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City Growth and Regeneration
Committee Plan 2017/18 – update

April-September 2017

City Growth and Regeneration Committee Key Actions 2017-18

Ref	Belfast Agenda Workstream and Projects Milestones	Lead Director	Update (April to September 2017)
	Growing the economy		
1.1	Create employment and opportunity		
1.1.1	Develop and deliver an integrated, sustainable approach to inclusive economic growth and investment		
.1	<i>Establish a Belfast Economic Growth Forum to create an effective economic strategy for Belfast and the city region</i>		The core partners have agreed to meet quarterly as an Economic Growth Forum advising on key economic issues for the city (e.g. inclusive growth, inward investment, city positioning etc.) to drive economic growth in a way that benefits all residents.
.a	Lead quarterly meetings of the core partners to form a Belfast Economic Growth Forum, aligned to the Belfast Agenda governance arrangements		
.b	Develop a programme of work with the Forum including the development of an Economic Strategy for the city region	Chief Executive / Development	An initial work programme has been developed. A priority area of work will be supporting the development of a City Growth Deal for Belfast-Region. The Economic Growth Forum participated in the stakeholder workshops in May and August 2017, to consider how a Growth Deal would assist in delivering on economic growth ambitions – the priorities identified included employability & skills, infrastructure (digital and physical) and innovation.
.2	<i>An economic and social policy approach to drive inclusive growth</i>		
.a	Research to consider alternative economic models to enhance inclusive growth		The revised Belfast Agenda includes a description and narrative about what is meant by inclusive growth as agreed by SP&R Committee September 2017.
.b	Engage and inform the next stage of feasibility work on the city growth deal proposition including the specific deliverables (asks) and funding model.	Chief Executive / Development	Research on the developments and potential impacts of UK decision to leave the EU will be kept under review: a Special CGR Committee meeting has been scheduled for 21 November to explore implications for Belfast.
.c	Develop and implement a political lobbying strategy to inform the negotiations and forward planning around Brexit.		
.d	Engage with core cities (e.g. the City of London and Dublin) to identify		

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	opportunities of mutual benefit e.g. joint marketing, trade and investment.		<p>Work is ongoing with core cities to identify opportunities for joint working. The Lord Mayor of the City of London visited in October 2017 and plans are under way for a business mission (involving 6 local companies) as well as a business reception in London in November 2017. A member of Council staff has been seconded to the City of London Corporation for a period of six months to further these relationships.</p> <p>The Belfast Agenda defines inclusive city growth. One of the key elements is access to employment. The Employability and Skills activity set out in the “Working and Learning” section identifies some of the initiatives to help key groups into sustainable employment, thereby supporting inclusive growth.</p>
.e	Undertake analysis on the likely impact of Brexit on Belfast to inform future interventions and support sustainable growth		
.f	Ongoing focus on an inclusive growth strategy to enable all Belfast residents to benefit from the developments in the city.		
1.2	Attract investment into Belfast		
1.2.1	Maximise the city’s connections to drive growth		
.1	<i>Deliver the International Relations Framework</i>		<p>The Sister Cities and strategic city relationships work is ongoing and workstreams around education, business-to-business linkages; tourism development and educational linkages are being developed in conjunction with partners.</p> <p>Work continues on the MOU with Dublin. Priorities identified include FDI Marketing, Brexit preparation and lobbying for improved infrastructure.</p> <p>The Nashville Mission is complete and led to an inward mission to Belfast in October 17. Activities include a planned MOU with Nashville and NI Bar Association for legal industry cooperation. Plans are at an advanced stage for a US State Department led inward mission from Nashville in May 18.</p>
.a	Strengthen relationships locally and internationally focusing on our Sister Cities and strategic city relationships with London and Dublin		
.b	Work with key partners to promote Belfast as a place to trade, invest, study and visit		
.c	Deliver the Nashville Mission and host inward investors missions		
.d	Deliver Belfast in China Week and host inward investors missions		
.e	Deliver Belfast in Boston Week and host inward investors missions		
.f	Support the successful delivery of the Friendship Four Ice Hockey Festival 2017 and the Basketball Hall of Fame		

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			<p>The Routes conference was held successfully and helped to promote Belfast to 1,160 international delegates, including 114 airlines, 270 airports and 36 tourism authorities.</p> <p>Representatives from Boston also visited Belfast in early October 2017 and this was followed up by an outbound visit from Belfast to Boston in mid-October. The Boston programme included meetings around FDI and education and we hosted a tourism showcase to encourage additional visitor numbers from this part of East Coast USA.</p> <p>The Council coordinated a 'Belfast in China' week in May 17 along with city stakeholders in business and education. A full action plan is under development for trade, finance, smart cities, health and wellbeing, education and tourism. Belfast will host a significant visit from Shenyang Sister City from 1-3 December 2017.</p> <p>Plans and activities are in place for the Friendship Four and Basketball Hall of Fame events. These events promote Belfast internationally and help to develop links with the other cities in terms of universities, business and tourism.</p>
1.2.2	Build the city's position as a magnet for Foreign Direct Investment (FDI)		
.1	<i>Establish a City Investment Support scheme and Advice Service (concierge)</i>		Belfast continues to be an attractive investment location for its size. According to Invest NI figures, last year there was over £150m of business investment into the city by local and international businesses. This scheme will help to maintain and increase this level of investment. Foundation work for the development of Concierge Service was presented to Committee. Further mobilisation and development work is underway with a view to securing Committee approval to
.a	Design options for City Investment Support scheme and Advice Service		
.b	Develop and deliver implementation plan (Subject to Committee approval of preferred option)	Development	

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			commence the service by April 2018.
1.3	Foster business growth in Belfast		
1.3.1	Accelerate sector specific support (see also 3.1.2 Small Business Support Plan initiatives).		
.1	<i>Explore options to promote and incentivise office and hotel developments in the city</i>	City Centre	<p>The CCIF is now in place with work already on the way to encourage investment in Grade A office accommodation. The process will lead to shortlisting of approved projects by Q4.</p> <p>There are now over 1,000 bedrooms under construction in Belfast. The majority of these will be open in 2018 bring the city's hotel room stock to over 5,000 bedrooms.</p>
.a	Incentivise the development of Grade A office development through the new City Centre Investment Fund (CCIF)		
.2	<i>Develop a city strategy for the Digital and Financial tech sector</i>	Development	<p>Research and engagement with key industry group is continuing to further develop our work in these sectors.</p> <p>The Cyber Security Strategy has been agreed by partners and work is now under way to take forward the key recommendations in terms of additional sector development support and skills investment.</p> <p>The Committee has also agreed to support development work on the Legal Innovation Centre. This will enable the centre to undertake business development work and explore opportunities for engagement by local legal practices.</p> <p>The Cartoon Business event took place in Belfast Waterfront in May 2017. The event attracted 150 attendees from 22 countries.</p> <p>The Council has supported local music and digital companies to engage in a number of promotional and investment activities. These include engagement at SxSW in Austin, Texas where participating businesses secured new sales in</p>
.a	Support the Centre for Secure Information Technology (CSIT) to develop a Cyber Security strategy for Northern Ireland		
.b	Work with Invest NI and other partners on action plans for other growth sectors including Financial Technology (Fin Tech), Legal Services, Life & Health Sciences and Creative Industries		
.3	<i>Creative & digital industries</i>		
.a	Work in partnership with InvestNI and stakeholders to position Belfast and its businesses at key events including the Great Escape Festival in Brighton, MIDEM, the International Music Conference in Cannes, and SxSW in Austin. The programme will include Council business bursaries to support businesses participation at events and programmes		
.b	Host the Cartoon Business Conference event		
.c	Develop a learning pilot for delivery of co-working space for Creative and Digital Sector Businesses and further explore the role for Council intervention in co-working space with commercial partners		
.d	Collaborate with public sector sponsors such as Invest NI, Tourism Ireland, TourismNI and Generator NI and private promoters such as		

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	Digital DNA, BelTech, TechXplore and Audio Visual Arts Conference to collectively deliver a programme of activity throughout 2017/18		<p>excess of £150,000 and developed collaborative partnerships which will help them access new markets.</p> <p>The Council supported a number of local tech events and used these as a platform to promote our work on Smart Cities and sector growth activities.</p> <p>Work is currently underway to develop an “Immersive Tech Hub” as part of the Smart Cities engagement. This will include new Artificial Intelligence (AI) equipment for testing of new and innovative approaches and new product development. It will also involve space for collaborative working.</p>
.4	<i>Export for Growth Strategy</i>	Development	<p>Our International Trade and Export programme has been developed and will commence in November. This will provide mentoring and financial support for first-time exporters.</p> <p>Committee agreed in April to sponsor the London-based business network Belfast Partners to support business development connections between the two cities. Planning work is at an advanced stage for a business mission to London in November 2017 involving local tech businesses. This visit will also involve a networking reception and showcase event in the City of London to profile Belfast as a business and investment location and to encourage business-to-business networking.</p> <p>A Civic reception and dinner for the Lord Mayor of London was hosted in October. The visit included a Business roundtable in the Citi Headquarters to position Belfast as an investment location for financial and professional services. It also included a visit to Centre for Secure Information Technology (CSIT) to</p>
.a	Collaborate with NI Chamber of Commerce to positively engage with the private sector. This will link to the International Chamber of Commerce Network to support Export Activity and engagement in NI Chamber events and missions		
.b	Engage with Invest NI to ensure that companies access their suite of programmes to develop export potential		
.c	Consider how this tri-partite arrangement can use the World Trade Centre licence and link to more than 300 similar centres all across the world		
.d	Put in place export mentor support to enable businesses to access business opportunities created through linkages with Belfast’s Sister Cities		
.e	Work with London and Dublin partners to establish these linkages to promote B2B first time export opportunities		

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			showcase their research and technology excellence.
1.4	Strengthen business relationships and make it easy to do business		
1.4.1	Make Belfast a great place to do business, supporting entrepreneurs and business starts		
.1	<i>Develop an Enterprise Framework for Belfast and implementation plan</i>	Development	<p>Ulster University's Economic Policy Centre was commissioned to investigate barriers to under-represented groups in enterprise and start-up. Based on their findings, officers are working with partner organisations to develop targeted interventions to support these groups, in line with Belfast Agenda targets.</p> <p>The Council is working with the Northern Ireland Chamber on a series of joint events to support business growth. We are also working in partnership with Intertradelreland on programmes to promote public sector procurement opportunities.</p>
.a	Commission research to identify under-represented groups in enterprise and business start-up across Belfast and target marketing, programmes and sponsorship towards supporting them		
.b	Create an Enterprise Framework for the city in partnership with local economic development stakeholders		
.c	Scope the potential for new collaborative opportunities, partnerships and investment, building on relationships with strategic partners such as Belfast Chamber of Commerce and Invest NI		
.2	<i>Develop & deliver a comprehensive suite of programmes to support businesses to start</i>	Development	<p>In the first two quarters of this year, the range of 'start a business' programmes have created 188 jobs.</p> <p>248 people have participated on our business start programmes. 200 business plans have been created.</p> <p>Current programmes include 'Go for it', 'Belfast Enterprise Academy' and 'Go Social'. We are engaging with the sector to develop additional programmes for enterprise outreach, a high-growth start-up programme and a city centre programme.</p>
.a	Deliver an enhanced enterprise outreach and engagement programme, targeting under-represented groups		
.b	Research an appropriate Incentivisation Scheme to support small business start-up as part of the Enterprise Framework (2.1.1)		
.c	Deliver targeted support programme for high potential start-ups focusing on Creative & Digital industries, Financial & professional services, Advanced Engineering, Clean technology, ICT & Electronics and Life & health Sciences		
.d	Deliver the regional start-up programme (Go for It)		
.e	Pilot a City Business Start-up in addition to Go for It, focusing on key city		

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	centre based business start-ups e.g. retail, tourism, markets, and food to inform future ERDF applications		The Innovation Factory now has 25 tenant businesses across a range of sectors including creative and digital industries, professional and financial services and training. These businesses are supporting 83 jobs.
.f	Deliver specific programmes aimed at supporting start-up business by graduates and the social enterprises and co-operatives		
.g	Continue to work with and enhance the operating model for the Innovation Factory, exploring opportunities to replicate the model across other parts of the city (city centre accelerators)		
.3	<i>Deliver a suite of programmes to support existing businesses to grow</i>		
.a	Deliver programmes to increase access to public procurement opportunities, including 'Meet the Buyer events' in partnership with Inter-Trade Ireland	Development	In the first two quarters of this year, over 600 people have participated on our business growth programmes.
.b	Identify collaborative opportunities to deliver key actions in specific growth sectors e.g. Cyber Security, tech, creative and digital, finance, legal, etc.		Current programmes target creative & digital, retail and tourism sectors. We are also supporting the Innovation Factory. We are developing additional support for exporting, high-growth sectors such as cyber security, and a business accelerator model.
.c	Supporting exports and international trade activity in collaboration with NI Chamber of Commerce and engagement with invest NI		
.d	Explore and develop new business 'accelerator models' in partnership with economic stakeholders (aligned to 2.1.2g)		
.e	Provide generic business growth and mentoring support to meet the needs of existing Belfast Businesses		
.f	Review the Belfast City Centre Management services and future functions for consideration by Committee, and deliver dedicated retail support channelled via trade associations.		
1.5	Maximise the impact of the region		
1.5.1	Drive city region sustainable growth		
.1	<i>Shape the development of the Growth Deal for the City-Region</i>	Chief Executive	Stakeholder workshops were held in May and August 2017, to highlight how a Growth Deal would assist in delivering on economic growth ambitions for the Belfast city region. The priorities identified and agreed by SP&R Committee and the surrounding city-region councils include employability & skills, infrastructure (digital and physical) and innovation. Further focused engagement will take place with other key
.a	Ongoing representation of economic information, programmes and progress at regional, city and council planning events to understand the city economy		
.b	Ongoing strategic sessions with key partners on major city issues such as infrastructure, transport, housing, skills, education etc.		

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			stakeholders to refine the 'ask'.
.2	<i>Seek devolution of comprehensive development powers</i>		
.a	Develop a joint programme of prioritised regeneration schemes with DfC and the City Development Forum		In Jan 2017 a monthly Joint Regeneration Group was set up between BCC and DfC. In April additional partners from DoF, DFI and SIB joined the Group, which now acts as a key forum for partnership projects and co-ordination.
.b	Establish new joint governance and delivery arrangements with DfC and other partners building on the MOU		
.c	Feed 'development' issues into the emerging City Growth Deal proposition	Chief Executive / City Centre Development	
			Regeneration schemes being prioritised with DfC include Sailortown Masterplan and Queen's Quay, while work on the Infrastructure Strategy and Reform of Property Management is being progressed with DFI and DoF respectively.
			The work on the City Growth Deal highlights the need for, and benefit of, the transfer of regeneration powers to local councils with infrastructure and capital projects identified as a key theme.
	Living here		
2.2	Improve the city living experience		
2.2.1	Deliver an integrated cultural and arts strategy/framework		
.1	<i>Deliver the 2017-18 actions in the Cultural Framework</i>		Fourteen expressions of interest have been received for the delivery of a cultural animation programme across the city. These events will result in a collaborative event in March 2018. A Bringing Heritage to Life Programme was delivered as part of European Heritage Open Days in College Square. The buildings opened included; The Old Museum Buildings, RBAI and Christ Church. Over the 2 days, 300 visitors attended.
.a	Deliver the 'Distinctly Belfast' programme theme including cultural animation, "Bringing Heritage to Life", heritage skills development, and a Public Art policy	Development	
.b	Deliver the 'Attracting Audiences' programme theme including research undertaken by Audiences NI		
.c	Deliver the 'Inspiring Communities' programme theme including 'Artist in Residence' (PEACE IV) and supporting participation in voluntary and amateur arts activities		

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.d	Deliver the 'Strengthening the Sector' programme theme including an MOU with key strategic partners, explore opportunities for joint initiatives with the Arts Council , and tailored skills and career development		An SLA has been developed with Audiences NI, to undertake research into audience participation at non ticketed events.
.e	Ongoing delivery of grants programmes and support for the Culture, Festivals and Visual Arts Forums		<p>A capacity building programme is being delivered through the one-to-one mentoring programme. Twelve organisations are receiving 1-1 mentoring. The programme will be complete by the end of March 2018.</p> <p>The Council and ACNI have jointly designed a Resilience Building Programme which will commence early in 2018. The purpose of the programme is to help arts organisations improve their resilience, commercial capacity and investment readiness.</p> <p>The annual Cultural Forum was hosted in City Hall in September 2017 with over 100 people attending.</p>
2.2.2	Submit a joint bid with Derry & Strabane Council for the EU Capital of Culture 2023		
.a	Members workshop to inform the development of a bid	Chief Executive	Work is progressing with our partners, local stakeholders and the public. To date the bid has engaged with over 14,000 people across both cities. This has been achieved through attendance at events throughout the summer alongside a programme of tailored workshops. Extensive engagement has also taken place through Council's existing schemes. An online platform has also been established. The bid was submitted on 27 October 2017.
.b	Develop partnership and governance arrangements with Derry City and Strabane Council		
.c	Phase 1 Submission of bid to DCMS		
.d	EU Panel announce shortlisted cities		
.e	Formal Creation of SPV Fixed Life Company		
.f	Development of Phase 1 Bid Book into a detailed Phase 2 Book		
	City development		
3.1	Promote and position the city to compete		

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3.1.1	Build citywide commitment to Belfast place positioning		
.1	<i>Implement the Belfast place positioning approach</i>	Chief Executive / City Centre Development	This work is being progressed by the City Centre marketing manager. Committee have supported the new visual brand for the city which is currently going through a soft launch, and is now being used by BCC and City Partners, including Visit Belfast, Belfast Waterfront, and private sector developers. Building on the brand, work has been progressing on the development of 3 shared city narratives for key sectors - Tourism, Education and Business – which are now being used by City Partners.
.a	Finalise and agree the Belfast narrative		
.b	Develop an Implementation plan		
.c	Establish a City Ambassador programme		
.d	Strategic marketing piece to position Belfast in a post Brexit context as a place to live, visit and invest		
.2	<i>Deliver marketing programme to promote Belfast to Investment and FDI communities</i>	City Centre Development	
.a	Develop marketing pack that promotes Belfast to the Investment and FDI communities, both domestically and internationally		A new investment brochure has been developed and recent newspaper articles published. BCC presented at Estates Gazette Development Insights in Manchester in May, and prepared for three key investment events (Expo Real Munich; MIPIM UK; and launch of DIT NI Investment Portfolio.
.b	Deliver events programme to promote Belfast Investment opportunities		
.c	Develop targeted advertising and PR campaign to promote Belfast investment opportunities		Scoping work is underway to explore options for a stand-alone investment focused website, and supporting marketing collateral that promotes Belfast to the investment and occupier market.
.3	<i>Deliver Belfast at MIPIM 2018</i>	City Centre Development	
.a	Work with city partners to develop a MIPIM programme and marketing		Building on the success of the last 2 years, preparation for MIPIM is progressing as planned with no delays expected.
.b	Secure sponsorship and supporting collateral for MIPIM		
.c	Attend MIPIM 2018		The tender for support for MIPIM 2018 was completed in Qtr2 and consultants were appointed in September. Work with city partners to generate sponsorship and develop the programme will take place in quarters 3 and 4.
3.2	Develop the city's infrastructure and improve		

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	connectivity locally		
3.2.1	Create a partnership and plan for sustainable urban infrastructure		
.1	<i>Infrastructure strategy</i>	City Centre Development	Infrastructure is a key theme within the developing City Deal. The Council has secured approval to procure and co-client a new city infrastructure strategy with DfI as the key delivery partner. This will highlight current provision and identify gaps in the capacity required to support the ambitions of the Belfast Agenda. The Plan will also identify the additional infrastructure investment required and contribute to the validation of the City Region Deal.
.a	Work with stakeholders to develop a brief for city infrastructure		
.b	Secure committee approval to consider and progress		
.2	<i>Integrated Transport Strategy including York Street Interchange</i>	City Centre Development	<p>Work is progressing on target with regular contact with the Department for Infrastructure. Q4 will see the recruitment of a transport planning officer in the Council to help further support this work.</p> <p>Political agreement has been secured on potential funding options for the York St Interchange.</p>
.a	Work with stakeholders to develop a brief for integrated transport		
.b	Secure committee approval to consider and progress		
3.2.2	Develop an integrated city transport plan		
.1	<i>Develop a City Centre Car parking strategy</i>	City Centre Development	<p>The Car Parking Strategy and associated Action Plan was agreed by Council in July 2017.</p> <p>Responsibility for city centre car parking will move to the City Centre team from the City & Neighbourhood Services Department in Q4. At that point the Implementation Group will be put in place and resources agreed to take forward actions.</p>
.a	Work with DfI, Translink and others to consider key city car parking issues such as Tariffs for on-street parking, variable pricing, ticketing and payment systems, a pilot of on-street bay monitoring, and improved enforcement		
.b	Secure Committee approval for the City Car Parking Strategy and next steps		
.c	Encourage car park operators to invest in their facilities to achieve the Park Mark standard and improve spaces for disabled and family parking		
.d	Review BCCs off-street parking provision and BCC owned surface car		

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	parking provision		
.e	Establish the city's Parking Forum to agree priorities for action		
2	<i>Further refine and expand the Belfast Bike Scheme</i>		
.a	Complete a workshop with Members to review the scheme and future options	Development	A workshop was held with Members in June 2017 to inform the Strategic review of Belfast Bikes. This identified key issues in relation to: cost of scheme, pricing policy, coverage and potential expansion and vandalism and theft. A detailed update was presented to Committee in September 2017 to outline the future direction and update on the promotional efforts to increase usage and sponsorship, consider the relocation of docking stations where there is low usage and engagement with key stakeholders and communities to reduce vandalism and theft. In addition, work is underway with the operator (NSL) and the system provider (Nextbike) to improve the system and to make the bikes and the stations more durable. The Belfast Bikes are being used as a pilot for the Smart Cities IPedal project where devices are installed on a number of bikes to collect data which has the potential to be used for locating bikes that are missing from the system through theft or misuse.
.b	Complete a pilot exercise to reduce vandalism and theft in conjunction with the Smart Cities Team and key partners		
.c	Complete a strategic review of the scheme and develop options for its future		
3.2.3	Increase the supply of mixed tenure housing		
.1	<i>Develop a City Centre Liveability strategy</i>	City Centre Development	The Belfast Agenda and the Local Development Plan commit to providing quality, mixed housing developments with homes in a range of sizes and tenures. Consideration is being given to alternative forms of financing and models, such as co-ownership, PRS, etc., as well as exploring how Section 76 may best be used for green space, facilities and services. A number of strands of work are currently being undertaken by different areas within the Council. In particular, the Local Development Plan is producing evidence to support the proposed growth options and is a key piece in creating a viable and sustainable approach to city centre living.
.a	Scoping study to examine the issues to be considered in a city centre liveability strategy e.g. infrastructure		
.b	Engage with key stakeholders		
.c	Working with Planning & Place, develop an agreed approach for sustainable model for mixed tenure housing		
.d	Identify suitable sites and opportunities for vacant space		
.e	Develop and agree an action plan		

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			A study visit on the 12th and 13th October and follow up workshop on the 23rd October will provide an opportunity to develop a wider understanding of city centre living and foster a shared understanding and approach.
3.3	Drive the physical and cultural regeneration of the city centre		
3.3.1	Develop a further world-class visitor attraction		
.1	<i>Develop a further world-class visitor Belfast Story destination hub</i>	City Centre Development	Following significant engagement with the sector, the Outline Business Case has been specified for the procurement process. The options appraisal to identify a suitable site is currently progressing.
.a	Complete a concept study with stakeholder consultation		
.b	Complete procurement and create a feasibility team		
.c	Identify potential sites		
.d	Produce full business		
3.4	Deliver key strategic physical projects and policies		
3.4.1	Deliver city centre regeneration and investment projects		
.1	<i>Lead regeneration activity in the city centre and deliver City Centre Masterplans and Frameworks</i>	City Centre Development	The City Development Forum has been established and the second meeting held in September. Future meetings are currently on hold pending further Member engagement. Delivery of the engagement strategy will commence later in the year following the appointment of an officer to take this work forward. The City Centre Investment Fund (CCIF) was launched on 15th June 2017 seeking applications from developers. An information workshop was held on 30th June and follow-up individual meetings. Applications closed on 18th August. An extensive and robust three staged process has been developed and agreed. This will include an Investment Panel
.a	Establish and lead a City Development Forum		
.b	Initiate and support a regular Developer & Agents Forum		
.c	Develop and deliver the City Centre Regeneration Engagement Strategy		
.d	Launch and deliver the new £18.7m City Centre Investment Fund to stimulate market demand		
.e	Deliver masterplans and improvements for the 5 identified Special Action Areas and investigate options for further Masterplans/Frameworks		
.f	Work with DfC to bring forward the BT1 Gateway and Queens Quay developments		
.g	Support and deliver key City Centre projects- Belfast Telegraph building,		

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	Belfast Story Destination hub, Transport Hub		
.h	Complete and release the VUCITY model and monitor effectiveness		to review applications; a Due Diligence review; final recommendations for investment. SP&R Committee will be required to approve recommended investments before these progress to legal contracts.
.i	Ongoing support, input and coordination across council teams and external partners via the Joint Regeneration Board		<p>Phase III of Streets Ahead, in the Cathedral Quarter, is due for completion in 2019, and has been delayed pending developments at NI Executive. The procurement process has been deferred and will be re-run.</p> <p>A dedicated officer has been appointed to progress the Inner North & West Masterplan. Several updates have been brought to Committee, and the team are currently conducting pre-consultation engagement with key partners. A further update will be brought to Committee with a request for public consultation. An SEA process will be run in parallel.</p> <p>Meetings of the stakeholder group for the Queen's Quay were held in June and September with the development of the programme plan in Q4.</p> <p>Work in relation to the Transport Hub and Rapid Transport plans is progressing in line with milestones.</p> <p>Discussions about the most appropriate funding model for the VUCITY project are ongoing. Options are also being considered to ensure we make best use of VUCITY.</p>
.2	<i>East Bank Masterplan: maximising the riverfront, development sites and connecting people and spaces</i>		
.a	Finalise the draft East Bank action plan		
.b	Public consultation on the draft plan		
.c	Secure Committee approval on the revised East Bank plan and agree implementation plan	City Centre	Arup presented a summary of the draft strategy to the CG&R Committee in April 2017. A consultation and engagement exercise ran for 12 weeks following Council ratification in July 2017. This included on-line consultation via the Council's website, public consultation workshops and drop-in sessions.

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			<p>There may be environmental issues given the previous use of the land; it will therefore be subject to a Strategic Environmental Assessment.</p> <p>Approval of the final Strategy expected on target by April 2018. The final strategy will be used as a framework for development across the East Bank.</p>
.3	<i>Linen Quarter Masterplan: creating a more vibrant business and leisure area</i>		
.a	Procure and deliver the planning and design proposals	City Centre Development	Procurement for the first stage of planning and design is being taken forward in Q3. The second stage is dependent on funding from Developer's Contributions. It should also be noted that due to the delay in Streets Ahead III, DfC have indicated that capital money will not be available until 2020 at the earliest.
.4	<i>Deliver City Centre Animation projects</i>		
.a	Internal review to identify city animation provision and opportunities to coordinate, improve and align it		An internal review has been undertaken to better align current activity to support animation in city centre key locations. Options are being developed for 6 new projects to progress city centre animation.
.b	Identify a mix of suitable activities and priority locations across the city to align with the longer term special action areas		
.c	Present proposals for committee consideration and approval		
.d	Commence the city animation programme		
.5	<i>Deliver the City Centre Investment Fund (CCIF)</i>		
.a	Launch Fund and seek application	City Centre Development	The City Centre Investment Fund (CCIF) was launched on 15th June 2017. See 3.4.1 above, for further details.
.b	Evaluate applications		
.c	Approve funding for successful applications		
3.5	Attract more tourists		
3.5.1	Deliver the integrated tourism strategy.		

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.1	<i>Deliver the actions for 2017-18 in the Tourism Strategy</i>		The latest results from NISRA show tourism into the city has increased. In 2016, 1.5million trips were made, creating £334million of spend. This is an increase from 2015 of 1.4m trips which created £278m.
.a	Enhance the Business Tourism offer by developing new guidelines for the conference subvention scheme and, with Tourism NI, put in place a new Conference Subvention fund for 2017-18		
.b	Develop Local Tourism Infrastructure by exploring opportunities with key partners to develop tourism assets across the city such as tourism trails, support for marketing and customer service improvements, online presence, etc.		Business tourism investment continues through oversight of the Belfast Waterfront and investment in the Conference Subvention Scheme in partnership with Visit Belfast (VB) and Tourism NI. In the last financial year, the scheme supported 69 major conferences worth a value of more than £35million to the city. The Council's contribution to VB for 2017-18 is just over £1.8M and this is expected to leverage in a further £1.3M.
.c	Tailor and improve the city's tourism Research and Analysis to generate improved visitor insights and support for initiatives such as hotel development; utilising the emerging Smart City framework		
.d	Improve Visitor Management by working with Visit Belfast to provide suitable secure overnight coach parking		The Community Tourism Initiative in East/West has been approved and a funding agreement is being finalised and discussions with stakeholders in south/north are underway. Work is also underway to explore how to utilise the Council's Social Outcomes Fund to enhance the Local Tourism Infrastructure.
.e	Maximise the city's Food Tourism offer in partnership with Tourism NI by developing a food and drink plan and delivering a number of food-related events	Development	<p>A Tourism Challenge has been developed in partnership with key tourism stakeholders and the Smart Cities Team. The focus of the challenge is to enhance understanding of visitor behaviour and encourage visitor spend.</p> <p>The work to increase hotel capacity is on-going in conjunction with the City Centre Team.</p> <p>An interim solution for coach parking was provided at Boucher Road for the peak season. The success of this is being reviewed to inform provision moving forward.</p> <p>In line with our focus on Employability and Skills, Officers are</p>

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			<p>working on the delivery of the Hotel Academy in partnership with Hastings and the Maldron Hotel which will create up to 200 new job opportunities as a result of the new hotel developments in the city.</p> <p>Development work is currently underway to explore the potential of a “food showcase” event, profiling quality products from local suppliers.</p>
.2	<i>Deliver three Twilight Markets in St George’s Market</i>	Development	<p>Having received tourism industry recognition in 2016 for Market Innovation, the Twilight Market has welcomed almost 100,000 visitors since it opened its doors in 2015.</p> <p>The Committee agreed to hold a series of 3 seasonal Twilight Markets in 2017-18. Two have been held to date attracting a total footfall of approx. 43,000 to St George’s Market. Over 120 traders from the local food and drink industry, the restaurant sector and the arts and crafts industry are involved.</p>
.3	<i>Carry out a Mid-term review of Tourism Strategy</i>		
.a	Commission a review of the strategy to align with impending Regional Tourism Strategy, the growth in hotel developments and to take account of the impact of Brexit and to support delivery of the Belfast Agenda ambitions	Development	This work will commence in October 2017 and will be complete by January 2018.
.b	Engage with key stakeholders		
.c	Develop the Tourism Strategy and next steps in line with the review recommendations		
.4	<i>Deliver the annual City Events Programme</i>		
.a	Deliver the Spring programme of events including: the World Series Ice Hockey Championships, Belfast City Marathon; Lord Mayor’s Day; and the UK National Pipe Band Championships		The Women's Rugby World Cup, UEFA U-19 Women's football and Ice Hockey World Championships were all successfully delivered. We are now completing the post event evaluation. The UEFA Super Cup bid was awarded to Istanbul.

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.b	Deliver the Summer programme of events including: the World 24 Hour Endurance Race; the 2017 UEFA U19 Women's Euro's, the 2017 Women's Rugby World Cup and the Autumn Fair		<p>The Belfast City Marathon; and the UK National Pipe Band Championships were delivered successfully and we are now awaiting the final evaluation. An analysis of the World 24 Hour Endurance race estimates £1m of economic impact with 5,420 attendees.</p> <p>A presentation by IRFU steering group was made to World Rugby on Mon 25 September 2017 to host the Rugby World Cup. An announcement will be made on 15 November 2017.</p> <p>Planning work continues for the remaining events this year.</p>
.c	Deliver the Autumn programme of events including: Halloween and the Christmas Lights Switch-On		
.d	Deliver the St Patrick's Day events		
.5	<i>Develop a new approach to events, festivals and culture</i>		
.a	Agree specification and scope of this project	Development	<p>Engagement with internal and city stakeholders is ongoing, with engagement with Council senior management and Committee scheduled for November/December 2017 to test the direction of travel and to consider options and recommendations.</p>
.b	Commence Project		
.c	Identify best practice in other cities through relevant case studies		
.d	Engage with key city stakeholders		
.e	Develop options and secure committee approval		
Working & learning			
4.1	Address educational inequalities		
4.1.1	Engage with schools to address educational inequalities		
.1	<i>Address educational underachievement of young people</i>	Development	<p>Almost 4,000 young people have participated in enterprise engagement and skills development activities in schools across the City. Working in partnership with key stakeholders a range of job fairs have been held attracting over 2,800 attendees. 150 individuals have benefited from work placements.</p> <p>A focus group was held in May 2017 to consult with the</p>
.a	Consult with the education sector & key stakeholders, particularly career services		
.b	Engage with and understand the experience of those who are furthest from the labour market, and specifically young people who are or are at risk of becoming NEET and develop new early intervention programmes		

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.c	Develop options to help address the challenges around low skills and poor educational attainment e.g. share learning from schools that are performing well; using community facilities for educational workshops, careers advice etc		education sector. The CG&R Committee has approved a series of skills development and work placement activities and these are currently being rolled out. Officers are currently working on the implementation of these activities which will commence in Qtr 3.
.d	Deliver early engagement interventions for those who are furthest removed from the labour market		
4.2	Address barriers to employment		
4.2.1	Establish a city pledge for our young people and a commitment to being a learning city		
.1	<i>Develop and agree a City Pledge</i>	Development	Terms of reference to undertake a feasibility study for a City Pledge have been developed and will be commissioned in Q3. The Committee has approved an application to become a UNESCO City of Lifelong Learning. The application has been submitted and work is commencing to develop the associated action plan.
.a	Undertake feasibility work to explore options for the introduction of a “city pledge” for young people.		
.b	Continue to contribute to the Belfast Strategic Partnership’s Lifelong Learning Group		
.c	Explore the potential of the Belfast Strategic Partnership advancing a UNESCO City of Lifelong Learning		
4.3	Enhance and increase the skill levels of our residents and attract and retain even more skilled people		
4.3.1	Deliver an integrated approach to employment and skills		
.1	<i>Deliver Year 2 of the Employability and Skills Framework</i>	Development	Over 550 Belfast residents have found work and over 2,000 residents have accessed employability support (CV building, work experience, work-based training etc.) Over 550 training accreditations have been supported, of which 200 are Level 2 qualifications or above Year two of the E&S Framework was approved by CG&R committee in April 2017 and is being implemented. We are continuing to support five ESF projects and two non-ESF projects which are on track and will be ongoing throughout the remainder of this financial year.
.a	Continue support for the five European Social Fund (ESF) and two match-funded employability projects into their third and final year of delivery targeting the unemployed and economically inactive		
.b	Independently review ESF financially supported by the Council to assess their value for money and alignment to Belfast Agenda and Employability and Skills Framework priorities		
.c	Collaboratively, across the Employability & Skills network recommend a Council approach to future ESF		

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			An independent review of ESF supported activity has been completed. The outcome of this review informed the Council's future approach which was presented and approved by CG&R committee in September 2017. During Q3 & Q4, officers will be implementing the ESF funding process with a view to recommending projects for funding approval by the Council in January/February. Letters of offer will be sent in March 2018 to allow for projects to run from April 2018.
.2	<i>Employability and Skills Board</i>		
.a	Establish a city-wide Employability & Skills Forum, or working groups, aligned to the Belfast Agenda governance arrangements and Economic Growth Forum	Development	Development of the Employment and Skills Forum is ongoing, in line with the completion of the Belfast Agenda and associated governance arrangements. A draft terms of reference for the Forum is being developed which will also form part of the discussions with the Department for Communities as part of their "Local Works" commitment.
4.3.2	Maximise the benefits of our higher and further education offer		
.1	<i>Attract talent to FHE institutions</i>		An Employer Skills Survey has been completed to inform employer needs, particularly around higher skill development. Additionally, a joint workshop has been scheduled with Belfast Metropolitan College to explore complementary areas of work and better alignment of support programmes.
.a	Work with Invest NI to engage with new employers to identify specific skills challenges and invest in support services to ensure that there is an adequate skills pipeline		
.b	Work with the major further and higher education institutions to ensure alignment of course provision to meet industry needs	Development	
4.4	Match people and skills to opportunities across Belfast		
4.4.1	Deliver an Employability Pathway Model (aka 'Belfast Works')		

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.1	<i>Employability Pathway</i>	Development	<p>Significant recruitment activity has been completed in Q2 to put in place the resources required to deliver the Council's ambitions for the Belfast Employability Pathway and other employability and skills work.</p> <p>Work is underway to develop the Pathway Model. This is being developed as part of range of activities including the development of a Local Works approach with DfC. It will involve a phased approach to its development focusing initially on creating better alignment between existing initiatives and adding value with new interventions as and when required i.e. Employment Academies.</p> <p>Phase 1 development includes the delivery of Employment Academies. Sectoral models of delivery launched or scheduled this financial year relate to the hospitality, construction, healthcare, retail and transportation sectors.</p> <p>Work is ongoing to develop intelligence to inform the employability and skills priorities of the Belfast Agenda. This includes the creation of an Employability Intelligence Model and the delivery of best practice workshops building upon the experience of other city deals.</p>
.a	Further develop & secure support for the Belfast employability pathway model		
.b	Scope resources and potential alignment to existing programme activity		
.c	Co-design an Employability Pathway Model		
.d	Deliver Phase 1 of the Belfast Employability Pathway model identifying key sectors for intervention and engaging employers		
4.5	Reduce poverty and economic inactivity		
4.5.1	Leverage the power of Belfast's anchor institutions and city partners		
.1	<i>Harness public sector procurement power</i>	Property & Projects / Development	<p>Social clauses are continuing to be included within appropriate Council contracts. As part of a review of the Social Clause Policy officers are investigating the potential of developing a Social Value Procurement Framework as an evolution of this policy. Terms of reference for a Social Value governance</p>
.a	Continue to screen and include social clauses in appropriate council contracts in accordance with Council policy		
.b	Review the current Social Clause Policy		

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.c	Work with key city partners to develop a “Social Value Procurement Framework”		structure has been developed, chaired by the Director of Development (SRO). Nominations are currently being secured from across Council.
.d	Work with Planning & Place to generate opportunities for employment-related developer contributions		Discussions are ongoing with officers in Planning & Place following the Newham workshop in September 2017 to investigate the possibility of developing an approach to employment-related developer contributions.