

City Growth and Regeneration Committee

Wednesday, 8th November, 2023

HYBRID MEETING OF THE CITY GROWTH AND REGENERATION COMMITTEE

Members present: Councillor Nic Bhranair (Chairperson);
Alderman Lawlor;
Councillors Bunting, Canavan, Douglas,
Duffy, Flynn, Garrett, Gormley, Lyons,
Maskey, McCormick, McDonough-Brown,
McDowell, I. McLaughlin, McMullan, Murray
and Walsh.

In attendance: Mr. J. Greer, Director of Economic Development;
Mrs. C. Reynolds, Director of City Regeneration
and Development; and
Ms. E. McGoldrick, Democratic Services Officer.

Apologies

Apologies were reported on behalf of Councillors McAteer and McCabe.

Minutes

The minutes of the meeting of the 11th October were taken as read and signed as correct. It was reported that those minutes had been adopted by the Council at its meeting on 1st November, subject to the following additions:

- Under the heading Major Events Update, the Council agreed that Council officers would investigate the possibility of releasing tickets for the Christmas Switch On event in the evening of 8th November, as well as in the morning, to enable working families to apply; and
- Under the heading Correspondence from the Department for Infrastructure, the Council agreed that a letter be forwarded to the Department for Infrastructure to outline further requests.

Declarations of Interest

Councillor Nic Bhranair declared an interest in relation to agenda item (4.b) Mid - year Update on Make Yourself at Home Tourism Plan, on the basis that her employer was delivering the City Connections programme.

Schedule of Meetings

The Committee approved the schedule of meetings of the City Growth and Regeneration Committee between January and December, 2024, as follows:

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

- Wednesday 10th January at 5.15 pm;
- Wednesday 31st January at 5.15 pm (Special);
- Wednesday 7th February at 5.15 pm;
- Wednesday 13th March at 5.15 pm;
- Wednesday 27th March at 5.15 pm (Special);
- Wednesday 10th April at 5.15 pm;
- Wednesday 8th May at 5.15 pm;
- Wednesday 29th May at 5.15 pm; (Special);
- Wednesday 12th June at 5.15 pm;
- Wednesday 7th August at 5.15 pm;
- Wednesday 28th August at 5.15 pm (Special);
- Wednesday 11th September at 5.15 pm;
- Wednesday 9th October at 5.15 pm;
- Wednesday 23rd October at 5.15 pm (Special);
- Wednesday 6th November at 5.15 pm;
- Wednesday 27th November at 5.14pm (Special); and
- Wednesday 4th December at 5.15 pm.

Restricted Item

The information contained in the report associated with the following item was restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014.

Resolved – That the Committee agrees to exclude the members of the press and public from the meeting during discussion of the following item as, due to the nature of the item, there would be a disclosure of exempt information as described in Section 42(4) and Section 6 of the Local Government Act (Northern Ireland) 2014.

Vacant to Vibrant Scheme Update

The Director of City Regeneration and Development provided an update on the Vacant to Vibrant Programme and other complementary programmes outside the city centre, together with the recommendations from the Vacant to Vibrant assessment panel.

She also presented an overview on successful Vacant to Vibrant applicants to date.

During discussion, including comments from Members supporting the positive benefits of the scheme, the Director explained further the grant application process and vacancy rates. She highlighted that Key Performance Indicators were being implemented as part of the Future City Centre Framework.

After discussion, the Committee:

- Noted the update in relation to the city centre Vacant to Vibrant Programme and other complimentary programmes outside of the

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

city centre, including the Vibrant Business Destinations, Business and Cluster Community Grants and the information provided in the presentation which included an overview on successful Vacant to Vibrant applicants to date;

- Noted that a report would be submitted to the Committee on the two previous regeneration schemes which had been undertaken outside of the city centre, namely, the Renewing the Routes Scheme and the Dereliction Scheme, as agreed by Council in September 2023;
- Noted the update in relation to the Matchmaker Service aligned to the Vacant to Vibrant Programme and the updates on market activity in relation to new or relocating occupiers; and
- Agreed to the recommended grant award as outlined within Section 3.24 of the report.

Regenerating Places and Improving Infrastructure

**Future City Centre Programme:
Revised Framework and Pragma Report**

The Committee considered the following report and associated appendices:

“1.0 Purpose of Report/Summary of Main Issues

1.1 The purpose of this report is to:

- **Update Members on a refreshed Future City Centre (FCC) Programme based on previous recommendations from a refreshed Pragma Retail and Leisure Performance Strategy, ongoing stakeholder engagement and reflecting programmes, projects and activities underway across a number of inter-related areas.**
- **Seek approval to the proposed objectives and measurement indicators within the revised FCC Programme.**

2.0 Recommendation

2.1 The Committee is asked to:

- **Note the contents of the report, including the important role the city centre plays for the wider city and region; the key findings of the refreshed Pragma Retail and Leisure Performance Strategy and updates on programmes of work and activity aligned to these recommendations.**

- Note the progress in relation to shaping the Future City Centre Programme (FCC) and the updated City Centre governance structures.
- Approve the monitoring framework within the revised FCC Programme as attached at [Appendix 3](#) consisting of programme objectives and strategic indicators, noting that regular reports will be brought back to Committee on these measurement indicators.
- Note that Belfast does not receive the same level of specific regeneration funding programmes that other UK cities receive for city/town centres and high streets, as referenced below, and that a detailed report on this is to be brought to the SP&R Committee in the near future.

3.0 Background & Context

3.1 Belfast and the city centre remains the economic driver for the region. The Regional Development Strategy 2035 recognises the need to enhance the distinctive role of the City Centre as the regional capital and the focus of administration, commerce, specialised services and cultural amenities. It highlights the need to support and strengthen the distinctive role of Belfast City Centre as the primary retail location in Northern Ireland.

3.2 The Belfast Local Development Plan highlights that Belfast city centre plays a significant role in the regional economy serving a wide catchment area beyond its plan area boundary. The city centre is also a regional centre for commerce, culture, tourism, recreation, entertainment, learning and employment, contributing £47million in non-domestic district rates (which represents 27% of all Belfast City Council's rates income). City centre jobs represent c33% of all Belfast jobs and 9.6% of all jobs in Northern Ireland. The success of the city as a whole is critically important, although like other UK cities, the city centre is viewed as the showcase for the wider city and the gateway for the region, supported by the major transport hubs serving the region. The diversification and inclusive economic growth of the city centre is crucial to Belfast's physical and economic development.

3.3 BCCRIS (Belfast City Centre Regeneration and Investment Strategy), the adopted regeneration policy for the city centre, recognises that the city centre is one of the most important places in the Region. The city centre is a place where investment impact can be maximised, where the majority of our rates are generated (per area) and therefore where momentum can be built to support inclusive growth in

Belfast's surrounding neighbourhoods. All communities in Belfast therefore have a direct interest in an inclusive economically thriving city centre. BCCRIS and A Bolder Vision both recognise the importance of connections to communities; this is a key theme throughout and includes both physical connectivity and ensuring that local people feel connected to the centre in a way that allows their full participation in its economic and social life.

- 3.4 Members will also recall that a report was brought to this Committee in March on the Regeneration Tracker which provided an overview of regeneration and development activity which took place across the city during 2022, as aligned to the Belfast Agenda and the policy areas within BCCRIS, This indicated positive progress across a range of asset classes and noted that in 2021/2022 there was a 2% growth in the rates base arising from additional development, which resulted in additional rates growth of £3.3m every year. However there remain a number of challenges impacting on the city centre including stalled regeneration schemes, poor public realm, limited city centre living, decline of certain high street retailers, lack of targeted regeneration funding programmes, severance with surrounding communities and a range of social issues.**
- 3.5 The City Growth and Regeneration Committee in February 2020, noted the key findings and recommendations of a Retail Analysis, as developed by Pragma Consulting Limited; and the progress in relation to shaping a Future City Centre Programme that cut across various programmes of work and projects associated with regeneration, development, business, investment, cultural and vibrancy activities and operational issues. This included programme strands aligned to the Pragma Retail Analysis and Members had agreed that officers develop the Future City Centre Programme through engagement with city stakeholders. In April 2021, Members of the City Growth and Regeneration Committee received an update report on the Future City Centre Programme in the context of the ongoing challenges caused by the Covid – 19 Pandemic. The Committee noted the ongoing challenges of the city centre and its criticality to the recovery of the wider city and region as well as the need to adopt a multi-faceted approach to the re-imagination and recovery of the city centre.**
- 3.6 The refresh of the Belfast Agenda was launched in April 2021 and continued most recently with the public consultation which closed on 2 October 2023. The city centre and its role in supporting the growth ambitions set out in the Belfast Agenda, as well as its importance as a place to visit, live, work**

and invest in was highlighted by a large no of respondents. On the basis of this feedback from stakeholders and the public as a whole, the Future City Centre has emerged as a priority area within the 'Our Place' theme of the Belfast Agenda.

3.7 In response to the emerging city centre issues, during 2022 a review was undertaken of existing mechanisms for engagement and improved governance to bring together the various city centre related facets and ensure synergy whilst avoiding duplication and silo approaches. Members will note this included the establishment of an All-Party Working Group on the City Centre which was approved by the Strategic Policy and Resources Committee on 19 August 2022. The revised FCC Programme is aligned to the agreed city centre governance structures (included in [appendix 1](#)) which include:

- i.** Future City Centre Leadership Group – a sub-group of the Belfast Agenda City Development Board which focuses on ensuring that issues are raised, and solutions achieved relating to the priorities for the Future City Centre Programme. Membership consists of representatives from a number of partners including BCC, city centre stakeholders including private sector, central government agencies, anchor institutions, Visit Belfast and BIDs and representation from the VCSE panel.
- ii.** Strategic Leadership Group (Complex Lives) – A strategic and proactive partnership and multi-agency approach which brings together the NIHE, PHA, the Health and Social Care Board, Probation Board for NI, PSNI and Council, along with voluntary agencies. This is supported by a Multi-Disciplinary Team (MDT) which meet on a weekly basis to understand the specific needs and to develop an individual support plan for the vulnerable person.
- iii.** Multi Agency Operational (tasking) Group – this group seeks to address Clean, Green, Inclusive and Safe (CGIS) issues and overseeing the implementation of a CGIS action plan. Membership includes representatives from relevant government departments, PSNI Belfast Chamber, the city's three Business Improvement Districts and the NIHE.

4.0 **Main Report**

4.1 **Refreshed Retail and Leisure Performance Strategy**

As referenced above, in 2018/19, Pragma Consulting Ltd were commissioned to undertake a Retail Analysis of Belfast City

Centre to identify the challenges facing the city's retail sector and inform recommendations on how retail, leisure and supporting uses could drive the development of Belfast City Centre. This was previously considered by Committee and formed the basis of the Future City Centre Programme referenced above and agreed by Members as a basis for cross cutting themes of work for the city centre. Since then, a number of significant events such as the fire at Bank Buildings, Covid – 19 pandemic and global economic crisis have seen an acceleration of a number of trends identified within the report.

- 4.2 With Covid-19 having the potential for both short and long term change, the Council had recommissioned Pragma to revisit the findings to understand what has changed, and how the Council as an active stakeholder in the city centre, alongside other partners, can affect maximum positive change given the opportunities and resources available. It was recognised that there was a need to consider the purpose and functionality of the city centre and how it can adapt to becoming a multi-purpose location, combining retail and hospitality with business, residential, cultural, community and other facilities alongside new ways of working (hybrid/homeworking) and embracing innovation and digital technology. The key findings and recommendations from this recently refreshed work have informed various interventions, programmes and approaches that have being brought to this Committee for approval and noted to the City Centre All Party Working Group. A summary of key recommendations and an update on actions is attached in [Appendix 1](#).

4.3 Future City Centre Programme

The Future City Centre Programme, as previously agreed by Members, adopted a pillared approach across various thematic areas of regeneration and connectivity; business and investment; vibrancy and animation; clean green, inclusive and safe. The overall Programme has recently been recast to take into account the significant challenges brought about by the Bank Buildings fire, the Covid-19 pandemic, cost of living crisis and stakeholder feedback, as well as best practice advice and recommendations from external sources inc the refreshed Pragma Report 2022, Institute of Place Management, High Street Task Force etc.

- 4.4 The ethos of the FCC programme remains. However, this is now strengthened by the collectively (BCC, DfI, DfC and significant stakeholder and public input) developed blueprint for the city centre through A Bolder Vision, with key principles

around removing severance and barriers to movement between the centre of Belfast and the surrounding communities to improve access for all; facilitating city centre living; importance of a strong civic spine and enhancing the waterfront. A Bolder Vision embedded within the FCC programme presents a significant opportunity to ensure the restoration of a sense of collective pride in the centre of the city by the communities within and around it.

- 4.5 The revised and recast FCC framework has been brought about by a comprehensive programme of research and engagement. It reflects feedback from Elected Members of the City-Centre All Party Working Group during meetings held in late 2022 and early 2023. It is also a result of significant inter-departmental working to ensure joint working with all the relevant divisions in the Council, such as Economic Development, Culture, Tourism, Planning, Building Control, Climate, Smart Cities, Property & Projects, City Regeneration and Development, CNS and Strategic Hub.
- 4.6 The revised FCC Framework (attached in [Appendix 2](#)) was adopted by the City Centre All Party Working Group on 08 September 2023. It is aligned to the longer term ambitions of the refreshed Belfast Agenda and Belfast City Centre Regeneration and Investment Strategy (BCCRIS). The revised FCC Framework Vision to create:

‘A vibrant, unique and thriving place where people spend time, live, work, visit and invest’.

- 4.7 As set out in the Framework ([Appendix 2](#)), this is supported by eight programme objectives, measured by 14 strategic indicators and underpinned by work within five thematic pillars, as below. The programmes of work and activities included in each pillar are not exhaustive and many involve other partners but they are intended to reflect the broad range of activities that are ongoing and are managed and reported via programme and project management arrangements for the various strands:

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

Regeneration & Connectivity	Business & Investment	Animation & Distinctive Offering	Clean, Green, Inclusive & Safe	Vulnerability
<ul style="list-style-type: none"> • Major regeneration schemes • BRCD projects including Belfast Stories • City Centre Living / Houseing-led regeneration • Connectivity and Active Travel • Connected spaces & places • Vacant-to-Vibrant capital grant programme • Matchmaking service to address vacancy • A Bolder Vision • Preservation of built heritage • Environmental improvements • Cathedral Gardens redevelopment • Waterfront promenade framework 	<ul style="list-style-type: none"> • Business support programmes • Attracting new-to-market brands • City Investment Service • Business tourism - conference subvention • Night-time economy • Business premises for cultural organisations/creative industries • Test trading at markets • Positioning the city to compete • Maximising international opportunities in FDI, trade and education • Smart Belfast programme • Belfast Smart District 	<ul style="list-style-type: none"> • 2024 Year of Culture Projects • Cultural animation activities and events, pop-up activities • 2 Royal Avenue programming • UNESCO City of Music/ music strategy implementation • Meanwhile uses • Lighting Interventions • Night-time economy • Food and drink tourism • City Hall exhibition including Augment the City experience • Street dressing/ street art • Annual events programme • City markets • Belfast HUB-IN at Maritime Mile • Belfast Stories visitor attraction 	<ul style="list-style-type: none"> • Enhanced city centre cleansing regimes and tackling graffiti • City centre cleanliness charter • Safer Neighbourhood Officer city centre patrols • ASB Officer advice/guidance • Imagining use of open and civic spaces (support retail/hospitality sectors). • Support the provision of parklets and greening the city initiatives. • EVC strategy • Tourism Accessibility Programme • Green Tourism Accrediation 	<ul style="list-style-type: none"> • Continue multi-stakeholder approach to support alcohol and drug addiction, and rough sleeping. • Delivery of Complex Lives (whole systems and people-centred approach)
Cross-cutting enablers: Local Development Plan; Digital innovation; Inclusive Growth; Sustainability & Resilience; Development of a robust evidence base providing objective data on the above indicators and measures - to be used to inform the development of future actions; Taking an 'evidence led approach' by utilising best practice and corporate membership of IPM; and Legislation - Reform of licensing				

4.8 Strategic Indicators

As part of recent engagement, officers have identified a range of strategic indicators (across areas such as footfall, investment, tourism spend etc) as set out in the enclosed Framework which will be used to track the progress of the FCC programme objectives over the longer term. Work is ongoing to collate this data and develop appropriate monitoring mechanisms for all metrics. A technical report has been included at [Appendix 3](#), which provides further information on each of the indicators including its definition, source and performance data. Officers will report progress on these indicators on a regular basis.

4.9 The revised framework also includes performance measures, drawing on Outcomes Based Accountability thinking, whereby the vision, objectives and indicators refer to the population accountability for the entire city; and then the 'pillars' relate to performance accountability which link to individual workstreams that the council delivers or has a key role in.

4.10 Funding & Investment in Belfast

While Belfast has experienced strong growth across some sectors there is significant public and private sector investment required to deliver on the outcomes of the Belfast Agenda. Belfast has experienced several years of in-year capital budgets from central government, limiting and removing the ability to deliver the required capital

infrastructure investment to support the sustainable, diversification of the city centre. This lack of major Executive capital investment is further compounded when considered in conjunction with the fact that other UK cities are eligible for significant funding directly aligned to city /town centre regeneration that NI cities /towns are not eligible for. These include specific regeneration funding streams available in other UK cities inc the High St Fund, the Better Towns Fund, Brownfield Fund etc and the absence of these dedicated funding streams provides a significant disadvantage to Belfast in terms of competing with other UK & Ireland city/ town centres and High Streets, but also in terms of dealing with, and recovering from economic shocks such as the Pandemic and the cost-of-living crisis. A further report on this will be brought to a future meeting of this Committee and the SP&R Committee.

5.0 Financial and Resource Implications

The revised Future City Centre Programme only identifies existing programmes and workstreams that are already covered from existing budgets. As highlighted above, non-domestic district rates from the city centre contributes £47 million or 27% of the council's total rates income.

6.0 Equality or Good Relations Implications/Rural Needs Assessment

Each workstream and/or programme and project will be separately equality screened as per our statutory requirements.”

During discussion, Members highlighted the positive indicators for change within the city centre and were encouraged by the information within the report. Members requested that the following issues be considered for inclusion within the Framework: The importance of gateways across the city and removing barriers that create a severance to local communities and the arterial routes; Public Toilet access; Best Practice; The inclusion of PM_{2.5} as an indicator in the air quality in the City Centre monitoring Framework. The Director for City Regeneration and Development confirmed that work was ongoing through the framework on these issues and highlighted that a key element of A Bolder Vision for Belfast was re-imagining the Inner Ring, ending car dominance and removing severance to communities. She pointed out that, through the Clean, Green, Safe and Inclusive strand, colleagues in the City and Neighbourhood Services were considering the provision of public toilets and would report directly to the People and Communities Committee. The Director also confirmed that the inclusion of PM_{2.5} was being incorporated into the air quality monitoring criteria.

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

After discussion, the Committee:

- Noted the contents of the report, including the important role the city centre plays for the wider city and region; the key findings of the refreshed Pragma Retail and Leisure Performance Strategy and updates on programmes of work and activity aligned to these recommendations;
- Noted the progress in relation to shaping the Future City Centre Programme (FCC) and the updated City Centre governance structures;
- Approved the monitoring framework within the revised FCC Programme ([Appendix 3](#)) consisting of programme objectives and strategic indicators and to the inclusion of the additional issues which had been raised by the Committee, noting that regular reports would be submitted to the Committee on these measurement indicators; and
- Noted that Belfast did not receive the same level of specific regeneration funding programmes that other UK cities received for city/town centres and high streets, as referenced in the report, and that a detailed report on this would be submitted to the Strategic Policy and Resources Committee in the near future.

**All Party Round Table on Connectivity,
Active and Sustainable Travel**

The Committee was provided with an overview of the All Party Round Table on Connectivity, Active and Sustainable Travel which had taken place on 30th August, 2023.

It was reported that the session had enabled Members to explore the various stands of work ongoing across the organisation and with partners to ensure that the Council could effectively position itself in terms of what it could deliver, who it needed to work with and what it needed to influence to realise the wider associated benefits of connecting people to opportunities and creating a better connected and sustainable city.

In particular, the session looked at how this work cuts across various Committees and via the Community Planning process and provided an overview ([Appendix A](#)) of the streams of work underway, which enabled Members to see all this work holistically and how it feeds into the Council's strategic priorities and governance structures. This included the work being taken forward within the Community Planning structures via the Connectivity, Active and Sustainable Travel subgroup as part of the Belfast Agenda refresh and through the Climate and Resilience Board as well as Council led Physical Programme projects, A Bolder Vision and the strategic and large-scale infrastructure projects being led by public and private sector city partners.

The Director of City Regeneration and Development highlighted that Connectivity, Active and Sustainable Travel were integrated levers that cut across city stakeholders, including the Council, DfI and other Government departments, Sustrans, Translink,

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

communities, businesses and anchor institutions and spanned across a number of strategic, policy and delivery areas including:

- The Local Development Plan and the Eastern Transport Plan (ETP);
- Belfast Agenda and A Bolder Vision;
- Council's capital delivery programme;
- Modal shift/behavioural change projects; and
- Net Zero Roadmap for Belfast.

A key focus of discussion had included the relationship of the ETP to other large priority schemes such as Belfast Streets Ahead, Glider Phase 2 and the key Junctions (Peter's Hill, Frederick Street, Clifton Street), with particular focus on the need to deliver the Belfast Cycling Network across the city.

She reminded the Committee that the Council had submitted a response to the DfI consultation on the Eastern Transport Plan as agreed by the Committee in October and encouraged Members to continue to engage in the development of this critical strategic document.

The Director of City Regeneration and Development advised that other issues raised included the content within the Belfast Agenda's draft Connectivity, Active and Sustainable Travel Action Plan, including active travel for school children, play streets and school streets and opportunities to share and learn from best practice, for example, through Eurocities.

She pointed out that Members had also been advised of the work which had been undertaken by the CAST group (co-chaired by Sustrans and Translink) and the draft plan had been developed through a co-design process led by this group. Following public consultation on the draft Belfast Agenda, partners would consider potential revisions to the suite of Action Plans before final publication. It was intended that all action plans would remain dynamic, and delivery will be through respective subgroups.

The Director of City Regeneration and Development stated that it had been agreed that Members would feed the information discussed at the Round Table to their respective parties and that a copy of the presentation was attached at [Appendix A](#). She highlighted that it had also been agreed that the Round Table would reconvene on a future date to enable further discussion on the issues and to provide an opportunity for Members to feed into the work of the Connectivity, Active and Sustainable Travel sub-group within the Community planning structures. It was proposed that the next meeting would take place after the Belfast Agenda Action Plans were updated and invitations would be issued to the Party Group Leaders to nominate a representative.

The Committee:

- Noted the contents of the report in relation to the All Party Round Table meeting and the opportunity to shape the Belfast Agenda Connectivity, Active and Sustainable Travel Action Plan; and

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

- Agreed that future sessions would take place to provide an opportunity for Members to have a focused and informed discussion around this strategic priority.

Positioning the City to Compete

**Northern Ireland Enterprise Support
Service Update**

The Committee was reminded that the Strategic Policy and Resources Committee, at its meeting in February, had agreed that Belfast City Council should lead on the submission of the application to UKSPF (Shared Prosperity Fund) for the 11-council Enterprise Support Service (ESS) model. It had also been agreed that the Council should lead on the future development and delivery of the service, subject to additional due diligence and risk management work being undertaken.

It was reported that a further update had been presented to the City Growth and Regeneration Committee in August providing additional detail on the progress to date on the procurement process and the funding drawdown and identifying an emerging risk due to delays in issuing the funding agreement/MoU by DLUHC (Department for Levelling Up, Housing and Communities). In early September 2023, officers had received the Memorandum of Understanding (MoU) setting out the terms and conditions of the funding offer and this was signed by the Chief Executive.

The Director of Economic Development advised that, having received the MoU, officers were able to proceed with the appointment of the contractors for the delivery of services to businesses, as well as the provision of support services such as marketing and communications and call handling. Following completion of the procurement process, successful contractors included:

- Engage and Foundation – Enterprise NI and Partners;
- Growth and Scaling – Derry City and Strabane District Council and Causeway Coast and Glens Borough Council – Deirdre Fitzpatrick and Associates;
- Growth and Scaling – Belfast City Council – Full Circle Management Solutions;
- Growth and Scaling – Fermanagh and Omagh District Council, Mid Ulster District Council and Armagh City, Banbridge and Craigavon Borough Council – Full Circle MS;
- Growth and Scaling – Antrim and North Down Borough Council, Lisburn and Castlereagh City Council and Newry Mourne and Down District Council – Full Circle MS;
- Growth and Scaling – Antrim and Newtownabbey Borough Council and Mid and East Antrim Borough Council – Mallusk Enterprise Park;
- Telehandling – Like Us NE; and
- Communications and Marketing – Ardmore.

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

He informed the Committee that, following mobilisation of contracts across a number of work strands, it was expected that the go live date for service delivery would take place in early November. Given delays in issuing the MoU, officers were working with contractors to identify how the Council could maximise the delivery of the service while acknowledging that not all support services and resources were yet fully functional.

He advised that, as part of the mobilisation period, work had been undertaken to develop a new brand for the new service. The scoping exercise consisted of detailed surveys, focus groups and stakeholder workshops which led to the creation of a new brand/logo, 4 sub brands and brand guidelines.

He outlined the selected brand Proposition as follows:

‘Go Succeed NI Business Support is a service to help potential entrepreneurs, new starts and existing businesses to maximise their potential and contribute to Northern Ireland’s economy. It provides would-be and existing businesses with flexible, tailored and easily accessible advice and support at any stage of their growth journey.’

He explained that the brand Value is that Go Succeed was the go-to source of easily accessible advice and support for anyone starting or growing their business in NI.

He highlighted that, to accommodate marketing messages aimed at the widest possible range of businesses, and to allow for promotion of the specific support offerings applicable to each level, a set of Go Succeed sub brands had been created.

He advised that the formal launch of the brand and the new service was scheduled to take place on the 13th November in Belfast City Hall to mark the start of Global Entrepreneurship week.

The Director of Economic Development reported that, as part of the funding application to DLUHC, resources were secured for a number of staff roles in order to support programme delivery and provide appropriate management and oversight for funders and all council partners.

He reminded the Committee that the service was being funded through the new Shared Prosperity Fund (SPF). This was the DLUHC fund that was established as a replacement for EU funding (ERDF and ESF). One strand of funding focused on ‘Supporting Local Business’. The Investment Plan for UKSPF in Northern Ireland was launched in December 2022. At that time, the Plan proposed that a central component of the Supporting Local Business strand would be the 11 council Enterprise Support Service. An indicative financial allocation of £17million - £12million programme delivery and £5million for small grants – was set aside for the service. UKSPF funding was available to March 2025 so the initial programme period would run from Autumn 2023 to March 2025.

He stated that the new service represented the ambition of all local authorities to deliver on our statutory responsibility around business start-up in a way that would make a real change over time, by working to address cultural attitudes towards entrepreneurship

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

and helping more businesses to start, grow and scale across the region. It could directly support the Belfast Agenda targets for job creation and economic growth and could also provide an important engagement mechanism to enhance business interaction with key investments, including those supported through City Deal.

The Committee noted the update on the Northern Ireland Entrepreneurship Support Service (ESS) and the planned go-live date for the new intervention and launch.

Mid -Year Update on Make Yourself at Home Tourism Plan

The Committee considered the undernoted report:

“1.0 Purpose of Report/Summary of Main Issues

1.1 The purpose of this report is to provide Members with a mid-year update on progress against the Belfast - *Make Yourself at Home* Tourism Plan Year 2 Action Plan 2023/2024 Tourism and Events, including bids for large-scale events.

2.0 Recommendation

2.1 Members are asked to:

Note the contents of this mid-year update report on Tourism and Events Year 2 Action Plan 2023/2024.

3.0 Main Report

3.1 Driving the success of our leisure and business tourism market in Belfast is the ten year *Make Yourself at Home* Tourism Plan which was approved by Council and launched along with the Year 1 implementation plan in March 2022. Year Two of that implementation plan was approved by Council in April 2023 and this report will update members on what has been delivered at this mid-way point in the financial year.

3.2 The *Make Yourself at Home* Tourism Plan sets out a vision for the future of tourism in the city that is centred on a people-based and sustainable model of development with a focus on:

- Increasing the coherency of the Belfast experience**
- Supporting quality authentic products**
- Developing skills**
- Strengthening the city’s position through marketing and communications**

3.3 The plan sets out a shared vision for tourism in the city and is supported by 4 strategic themes:

- **Grow Belfast**
- **Experience Belfast**
- **Position Belfast**
- **Sustain Belfast**

All four of these strategic themes are underpinned by the need to support inclusive economic growth and to differentiate the Belfast offer in an increasingly competitive global marketplace. A fifth strand to the plan considers key strategic opportunities that could bolster investment in the sector to support recovery and future growth.

3.4 Strategic theme 1: Grow Belfast

The following activity has been delivered against the theme of *Grow Belfast*:

- 3.5 Visit Belfast - Management of the Visit Belfast contract in respect of the delivery of marketing, destination management and visitor servicing - to deliver on increased visitor numbers staying longer and spending more, thereby supporting tourism jobs, economic impact and social benefits across Belfast. Monitoring the delivery of KPIs set for marketing of Belfast as leisure & business tourism destination. We have delivered a five-year extension of the Lease Sharing Agreement with Visit Belfast and a three-year sharing agreement with Translink for the operation of a ticketing desk within the Belfast Welcome Centre.**

Visit Belfast will update Officers in December 2023 on mid-year progress. A synopsis of current high-level data available for the year to date is as follows:

- Through its activities, Visit Belfast has generated circa £35 million for the local economy to date, generating an economic impact of £11 million through dealing with 477,424 enquiries and £26 million through winning 77 conferences, equating to 55,543 bed nights and 20,819 delegates.
- Throughout 2023, Visit Belfast has delivered four campaigns, generating a minimum economic impact of £21 million, including a City Branding and Marketing campaign in the lead up to, and duration of, the global One Young World Belfast Summit.
- Visit Belfast has also won a number of awards throughout the year, with the Business Tourism Team

securing the Conference and Incentive Travel Award for Best Conference Destination for the 3rd year in a row and the Meeting Industry Award for Destination Team of the Year for the 2nd year in a row. The Visitor Servicing Team also secured the NI Travel and Tourism Award for Best Tourist Information Centre for the 19th time.

- Visit Belfast is now ranked joint second for the best performing DMMO out of 100 destinations and Belfast is ranked 11th out of 100 city destinations, increasing the city's overall score by 2% this year in the Global Destinations Sustainability Index.

3.6 Conference Subvention Programme

Members will be aware that in January 2021, Council agreed ongoing support for Conference Support in line with an updated criteria and support to ensure that Belfast, including ICC can compete internationally as a business tourism destination to win conferences for Belfast in an everchanging marketplace. This fund, which is match - funded by our partner Tourism NI, has ensured that Belfast, including ICC, remains competitive as a business tourism destination.

Officers continue to deliver the Conference Subvention Programme in partnership with Tourism NI and Visit Belfast. In the first 6 months of this year, our subvention scheme has contributed to supporting business tourism with an economic impact of £18 million, equating to 32,000 bednights and 12,000 delegates.

3.7 Strategic Theme 2: Position Belfast

The following activity has been delivered against the theme of *Position Belfast*:

3.8 Positioning of Belfast in national and international Markets and Gateway role of Belfast for Visitors

Officers have been working with Visit Belfast, Tourism NI and Tourism Ireland to strengthen the position of Belfast in national and international markets through marketing campaigns and PR activity. Work has included ensuring that Belfast is positioned as a Gateway city, a must-see urban destination on the island of Ireland by capturing GB and ROI city break market and attracting a greater share of out of state visitors to Ireland - primarily through contract management of Visit Belfast targeting leisure and business visitors.

3.9 **Media Monitoring** - Officers are exploring how we can implement media monitoring to measure the impact of positioning, consumer sentiments and changing perceptions which will be delivered by end March 2024, in partnership with NI Tourism Alliance and Tourism NI and other strategic partners. This will assist us in future planning for tourism and enable more accurate targeting of marketing, PR and social media campaigns.

3.10 Establish Research baselines, dashboard & examine digital opportunities for data capture - Officers are working with colleagues in Policy and research, Tourism NI, the NI Statistics and Research Agency and Tourism Ireland, to explore opportunities that will enable us to measure the impact of tourism both economically and socially for Belfast as there are sizeable gaps in the data currently available.

3.11 **Strategic theme 3: Experience Belfast**

The following has been delivered against the theme of *Experience Belfast*.

3.12 **Neighbourhood Tourism Programme**

This was approved by Committee in June 2023, with an investment of £500,000 in a 2-year programme to develop and enhance market-led tourism products and experiences across the city, with a view to sharing the benefits of a vibrant tourism sector throughout local neighbourhoods. The Investment Programme includes interim funding support for the City Connections programme until the end of current financial year.

Scoping of the Neighbourhood Tourism Investment Programme continues to support development of market-led cultural tourism products. The programme aims to promote enhanced visitor footfall, dwell time and spend across the city's neighbourhoods and extend tourism's economic and social benefits to communities throughout the city.

Work has been undertaken on draft guidance notes, application form, scoring matrix and potential FAQs in preparation for an 'open call'.

Work is also underway to commence a period of sectoral developmental engagement to inform the parameters of the Programme, identify needs, gaps and opportunities and consider alignment of the City Connections Programme.

This will be delivered through the appointment of an independent facilitator to undertake sectoral engagement and audit activity to inform and support the Programme's investment criteria, whilst continuing to strategically align with 'Belfast Stories'. Timeline for this engagement is from November through to February, with recommendations brought back to Committee end March.

3.13 City Connections

The Tourism Investment Programme includes interim funding to two organisations (Fáilte Feirste Thiar in West Belfast and EastSide Tourism in East Belfast) to support their City Connections programme until the end of the current financial year. Both organisations are currently delivering on their agreed action plans.

3.14 Accessible and Inclusive Tourism Programme

Officers continue to roll-out this programme which improves visitor accessibility to tourism facilities, products, and services. A Year 2 programme to deliver further training, which will strengthen skills and capacity building within the tourism sector to improve the accessibility of Belfast's tourism offer and increase the spend of the 'purple pound' is under way, aiming to support a minimum of 50 businesses this year.

The work undertaken to date will be consolidated in the next 6 months as Officers will:

- Submit a sponsorship proposal to Tourism NI to secure financial support for the implementation of the programme.
- Deliver an Accessible and Inclusive Tourism Seminar where experts and activists in access and inclusion will share their expertise with a target audience of 60 businesses including decision makers, policy makers and influencers.
- Development of 3 new online training programmes/assets that will be available free of charge to industry partners.
- Delivery of 2 free Living Library Accessible and Inclusive Workshops.
- A new industry engagement video profiling best practice to industry leaders and decision makers measured via audience viewers and engagement.

- 2 new public facing accessible and inclusive tourism video itineraries.
- Assets developed and those in the pipeline will be adapted to be included and promoted on the new Tourism NI eLearning Platform.
- All above will be delivered by a newly established Lived Experienced Team of individuals with a range of disabilities to ensure authenticity; and there will be ongoing consultation with the tourism industry and partners to ensure actions meet need and demand; and we have set up a new advisory group which will ensure that the impact of resources is maximised.

3.15 Food and Drink Tourism Programme

Work on this programme has been progressing against this workstream with the following update:

- Establishment of the Belfast Food and Drink Network representing 16 businesses. Further collaboration will take place to progress the programme.
- Submission of a successful application to the NI Regional Food Programme administered by the Department of Agriculture, Rural Affairs and the Environment. 40% towards total project cost has been offered.
- New positioning guidance for marketing and promotion of Belfast as a leading food and drink destination which has attracted in-kind support to a value of £10k from Visit Belfast.
- Development of 4 industry workshops to include two learning journeys to regional producers and networks building towards a 'meet the buyer' event in March 2024, with the aim to develop new business leads between city providers and producers.
- Delivery of a high-quality, sustainable, local Food and Drink Village at the Belfast Maritime Festival held in September 2023. The diverse offering generated a lucrative economic return for local businesses and producers. The village strengthened our status as a leading culinary destination, garnered positive feedback from our visitors and provided an exemplar visitor experience for all.
- Work has commenced to develop a new Dynamic Purchasing System for the provision of quality and sustainable food and drink at future events and festivals.

- Work has been ongoing with Belfast 2024 to ensure our food and drink offering will align with the aims and ambitions of the Food and Drink Tourism Plan.
- Preliminary scoping work has been undertaken to enable us to work towards our aspiration to achieve an international culinary accreditation/award.

3.16 Audit of and Production of Development Plans to enhance the Visitor Experience at Council- owned Tourism Assets

Make Yourself at Home identified the need for Council to utilise existing assets across the city to drive the visitor experience. Officers have been working with our colleagues across Council on background scoping of a Terms of Reference. This has been completed to secure expertise to undertake an audit and make recommendations for the enhancement of the visitor experience at Council-owned assets including Belfast Zoo, Belfast Castle, Tropical Ravine, City Cemeteries, Malone House, Ulster Hall, St George's Market and City Hall. It will be issued to market in the coming weeks through an open tender, with the aim to deliver a prioritised action plan for future implementation which creates synergy with the city's 'Belfast brand' and Tourism NI 'Embrace A Giant Spirit' brand to deliver on experiential tourism, thereby ensuring we enhance Belfast's reputation as a visitor destination and to deliver on our aim to increase visitor satisfaction, spend and longer stays.

This work will be delivered through extensive consultation with our colleagues across Council, strategic tourism partners and the tourism industry and preliminary findings which will make recommendations regarding how Council assets can contribute to the visitor experience in Belfast will be brought to Committee at end March 2024.

3.17 Belfast Visitor Pass

Officers have worked with input from stakeholders including Tourism NI and Visit Belfast, to finalise an agreed Terms of Reference to develop a feasibility study to benchmark against other cities and to scope the potential and options for a tourism visitor pass similar to what operates in other cities. This is being progressed through the engagement of expertise to work with visitor attractions and transport providers to provide recommendations of viable options for the delivery of a Visitor Pass for Belfast by end March 2024.

3.18 Enhancing the Visitor Experience

Work is progressing with an experienced provider to develop and implement a phased, prioritised Visitor Experience Action Plan to enhance the visitor experience across the city over the next decade and outline key tourism projects which may be suitable for development and introduction to market within 1 year, 2 years and 5 years. The action plan will be completed by March 2024.

3.19 Visitor Signage, Wayfinding, Street Dressing

The Tourism Plan identified the need for improvements in connectivity and accessibility through signage, wayfinding and interpretation. To maximise market opportunities and ensure that interventions will address long-term sectoral needs, there is a requirement to undertake an audit of visitor signage and city dressing. The audit will inform what investment is required to upgrade, update and future-proof our visitor signage, with particular consideration to be given to the use of appropriate digital mechanisms, as well as investment into city dressing. Officers are working on a brief for a scoping exercise to be undertaken in the coming months which will provide a detailed investment recommendation and action plan, with a report on outcomes and recommendations to be presented to Committee in the period January / February 2024.

3.20 Strategic theme 4: Sustain Belfast

The following has been delivered against the theme of *Sustain Belfast*:

3.21 Global Destination Sustainability Index

Members will be aware that following Committee approval in August 2020, Belfast signed up to the Global Destination Sustainability Index, which is one of the world's leading benchmarking and performance Index for cities, their events, and their visitor economy. It's purpose is to engage, enable and inspire cities to become more sustainable places to visit, meet and thrive in. In addition to benchmarking a city's environmental strategy and social sustainability performance, the GDS-Index assess criteria that are industry specific: industry supplier support (restaurants, hotels, conference centres) and convention bureau strategy and initiatives.

3.22 The Index is based on 69 Indicators broken down into four categories:

- City Environmental Performance
- City Social Performance
- Supplier Performance
- Destination Management Performance

Officers have worked with Visit Belfast and a range of partners and Belfast has now completed its third year of benchmarking resulting in being rated 11th out of 100 destinations, increasing year on year score by 2% and maintaining our place within the top 20 cities. This assists in ensuring Belfast is globally competitive in securing conferences and business events for Belfast, resulting in associated economic benefit and sectoral support. We will be working with our colleagues in the Resilience Team, Visit Belfast, TNI and industry partners to encourage continuous improvement to ensure that Belfast is a sustainable tourism destination.

3.23 Green Tourism Accreditation

Officers have supported and enabled the tourism industry to commence their sustainability journey to increase their sustainability credentials through the implementation of the Green Tourism Accreditation Programme. It provides access to the GreenChecktool, enabling tourism businesses including accommodation, hospitality providers, events and attractions to complete assessments and take steps to achieve accreditation. Cultural organisations and festivals also have access to the programme. This has resulted in 75% of hotel rooms in Belfast being accredited, 100 businesses are now members of Green Tourism of which 50 have completed accreditation and we are continuing to work with a range of tourism providers to encourage them to gain their bronze accreditation. Visit Belfast is working towards achieving it's silver accreditation.

Officers are working with key stakeholders to ensure that sustainability is embedded in tourism products, experiences and events across the city. We will be continuing to work with the supply chain to incentivise change programmes and raise awareness of the importance of sustainability.

3.24 City Events

At April 2023 Committee, Members agreed the Year 2 Action Plan of Event Delivery against *Make Yourself at Home - The 6-*

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

month update against these targets and deliverables is as follows:

- 1 large - scale city event (Maritime Festival) delivered attracting local audiences and out of state visitors, with two to follow (Christmas 2023 and St Patrick's Day 2024).
- Maritime Festival successfully delivered in September 2023, including an audience of 80,000, securing TNI funding of £60,000. In lieu of a large-scale creative piece (Council decision), a Maritime village including craft, food and science fair was delivered as part of the wider programme.
- The out of state marcomms reach was 6,764,000 impacts with the overall Visit Belfast campaign being over 9.5 million impacts. Organic social media on Facebook also had 58,811 Impressions.
- Our Corporate Communications team ran an extensive successful local campaign including newspapers. A Translink T-side campaign also targeted 464,030 people.
- 41% of visitors from elsewhere in NI.
- 10% from GB & ROI.
- 14% stayed in accommodation.
- The Estimated Direct Visitor Spend was £1,326,839.
- 74% of visitors gave the festival an overall 8-10, including 25% who rated it as 'Extremely Good'.
- 97% of visitors said that the Maritime Festival improves Belfast's reputation as a host for events like these and improves the reputation of Belfast as a place to visit.
- 97% agreed that there should be more events like this in Belfast.
- Debrief report and Developmental Action plan to follow in coming months for Committee approval.
- Christmas 2023 - after consideration of event health and safety considerations and programming options as brought by Officers, Members have agreed to the traditional format and Officers have continued to research initiatives with local creatives to enhance co-design of creative offering. Event planning and developmental work continues with all relevant stakeholders.
- St Patrick's Day 2024 - Officers continue to progress delivery via tender of the new model and associated commissioning approach to the creative sector to ensure delivery of elements such as parade, music programme and community engagement. Good Relations Unit have advised there will be no budget

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

enhancement available for the 2024 event. A marketing campaign is currently being scoped.

- Lord Mayor's Day 2023 delivered with engagement of the Lord Mayor's Networks. Debrief report previously brought back to Committee.
- Eurovision - event delivered in May 2023 in 2RA through provider Maywe and Council engaged in a UK wide partnership approach, led by the BBC. Debrief report previously presented to Committee.
- International Events - As part of the international events programme for 2025-2028, Officers continue to participate in the ongoing bidding process for Fleadh Cheoil na hÉireann for 2026 and beyond (Members have been provided with regular update reports in-year on this).
- Euro 2028 has been secured as part of a 5 Nation Bid (regular reports have been provided and a further report will be provided before the end of the financial year when the governance and human and financial resourcing has been more clearly mapped). Members will also be aware of the ongoing bid for the Oireachtas na Samhna (report previously presented to Committee in-year).
- A collaborative programming approach continues to be adopted to the Council managed portfolio of events intertwined with bidding and securing international events.
- One Young World - this event was successfully delivered by the Tourism and Events Team with summit partners during October 2023, with 2,200 delegates and corporates in attendance from over 190 countries which profiled Belfast on an international stage through world media and was a memorable week for all involved. Debrief and Evaluation collateral continues to be collated and a full debrief report will be brought to Committee in the second half of the financial year.
- Sports Events Grants continue to support local organisations with 9 organisations funded within - year.
- Belfast 2024 - scoping continues across the Tourism and Events Team to work with colleagues in Belfast 2024 to plan and support the delivery of Belfast 2024.
- The Events Unit continues to scope the governance requirements across the city in relation to both the council managed events portfolio and international events bid programme in conjunction with stakeholders.

3.25 Financial and Resource Implications

There are currently no immediate new financial implications to this report. Further detail on proposals for investment in local tourism will be presented to Committee in due course.

3.26 Equality or Good Relations Implications/Rural Needs Assessment

There are currently no immediate new financial implications to this report. Neighbourhood Tourism is currently progressing through equality screening.”

During discussion, the Director of Economic Development explained further the stakeholder engagement and media monitoring to ensure there would not be duplication across the Tourism agencies.

In relation to a Member’s concern regarding the need to improve signage in the City, the Director advised he would engage with the Department for Infrastructure to progress the issue.

In response to Members questions in relation to Neighbourhood Tourism consultation, the Director clarified that engagement was on-going to target existing groups and organisations which might have the potential to launch or enhance their tourism offerings. He advised that he would distribute information on the proposed Neighbourhood Tourism engagement, together with gaps and opportunities which had been identified.

In relation to Green Tourism, the Director of Economic Development advised that officers provided support and guidance on the issues and described the Green Tourism Accreditation scheme which encouraged and educated providers.

After discussion, the Committee:

- Noted the contents of this mid-year update report on Tourism and Events Year 2 Action Plan 2023/2024;
- Noted that officers would engage with the Department for Infrastructure in relation to visitor signage; and
- Noted that the Director would disseminate information on the proposed Neighbourhood Tourism engagement, together with gaps and opportunities which had been identified.

Strategic and Operational Issues

**City Growth and Regeneration
Committee Plan 2023/24 (6-Month Update)**

The Committee was reminded that the 2023-24 Committee Plan was developed in the context of the Council’s Corporate Plan and the refreshed Belfast Agenda and contained the commitments within the Corporate Delivery Plan under the remit of the

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

Committee, plus additional deliverables that had been agreed by the Committee. It established the main priorities and programmes of work that the Committee was overseeing to maximise the Council's contribution to the Belfast Agenda and delivering the previous corporate priorities of inclusive economic recovery and community recovery.

It was reported that work was ongoing to develop a new Corporate Plan (and Committee Plans) for the 2024-2038 period.

It was reported that, while the work of the Committee would contribute towards a number of the priorities identified within the refreshed Belfast Agenda, work had also continued to deliver on longer term plans for the city. Therefore the 2023-24 Committee Plan included key priorities that would help the people and businesses of Belfast continue to respond to, and recover from, the economic impact of the pandemic while also shaping the future regeneration, development and sustainability of the city.

The Committee was informed that, while the Committee received regular updates on progress with the delivery of specific programmes and initiatives, the report provided a composite overview and [Appendix 1](#) outlined the progress with the main commitments in the Committee Plan for the six month period, April- September 2023. It was highlighted that many of the commitments would continue to be delivered over the course of the year and the Committee would be kept informed of the progress.

The Committee noted the contents of the mid-year report and progress against the agreed actions within the 2023-24 City Growth and Regeneration Committee Plan.

**Minutes of the Meeting of the
Belfast Stories Working Group**

The Committee approved and adopted the minutes of the meeting of the Belfast Stories Working Group of 26th October.

Approval for a Market at Titanic Belfast

The Director of Economic Development advised that the Markets Unit had received an application from Titanic Belfast for Tedberry Market scheduled to take place at the Titanic Exhibition Centre (TEC) on Saturday, 25th November 2023 from 10am-5pm.

He stated that it would be a one-off Christmas themed event/exhibition which supported local entrepreneurs and small businesses in Northern Ireland, all showcased under one roof for one day only.

He advised that there would be approximately 180-200 Christmas themed stalls for shopping, crafts and food and visitors would be able to purchase goods on the day and also pre order goods with crafts people showcased. This highlighted that it would be a paid entry event with Ticket prices of £8 per Adult and £3 per Child (aged 0-16).

During discussion, concerns were raised in relation to the late application and a number of Members questioned the market licence charges.

**City Growth and Regeneration Committee,
Wednesday, 8th November, 2023**

After discussion, the Committee approved the external market to take place in the TEC Titanic Belfast and noted that the license requirement would be highlighted to the TEC for future events. The Committee also noted that market licence charges would be reviewed by the Director and circulated to the Committee.

Chairperson