure (inc Advisory Board) ▪ Written guidelines for Deployment of CC Investment Fund ▪ Due Diligence process ▪ Member / officer codes of conduct ▪ Programme Governance Board 			
CURRENT RISK ASSESSMENT:	Impact:	4	<i>The Strategy and related actions represent a new area of Council activity and there are related, inherent risks in undertaking investment activity. While there is a clear Strategy and a number of controls in place, there are considerable challenges to trying to achieve £1 billion of investment into the city.</i>	
	Likelihood:	4		
	Rating:	High		
PROPOSED ACTIONS	1. Need to develop a means of measuring the success of the programme (linked to wider Belfast Agenda).		DELIVERY MECHANISM FOR THESE ACTIONS i.e. indicate the relevant Corporate Programme / Directorate Plan Corporate Programme (ref. 1) – City Centre Development City Centre Regeneration Directorate Plan	
	2. Establish and agree a protocol with the Council's Planning Service for consultation on City Centre planning applications (including pre-application discussions).			
	3. Establish permanent team to deliver strategy.			
	4. Review and Re-enforce Codes of Conduct / Guidance for Officers involved in consultation / decision making relating to Regeneration and Investment Strategy and related interventions.			
	5. Ensure effective risk management in place to help manage programme and specific projects under the strategy.			
	6. Develop CCIF procedures / governance i.e. management of the fund.			
	7. Programme governance board (and proposed risk / issue log).			
TARGET RISK RATING	Impact:	3		
	Likelihood:	3		
	Rating:	Significant		



Subject:	Lagan Canal Trust
Date:	10 August 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Lisa Toland, Head of Economic International Development

Is this report restricted?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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 ask Members to consider a request for funding from the Lagan Canal Trust for 2016/17.
2.0	Recommendation
2.1	The Committee is asked to: <ul style="list-style-type: none"> - Consider a funding request of £17,000 for 2016/17 from the Lagan Canal Trust, in support of its ongoing developmental work along the Lagan Canal.
3.0	Main report
3.1	<p><u>Key Issues</u></p> <p>In 2006, Members approved the establishment of the Lagan Canal Trust, which had the long-term aim of re-opening the canal from Belfast to Lough Neagh. The Trust engaged with a range of stakeholders including the Lagan Valley Regional Park, Northern Ireland Environment Agency and the local authorities through whose areas the Lagan Canal runs, which includes Belfast City Council, Lisburn and Castlereagh City Council and Armagh, Banbridge and Craigavon Borough Council.</p>
3.2	The Trust has highlighted the organisational activities in relation to the Belfast parts of the Lagan Canal, listed in Appendix 1 .
3.3	Financial support from local government had previously been calculated by the Trust on

	<p>the basis of the number of miles of canal within each authority's area. Prior to 2015, this was 18% of the total for Belfast and now stands at 22% following boundary changes (35% is within the Lisburn and Castlereagh area). This would equate to around £40,000 for Belfast.</p>
3.4	<p>Given funding constraints, Belfast City Council was only able to offer funding of £17,000 in the 2015-2016 financial year. It is proposed the financial contribution from the Council is retained at this level for 2016/17. It is anticipated that increased assistance from BCC officers can off-set some of the implications of the shortfall in funding.</p>
3.5	<p>The work of the Lagan Canal Trust aligns to the priorities set out in the Tourism Strategy.</p>
3.6	<p>This identifies:-</p> <ul style="list-style-type: none"> - The core objective of the Belfast Integrated Tourism Strategy is doubling the economic value of tourism by 2020. A fundamental element of this will be increasing the duration of visitor stays i.e. converting the day visitor to an overnight stay and increasing the number of nights spent in the City. A key element of this will be better connectivity and packaging across the City. Projects such as the Lagan Canal give visitors another reason to extend their stay in the City and add to the visitor experience. - The need to build capacity, especially in terms of improving accessibility. The Lagan Corridor, especially with the extended city boundary and connectivity to both the city centre and Titanic Quarter, has much potential to give visitors access to important cultural assets as well as a stunning historically important rural landscape. - A 'city' approach – utilising the potential to increase opportunities or day trips for tourists based in the city. The Lagan Corridor is of the correct scale and interest to enable this. - Urban sports – there is already substantial usage for both the gentle leisure pursuits, such as walking and cycling along the towpath and for more adrenalin sports like slalom kayaking, mountain biking linked to already developed trails. These are likely to appeal to the 'Mature Cosmopolitans'/'Time Together' and 'Young and Lively' market segments, respectively.
3.7	<p><u>Financial Implications</u></p> <p>£17,000 was allocated in the Development Department budget as part of the estimate setting process for 2016/17.</p>

3.8	<u>Equality or Good Relations Implications</u> No specific Equality or Good Relations Implications.
4.0	Appendices – Documents Attached
4.1	Appendix 1 – Lagan Canal Trust: Recent Organisation Activity relating to the Belfast City Council Area.

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Lagan Canal Trust: Recent Organisation Activity relating to the Belfast City Council area:

- Partnering in an application to 'improve eco-system delivery systems in the Lagan Valley through the re-opening of the Lagan Navigation' to be submitted to Department of Agriculture, Environment and Rural Affairs in October this year. The geographic focus is on the area from Stranmillis to Edenderry.
- Reaching stage 2 of the EU funding instrument for the environment and climate change in 2015, final decision pending.
- Development of the 'Just Add Water' project which will develop an on-line platform to capture information about the Canal, to be used in multi-media resource to support educational materials. While Just Add Water will cover the entire length of the canal, in 2016/17 the focus will be on working with communities around locks 1 to 4 – the section from the Harbour to Drumbridge. An application will be submitted to the Heritage Lottery Fund this month to support work over five years. A decision over stage 1 pass will be received in December which will support a development phase, with a final decision being obtained between six months and a year later.
- Development of a pilot Waterways College from 2014-2016 which aims to build waterways heritage skills with learners from communities along the Canal. In 2015, participants included representatives from east and west Belfast.
- In the current year a community heritage audit will be developed with 48 Champions or Ambassadors from communities along the Canal. The number from Belfast will be proportionate the length of Canal within the council boundary, about 10 people.

The Canal Trust is also partnering with Council in a Rural Development Programme application to support work around Edenderry, especially the survey, clearance and interpretation work at lock 4, some of which would be carried out by volunteers under appropriate supervision and with Scheduled Monument permission.

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Subject:	International Relations: Stakeholder Group representation
Date:	10 August 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Laura Leonard, European & IR Manager

Is this report restricted?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
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 the report is to secure agreement on political representation on a number of Stakeholder Groups focusing on international relations activity.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Note the work underway and the timing and development of a new International Relations Framework – Agree to invite the appointed consultants to the City Growth and Regeneration Committee on 14 September to discuss the draft framework and agree to wider engagement with the consultancy team, and organise a specific workshop for Members, in order to ensure that all views are reflected in the new framework – Agree to the re-configuration of a number of Stakeholder / Working Groups on international activity, as set out in 3.12, in order to move ahead with existing commitments and ensure partner buy-in to new activity.

3.0	Main report
3.1	<p>Members will be aware that, in 2012, the Development Committee approved the development of a new, three year International Relations Framework. This framework identified a number of priority markets that Council should focus on, as well as a series of key objectives and activities within each market. The focus was on education, business and cultural linkages, collaboration and promotion.</p>
3.2	<p>Given the convening role played by the Council, and its new powers in relation to economic development, and in recognition of the need to ensure that the linkages were multi-layered, a number of Stakeholder Groups were established. These involved key representatives from business, academia, government and tourism sectors, who were working in and interested in the respective markets. Stakeholder Groups generally met on a quarterly basis and focused on both information sharing and collaborative planning for key events and were effective in market delivery of a range of events and initiatives.</p>
3.3	<p>The Stakeholder Groups currently operational include:</p> <ul style="list-style-type: none"> – <i>Boston Stakeholder Group</i> – currently chaired by the previous Lord Mayor (has not met since May 2016) – <i>Nashville Stakeholder Group</i> – currently chaired by Councillor Carole Howard (nominated by Councillor Deirdre Hargey, as previous Chair of City Growth and Regeneration Committee). The group was also attended by Councillor Niall Ó Donnghaile and Alderman Guy Spence – <i>China Stakeholder Group</i> – no political representation. Chaired by EU & International Relations Manager – <i>India Stakeholder Group</i> – no political representation. Chaired by EU & International Relations Officer – <i>Friendship Four Planning Group</i> – previously chaired by former Lord Mayor. Planning work for November 2016 event underway. The current Lord Mayor has committed to Chair this group.
3.4	<p>In addition to these Stakeholder Groups, the EU Unit team previously brought together a cross-party grouping of Members to raise awareness of EU funding opportunities and policy issues. This led to opportunity for Council Members to represent Belfast on European panels on best practice policy approaches. This group</p>

	<p>has not met since 2015 due to the fact that decisions on the key EU Structural Funds had already been taken by central government (with the exception of the Peace IV programme which is managed separately).</p>
3.5	<p>Work is currently underway on the development of the new International Relations Framework. As part of the commission, the consultancy team will engage with a range of key partners to help advise on how the Council can add value to the work of a range of strategic partners in terms of its international relations work.</p>
3.6	<p>Members will be central to this consultation and engagement. While the consultancy team will engage directly with the Chair and Deputy Chair, as well as any other Members as required, it is proposed that the appointed consultants are invited to the September Committee and that a Members' workshop be convened to identify and agree priority areas of focus for the new framework. A draft framework is due to be in place in early September and the final document will be completed at the end of September, with a view to presenting this to the October meeting of the City Growth and Regeneration Committee.</p>
3.7	<p>Pending the outcome of the International Relations Framework, there are a number of existing commitments to which this Committee has agreed. These include Boston, Nashville and Shenyang Sister City Agreements and actions, as well as the MOU with Dublin and engagement in Eurocities. Likewise, recent visits to Sister Cities as well as visits to Belfast by our partner cities have generated a number of activities and it is critical that we engage with our local partners to ensure the effective delivery of these actions.</p>
3.8	<p>Some examples of ongoing BCC activity are as follows:</p> <p><u>Education</u></p> <ul style="list-style-type: none"> – coordinating a group of schools, universities, Belfast Met College and Invest NI to look at developing an agreed approach to internationalising education to increase the number of foreign students to the city – working with the local Boarding Schools in Belfast to link to the Shenyang Education Bureau for attracting Chinese students – secured additional resources for the Confucius Institute in NI – coordinating work placements and an overseas stay in Belfast for three Nashville College students.

3.9	<p><u>Tourism</u></p> <ul style="list-style-type: none"> – joined the World Tourism Cities Federation (WTCF) and will have the opportunity to promote Belfast, tourism business and leisure at the WTCF global events and bid to host one of these in coming years – hosted, and is scheduled to further host, Chinese tour operators to promote Belfast as a destination in partnership with Tourism Ireland, Tourism NI and Visit Belfast – facilitated a link between Visit Belfast and the Boston and Nashville Visitor and Convention Bureaus to exchange staff, information and opportunities to bid for conferences.
3.10	<p><u>Business</u></p> <ul style="list-style-type: none"> – hosted and is scheduled to host groups of Chinese investors in partnership with Invest NI – will host a business and education inward mission from Boston and Nashville from 13 – 18 October 2016 following the successful Sister Cities Summit held in Belfast and Dublin in April 2016.
3.11	<p><u>Culture</u></p> <ul style="list-style-type: none"> – is working with the Nashville Music Hall of Fame founder to advise on the development and funding of the Belfast Cultural Hub – is partner and co-host for the 2nd annual Friendship Four Festival of Ice on 24-26 November 2016 – has helped secure the first ever NCAA Basketball Tournament for Belfast in December 2017
3.12	<p>It is therefore proposed that, in the absence of any substantial changes presented through the new International Relations Framework, the Stakeholder Groups are re-configured as follows:</p> <ul style="list-style-type: none"> – <i>USA Stakeholder Group</i>: to take on work previously led by Boston and Nashville groups, as well as wider US-based activity (e.g. inward and outward missions, participation in US events such as SXSW and the Technology Mission to the West Coast). It is proposed that the group be chaired by Chair of City Growth and Regeneration Committee or nominee. Co-Chair / Deputy Chair to be identified from partner organisations (e.g. British Council, universities, Belfast

	<p>Metropolitan College, US Consulate etc.).</p> <ul style="list-style-type: none"> – <i>China Stakeholder Group</i>: to focus on taking forward work on Shenyang Sister City agreement. Will also cover wider inward visits / outward promotional opportunities to and from China. To be chaired by Chair of City Growth and Regeneration Committee or nominee. Co-Chair / Deputy Chair to be identified from partner organisations. However, it should be noted that on occasion it will be important for the Lord Mayor to represent the Council if visits to China involve meetings with Mayors. – <i>Friendship Four Planning Group</i>: to meet for purposes of planning the international profiling element of the event. Lord Mayor to convene these meetings as required. This will be a time-limited planning group focused on the lead-in to the event. Its agenda will also align with the work of the wider USA stakeholder meeting. – <i>India Stakeholder Group</i>: group to be kept under review and meet on an as-needs basis, chaired by the EU & International Relations Team. Should the group become more active it is proposed that it is chaired by the Chair of the City Growth and Regeneration Committee or nominee. Co-Chair / Deputy Chair to be identified from partner organisations. – <i>EU Funding Group</i>: it is proposed that a review of EU funding opportunities is undertaken in light of the 23 June referendum to establish the viability of any future engagement forum on EU funding. In the meantime, officers continue to have access to relevant policy and funding information and can provide this to Members, as required.
3.13	<p>In addition to engagement in the relevant Stakeholder Groups, it is important that Members are engaged in the various international events and activities undertaken by the Council and its partners. Members have identified the need for more regular updates on international activity and this can be done through regular (quarterly) reporting at Committee. Likewise, it is important that relevant political leads (Chair / Deputy Chair of Committee and Lord Mayor if appropriate) can engage with international delegations, in line with relevant protocol.</p>
3.14	<p><u>Financial and Resource Implications</u></p> <p>There are no specific financial or resource implications at this stage. Committee approval is already in place for a number of key activities (e.g. Friendship Four). Any new activities identified as part of the framework review will be taken account of in</p>

	the new financial estimates and brought to Committee for approval, within the context of the new International Relations Framework.
3.15	<u>Equality or Good Relations Implications</u> The new International Relations Framework will be equality screened.
4.0	Appendices – Documents Attached
4.1	None



Subject:	Markets Licence: Taste of Northern Ireland event, September 2016
Date:	10 August 2016
Reporting Officer:	Lisa Toland, Head of Economic Initiatives and International Development
Contact Officer:	Clodagh Cassin, Markets Development Manager

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

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to seek Members' approval to grant a licence for a market in Custom House Square in September 2016. Denvir Marketing has applied for this licence on behalf of Tesco.
2.0	Recommendation
2.1	The Committee is asked to: <ul style="list-style-type: none"> - Agree to grant the licence to Denvir Marketing on behalf of Tesco for the Taste of Northern Ireland festival at Custom House Square on 16-18 September 2016.
3.0	Main report
3.1	Members will be aware that anyone wishing to operate a market or car boot sale within Belfast must apply to Belfast City Council for permission to do so. An application has recently been received for the "Taste of Northern Ireland Festival" to be held in Custom House Square, Belfast on 16-18 September 2016.
3.2	In line with the overall Belfast City Council Markets Development Strategy, this Tesco event/market will help to enhance this area of the city and in doing so drive footfall into Custom House Square and the surrounding area. Developing markets is important for Belfast City Council and this one off annual event will animate the city and support the

	other permanent market offer.
3.3	This is a Tesco only event and is the sixth year that this event has taken place in Belfast. With the Year of Food and Drink 2016 this event is designed to showcase the range of food and drinks available from Tesco produced in Northern Ireland. Some stall holders do have products for sale on the day; however most will offer free samples and use the event as an opportunity to demonstrate their product range. Numbers are currently being finalised but it is expected that there will be around 70 stalls at the event.
3.4	The event is being organised by Denvir Marketing on behalf of Tesco. The organisers have supplied the relevant documentation for this event such as public liability insurance, method statement and risk assessments, HACCP policy and house rules, operational plan covering issues such as security and stewarding, traffic management system and first aid provision, environmental health information regarding noise omission, sale of food and beverages, food sampling, alcohol sampling and licensing, waste management and fire regulations. Officers from the Markets Development Unit have also engaged with the relevant officers across the Council in order to check and verify this documentation and are content that all is in order. Checks will also be carried out during the event, in line with the Markets Rights Policy guidelines.
3.5	<u>Financial Implications</u> None.
3.6	<u>Equality or Good Relations Implications</u> None.
4.0	Appendices – Documents Attached
4.1	None



Subject:	Writers of Belfast Art Collection
Date:	10 August 2016
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Eimear Henry, Assistant Tourism, Culture & Arts Manager

Is this report restricted?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
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	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> – Provide Members with details of a proposal that has been received from the artist Neil Shawcross to produce a collection of art for the city entitled <i>Writers of Belfast</i>. – Seek approval to proceed with the project
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Note the contents of this report and the proposal to produce a <i>Writers of Belfast</i> exhibition – Agree to accept the gift of the art collection on behalf of the city and the original painting depicting <i>Dickens at the Ulster Hall</i> – Approve a budget of up to £10,000 to support the wider delivery of the project
3.0	Main report
3.1	<p><u>Key Issues</u></p> <p>A proposal has been received from Belfast based artist Neil Shawcross to produce a new collection of art entitled <i>Writers of Belfast</i>. This collection would celebrate up to 20 famous Belfast novelists, poets, playwrights and song writers. This collection would then be gifted</p>

	to the city.
3.2	Born in Kearsley, Lancashire, Neil Shawcross has painted and worked in Belfast for over 50 years. He has exhibited widely throughout Ireland and in London, Hong Kong and the U.S.A. His work is much sought after, and is included in many private and corporate collections. He has received numerous art awards.
3.3	Neil is an elected member of both the Royal Ulster Academy and the Royal Hibernian Academy. Shawcross was Professor of Painting at the College of Art in Belfast until his retirement in 2004. In December 2014 he was awarded an MBE for services to the Arts in Northern Ireland.
3.4	For a number of years much of Neil Shawcross's practice has focussed on literature linked pieces initially with interpretations of Penguin book covers before expanding to include other publishers. Examples of this work are on display at Conor Cafe in Stranmillis.
3.5	The proposal is to combine his established practice with his appreciation for Belfast's literary and musical heritage to produce up to 20 new works depicting book covers of work by Belfast novelists, poets, playwrights and songwriters. A final selection of writers will be made by the artist in consultation with Council officers and will be representative of the breadth of Belfast's literary and musical heritage. In keeping with Neil Shawcross's approach it is likely that the work will be captured on canvasses 7ft by 4ft. Featured living writers will be asked to produce a written commentary in response to the artwork which will then form part of the final exhibition.
3.6	A public exhibition will be held in an appropriate venue in Belfast with a launch event and marketing campaign to raise awareness of the initiative. Additional activities will include engagement with local groups and schools. There will be opportunities for local audiences to engage with the literary heritage of their area.
3.7	Further options following the opening exhibition include part of the collection to tour internationally with potential to examine Sister Cities linkages. The long term proposal is that the collection of individual pieces would be displayed in venues across the city and then potentially in the proposed Belfast Story visitor attraction.

3.8	<p>As well as the significant financial value of this collection the project has a number of wider benefits including:</p> <ul style="list-style-type: none"> – helping to position the city as a cultural and literary centre nationally and internationally – celebrating the city’s cultural and literary heritage including raising awareness with local communities – enhancing the tourism offer
3.9	<p>An additional offer has also been made by Neil Shawcross to gift an existing painting to the Ulster Hall. Charles Dickens famously visited the Ulster Hall in 1858, 1867, and 1869. Based on these historic events Belfast born writer and performer, Sam McCready, created a one man show in 2012 called <i>Dickens at the Ulster Hall</i>. Neil Shawcross has captured this in a painting and he would now like to gift this to Council to be displayed at the Ulster Hall.</p>
	<p><u>Financial & Resource Implications</u></p>
3.10	<p>A budget of £10,000 from existing budgets to be allocated to support the costs associated with installing, launching and marketing the event as well as additional community engagement activities.</p>
3.11	<p>A staff resource will also be allocated to act as point of contact with Neil Shawcross and co-ordinate the public exhibition and associated activities.</p>
	<p><u>Equality or Good Relations Implications</u></p>
3.12	<p>Equality and Good Relations considerations will be accounted for when designing the wider programme of activity that will support the exhibition.</p>
4.0	Appendices – Documents Attached
4.1	None

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