



City Growth and Regeneration Committee Plan – 2017-18

Year End Update



Belfast
City Council

City Growth and Regeneration Committee Key Actions 2017-18

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
	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>	Chief Executive / Development	<p>The Economic Growth Forum core partners meet quarterly and have a programme of work in place to inform the delivery of the Growing the Economy priority within the Belfast Agenda. Advice and expertise is provided on key programmes of work such as city investment support, MIPIM, information sharing on key strategic growth sectors for the city, for example, the Screen industry. The Forum also regularly exchanges views and information on economic developments such as Brexit and global connections.</p> <p>The development of the Belfast Region City Deal has been a core agenda item to advise and provide expertise on the priorities - employability & skills, infrastructure, innovation and tourism product. The Forum has advised on the development of the Industrial Strategic Framework for the Belfast City Region, to provide context and coherence for the City Deal proposals.</p>
.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		
.2	<i>An economic and social policy approach to drive inclusive growth</i>	Chief Executive / Development	<p>The Belfast Agenda, launched in November 2017, includes a clear commitment to 'leaving no one behind'.</p> <p>The CGR Committee meeting held a special meeting in November 2017 to consider the opportunities and implications resulting from Brexit with input from a range of independent</p>
.a	Research to consider alternative economic models to enhance inclusive growth		
.b	Engage and inform the next stage of feasibility work on the city growth deal proposition including the specific deliverables (asks) and funding model.		

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.c	Develop and implement a political lobbying strategy to inform the negotiations and forward planning around Brexit.		<p>experts. This included the importance of growing and diversifying the local economy and integrating skills and employability/social innovation at a local level is a core aspect of the Committee's remit.</p> <p>There is ongoing engagement with City of London and Dublin focusing on key areas of mutual strength, such as Financial Services, Cyber Security etc. as well as building on Belfast's unique position in the context of Brexit.</p> <p>While the concept of inclusive growth has been factored in to the Committee's workplan; particularly in developing employability and skills and identifying opportunities to maximise the benefits from developments in the city, the Committee emphasised the importance of creating a coherent programme of work to drive inclusive growth.</p> <p>The approach to developing a Council wide framework for inclusive growth will form a key area of work in 2018/19 to fully deliver on the Belfast Agenda.</p>
.d	Engage with core cities (e.g. the City of London and Dublin) to identify opportunities of mutual benefit e.g. joint marketing, trade and investment.		
.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>	Development	<p>London and Dublin</p> <p>Following the Special CGR Committee to consider Brexit, Officers are exploring a Belfast – Dublin economic conference for autumn 2018.</p> <p>The lead prospecting agency has been profiling Belfast in the heart of London, promoting the City as 'open for business'. The 2018/19 activities will include up to two Belfast based events and specialist trade programmes in London.</p> <p>Nashville</p> <p>Council hosted a multi-sectoral annual inward mission from Nashville in October. This led to plans for: 'Nashville in Belfast' week, and a US State Department business mission in Belfast</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		

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.f	Support the successful delivery of the Friendship Four Ice Hockey Festival 2017 and the Basketball Hall of Fame		<p>in 2018. Other support secured includes: Nashville Chef Michael King undertaking to co-finance a series of events for ‘Nashville in Belfast’; a Belfast law firm pursuing links between the Belfast Law Society and the Nashville Bar Association.</p> <p>China/Shenyang</p> <p>Supported the Chinese Consulate to establish a Belfast/NI Consulate. Council hosted its Sister City Shenyang in December, during the UK China Leaders’ Regional Summit held in NI for the first time. This led to Belfast / Shenyang Smart Cities cooperation, and an invite for Council to attend the Shenyang Winter Cities Summit in Shenyang (Sept 2018).</p> <p>Other activities included: The Belfast Marketplace in December attracted four new members to the China Stakeholders group; the Chinese New Year Programme including a Light Bridge to mark the EU China Year of Tourism; Visit Belfast accredited training through the UK China Ready language and cultural programme (this will be rolled out with support from Tourism NI); an Ulster University-led Sports delegation to China in October; a promotional video in Mandarin promoting education opportunities; hosting the first of a three-year robotics conference; an inward visit in December by a communications company from the city of Chengdu (representing 100 retail store); and providing marketing material for Invest NI and Ulster University to promote Belfast in Hong Kong in March.</p> <p>Upcoming opportunities include: an export/import trade show later in 2018 in Beijing; working with InvestNI and others to lead a FinTech mission to Shenyang next year; a tourism showcase in Shenyang in Sept.</p> <p>Boston Activities</p> <p>Council hosted a Boston multi sectoral mission in October. Efforts focused on the areas of judiciary, education, business and regeneration, and provided an opportunity to enter into dialogue with Mayor Walsh’s Head of International Relations. Council supported the third annual Friendship Four Ice Hockey</p>

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			<p>Tournament in partnership with the SSE Arena, with the following outputs: 21,727 in attendance (278 schools and youth groups provided with 13,200 complimentary tickets). Live broadcast reached a worldwide TV audience of 20M households and over 100M viewers.</p> <p>The inaugural Basketball Hall of Fame Belfast Classic Tournament in December 2017, led to 9,837 attending (3,731 tickets went to schools and community organisations). International broadcast reached 60M households in the USA and NI Belfast exposure on Aer Lingus website for a 6-week period valued at £1.2M.</p> <p>Other outcomes include: a Mass Challenge pilot; help for a social enterprise to establish a philanthropic fund; connecting with the Boston Resilience Commissioner for staff exchanges and a joint pilot project; connecting four companies to Boston opportunities (a food and drinks company, a sports equipment company, a skills development company, and a management training company); promoting the Norwegian flight connection and new hotel & tourism products to tour operators; and the inaugural trip of the Boston Youth Empowerment Programme for disadvantaged communities.</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 INI figures, last year there was over £150m of business investment into the city by local and international businesses.
.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	Belfast City for Investment; Soft Landing Service has progressed from the research and development phase between April 17-March 18 for implementation in April 2018 as a pilot. Following consultation at Committee and subsequent Party Group Briefings, a pilot phase was agreed in March 2018. Milestones achieved to date include:

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			<ul style="list-style-type: none"> • Preparation of a protocol for engagement with InvestNI's International Investment Director on pre-investment enquiries. • Finalising the scope of services that Council offer, for example, in relation to Property Availability Data for prospective investors in collaboration with Property and Estates Department. • Since the initiation of the Pilot Phase (April 2018) 13 enquiries have been received. This will provide an evidence base for a developing the service and investment proposition. • Promotion of the availability of the service throughout 18/19 and proactively work with investors providing the professional and personal connections to help businesses be successful in Belfast. • Monitoring and reviewing enquiries.
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 Development	The CCIF is now in place with work already on the way to encourage investment in Grade A office accommodation. Applications have been shortlisted for the final stage of Due Diligence. (see also 3.4.1 below)
.a	Incentivise the development of Grade A office development through the new City Centre Investment Fund		
.2	<i>Develop a city strategy for the Digital and Financial tech sector</i>	Development	Research and engagement with key industry groups is continuing to further develop our work in these sectors. Five emerging artists from Belfast performed at the "2017 Great Escape Festival" in Brighton in an "Output Belfast" branded venue in front of an audience comprising over 200 influential industry and media guests.
.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		

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	Tech), Legal Services, Life & Health Sciences and Creative Industries		The second Belfast 'Cartoon Business' event was held from 9 – 11 May.
.3	<i>Creative & digital industries</i>	Development	Two local businesses were supported by the Council to take part in South by Southwest in March 2018. An external evaluation will be conducted to establish the outcomes of this and reported to committee in August 2018.
.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 Digital DNA, BelTech, TechXplore and Audio Visual Arts Conference to collectively deliver a programme of activity throughout 2017/18		
.4	<i>Export for Growth Strategy</i>		
.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	Development	Our International Trade and Export programme launched in January 2018. To date 18 businesses are accessing support and, so far, two companies have received support to attend new market development opportunities.
.b	Engage with Invest NI to ensure that companies access their suite of programmes to develop export potential		Committee agreed in April to sponsor the London-based business network Belfast Partners. This network supports business development connections between the two cities.
.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		A civic reception and dinner for the Lord Mayor of London was hosted in October in the Titanic Hotel Belfast. The visit included a Business roundtable in the Citi Headquarters

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.d	Put in place export mentor support to enable businesses to access business opportunities created through linkages with Belfast's Sister Cities		<p>building in Titanic Quarter 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 showcase their research and technology excellence.</p> <p>In March 2018 Belfast Partners, in collaboration with Belfast City Council and British Business Bank, hosted eight venture capitalists from London on an inward investment visit to Belfast that included visits to KPMG, Novosco, Ormeau Baths and introductions to companies seeking funding.</p>
.e	Work with London and Dublin partners to establish these linkages to promote B2B first time export opportunities		
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 underrepresented groups. This is now complete and has been used as a basis to develop support to better target underrepresented groups.</p> <p>Citywide partners have been engaged through the Enterprise & Business Growth working group and have agreed to support the development of an enterprise framework for the city. SGD Economic development have been commissioned to develop this which will complete in July 2018.</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 InvestNI		
.2	<i>Develop & deliver a comprehensive suite of programmes to support businesses to start</i>	Development	<p>We put in place a range of enterprise outreach activities to encourage business start. Through this activity we engaged 361 individuals across the city.</p> <p>Through the Go For It programme in 2017/18 we have</p>
.a	Deliver an enhanced enterprise outreach and engagement programme, targeting under-represented groups		

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.b	Research an appropriate Incentivisation Scheme to support small business start-up as part of the Enterprise Framework (2.1.1)		<p>engaged 362 individuals who have developed business plans resulting in the creation of 249 jobs.</p> <p>We have also provided support to 30 student entrepreneurs through Belfast Enterprise Academy, 33 social enterprises and cooperatives through Go Social and 24 high growth start-ups through Venture for Success.</p> <p>Our City Start Up programme is now in place to support businesses in the fashion, food, retail and tourism sectors and is being used to pilot small business incentives, to date 13 Belfast based businesses have accessed support.</p> <p>Council has allocated over £600k for this work and leveraged a further £400k.</p>
.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 centre based business start-ups e.g. retail, tourism, markets, and food to inform future ERDF applications		
.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		
.b	Identify collaborative opportunities to deliver key actions in specific growth sectors e.g. Cyber Security, tech, creative and digital, finance, legal, etc.		
.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		

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.f	Review the Belfast City Centre Management services and future functions for consideration by Committee, and deliver dedicated retail support channelled via trade associations.		<p>city conferences. We are engaging with the sector to develop additional support for exporting, high-growth sectors such as cyber security, and a business accelerator model.</p> <p>Working with MassChallenge Boston along with Invest NI and Catalyst Inc we launched "Bridge to MassChallenge Belfast" in March 2018, this has recruited 10 high potential start-ups from Belfast on an outward mission to Boston to participate on the Mass Challenge boot camp in May 2018.</p> <p>Significant recruitment activity has been completed to put in place the resources required to deliver the council's ambitions.</p>
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>		<p>The agreed objective for the Belfast Region City Deal is 'more and better jobs; inclusive growth; improved skills and growth of domestic business and FDI'. Development of the programme based on the agreed pillars of infrastructure, innovation and skills. Economic briefings and regular strategic sessions have been held with the Committee, such as transport, housing, investment, skills and Brexit. This information has informed the work on the City Deal. Based on the positive engagement through specific workshops with Committee and Members on issues such as housing and city centre living this approach will be used during 2018-19 to consider key strategic issues.</p>
.a	Ongoing representation of economic information, programmes and progress at regional, city and council planning events to understand the city economy	Chief Executive	
.b	Ongoing strategic sessions with key partners on major city issues such as infrastructure, transport, housing, skills, education etc.		
.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	Chief Executive / City Centre Development	Joint Regeneration Group established with BCC/DfC Joint Chair. Members include DfC, DfI, SIB & BCC
.b	Establish new joint governance and delivery arrangements with DfC and other partners building on the MOU		Prioritisation of regeneration schemes ongoing through continual engagement including; Streets Ahead 3 & 5; Blackstaff Sq; Greater Clarendon & Sailortown; Queens Quay; DfC land acquisitions;
.c	Feed 'development' issues into the emerging City Growth Deal proposition		

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			<p>Initial discussions with DfC and others over production of Strategic Site Assessment and a 'One Public Estate' approach to development of sites.</p> <p>Continual input into emerging Belfast Region City Deal application through membership of the Internal Officers City Deal Group; promotion of projects and the ongoing Belfast Region Infrastructure Investment Plan.</p> <p>Commissioning of Belfast Region Infrastructure Investment Plan.</p>
	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>		<p>Seven expressions of interest from local arts organisations were selected as part of the cultural animation programme. All of the projects were collaborative initiatives and the organisations worked together with Council to link and enhance the projects. The programme was entitled Belfast Arts Weekender. It ran over two weekends in March & offered a variety of free arts events. The Weekender proved successful. However, it was affected by adverse weather including snow. As a result two of the events had to be rescheduled for May 2018.</p> <p>Primary research was undertaken by Thrive (previously Audiences NI) and a report has been produced which is due for presentation to Head of Service, Manager and TCHA Team. Further analysis of the findings will be undertaken which will result in understanding the baseline figures. This will assist in informing work plans and the work of the revised Cultural Strategy.</p> <p>A capacity building programme was delivered to ten</p>
.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		
.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		
.e	Ongoing delivery of grants programmes and support for the Culture, Festivals and Visual Arts Forums		

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			<p>organisations through the one-to-one mentoring programme. The programme completed at the end of March 2018.</p> <p>The tender for the Resilience Building Programme was issued in December 17. A consultant has been appointed and the programme design & recruitment is underway. Some delays were experienced due to ACNI considering the involvement of Derry City & Strabane Council as a project partner.</p>
2.2.2	Submit a joint bid with Derry & Strabane Council for the EU Capital of Culture 2023	Chief Executive	<p>The stage one bid was submitted on 27 October. Over 15,000 citizens were engaged with as part of the bid process as well as 300 artists and practitioners with 125 project proposals received. In November 2017, the European Commission announced that UK would not be eligible to host the designation in 2023. Members and officers have been engaging with DCMS, the EC and other participating cities to agree a way forward. Negotiations are ongoing and officers are working on a number of options for consideration by Committee to be completed early 2019. Associated work programmes include approval by Committee in March 2018 to progress plans to apply for UNESCO City of Music.</p>
.a	Members workshop to inform the development of a bid		
.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		
3.1.1	Build citywide commitment to Belfast place positioning		
.1	<i>Implement the Belfast place positioning approach</i>	Chief Executive / City Centre Development	<p>The new Belfast Brand has been launched integrated into BCC corporate communications and advertising campaigns. It is also being used by city partners and Belfast at MIPIM 2018 carried the new city branding.</p>
.a	Finalise and agree the Belfast narrative		
.b	Develop an Implementation plan		
.c	Establish a City Ambassador programme		

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.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>		
.a	Develop marketing pack that promotes Belfast to the Investment and FDI communities, both domestically and internationally	City Centre Development	A new website that promotes Belfast to the investment and development communities, both domestically and internationally, was launched in March 2018.
.b	Deliver events programme to promote Belfast Investment opportunities		
.c	Develop targeted advertising and PR campaign to promote Belfast investment opportunities		
.3	<i>Deliver Belfast at MIPIM 2018</i>		
.a	Work with city partners to develop a MIPIM programme and marketing	City Centre Development	A delegation of over 80 people attended MIPIM as part of the Belfast delegation. This was made up of 35 supporting private and public sector organisations. In total, £269,825 private sector sponsorship was raised for Belfast at MIPIM 2018. The 4-day event conference involved a concentrated programme of events, meetings and engagements which allowed us to showcase Belfast as an exciting location for investment. The Belfast at MIPIM 2018 Programme included 15 unique events organised by Belfast at MIPIM and Presenting at events organised by other cities or partner organisations.
.b	Secure sponsorship and supporting collateral for MIPIM		
.c	Attend MIPIM 2018		
3.2	Develop the city’s infrastructure and improve connectivity locally		
3.2.1	Create a partnership and plan for sustainable urban infrastructure		
.1	<i>Infrastructure strategy</i>	City Centre Development	Work has commenced on the Belfast Region Infrastructure Investment Plan to support the City Region Deal application Committee approval granted to progress with the Belfast

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.a	Work with stakeholders to develop a brief for city infrastructure		Infrastructure Plan. Committee will be updated throughout the lifecycle of the project.
.b	Secure committee approval to consider and progress		Stakeholder engagement with DfI ongoing on the Belfast Infrastructure Plan, which is currently under procurement to retain a consultant to deliver the plan. Delivery timetable is to complete the plan in Aug 2019. The Infrastructure Plan will support the LDP, the Belfast Agenda, the Regional Development Strategy and key funding deals currently being addressed by council, including the City Deal, by delivering a number of key deliverables.
.2	<i>Integrated Transport Strategy including York Street Interchange</i>		
.a	Work with stakeholders to develop a brief for integrated transport		Continued participation in the Strategic Advisory Group for York Street Interchange (YSI), ensuring delivery of a wider regeneration impact of the scheme on the city and local communities. Continued focus on key connections between neighbourhoods and the city centre.
.b	Secure committee approval to consider and progress	City Centre Development	Political agreement has been secured on potential funding options for the York St Interchange, although the process is currently stalled pending the outcome of judicial review on the procurement process.
3.2.2	Develop an integrated city transport plan		
.1	<i>Develop a City Centre Car parking strategy</i>		
.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		The Car Park Strategy was agreed in Dec '17 and has a launch date of May '18.
.b	Secure Committee approval for the City Car Parking Strategy and next steps	City Centre Development	Establishment of Car Park Working Group is ongoing, with discussions with DfI to agree the remit and work allocation for group members.
.c	Encourage car park operators to invest in their facilities to achieve the Park Mark standard and improve spaces for disabled and family parking		Work ongoing around tariff and parking orders – agreed through committee by C&NS. Public consultation to commence Q2 2018.

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.d	Review BCCs off-street parking provision and BCC owned surface car parking provision		Continual engagement with C&NS to agree internal council work actions and required resource.
.e	Establish the city's Parking Forum to agree priorities for action		Review of Strategic Site Assessment approved by CGR in May '18, with results to be reported to committee in Oct '18.
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	The Members in June 2017 to inform the future approach for 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, agree the relocation of docking stations where there is low usage and engagement with key stakeholders and communities to reduce vandalism and theft. The Belfast Bikes are also a pilot for the Smart Cities IPedal project to collect data that has the potential to be used for locating bikes that are missing from the system through theft or misuse and work is continuing to assess the results of the pilot.
.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	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 housing growth options and is a key piece in creating a viable and sustainable approach to city centre living. A Strategic Site Assessment, approved by CGR in May '18, will consider public sector land holdings in the city centre and potential development opportunities, including options for the council in terms of how these sites are brought forward. Market analysis for the residential sector will be undertaken in Q2 2018 and consideration will be given to the need for intervention/investment in this area. Officers have been working with the Housing Executive to help bring forward the Hope St site as a potential 'exemplar'
.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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			development for City Centre Living. The opportunity to encourage residential development above retail units in the city centre has been considered, and officers have both reviewed the previous 'LOTS' programme and also engaged with Dublin City Council on their similar initiative.
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	A consultant has been appointed to undertake the Outline Business Case and will present to CGR in June, ahead of submission of the full OBC in September as part of the City Deal. Engagement with stakeholders from relevant agencies and the wider culture and tourism sector has been undertaken and continues. Potential sites for the new visitor attraction have been identified and are being assessed.
.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 in June 2017 and quarterly meetings have taken place since then. Attendees include representatives from the developer community and senior BCC CCDT and Property and Projects representatives. Proposals for 'technical advice' for residents to help them engage with development and regeneration in the city have been presented to committee and discussion with members on this continues.
.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		

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.e	Deliver masterplans and improvements for the 5 identified Special Action Areas and investigate options for further Masterplans/Frameworks		<p>The City Centre Investment Fund (CCIF) was launched on 15th June 2017 seeking applications from developers with planning permission for significant office developments within the Belfast City BMAP boundary. An information workshop was then held on 30th June with prospective applicants and individual meetings were held with various potential applicants. The window for applications closed on 18th August with 8 applications having been received. This is deemed a good response. Our evaluation provider, GVA, have scored applications and 5 applications have been declined. 2 of the 3 remaining applications have withdrawn from the process, leaving 1 application remaining. This application will now proceed to Detailed Due Diligence phase.</p> <p>Consultation on the Inner North West has commenced, with the 12-week period scheduled to conclude on 8th May.</p> <p>Discussions with DfC around Queens Quay is ongoing as they develop options for bringing the site forward; other sites in the Inner North West are being discussed as part of the development of the masterplan for the area.</p> <p>The Belfast Telegraph building proposals have been launched under the brand 'The Sixth' and engagement with the planning service continues.</p> <p>BCC has been working on developing a 3D model of Belfast, in partnership with VUCITY. The model has been expanded to cover 52 square kilometres of Belfast. VUCITY was incorporated into the Belfast at MIPIM 2018 stand and showcased development and investment opportunities in the city. VUCITY have opened a Belfast office to support roll out. VUCITY presented to CGR and Planning Committee in Q4 2018. They have also presented at two Developers Forums (June 2017 and February 2018 and are actively engaging with developers, architects and property agents across the city.</p>
.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, Belfast Story Destination hub, Transport Hub		
.h	Complete and release the VUCITY model and monitor effectiveness		
.i	Ongoing support, input and coordination across council teams and external partners via the Joint Regeneration Board		
.2	<i>East Bank Masterplan: maximising the riverfront, development sites and connecting people and spaces</i>	City Centre Development	

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
.a	Finalise the draft East Bank action plan		<p>The Eastbank Masterplan consultation completed in September 2017 and the results were presented to CG&R committee in December 2017.</p> <p>Following an SEA & HRA survey of the Masterplan it was agreed that a full SEA & HRA assessment would be required. These assessments were complete in February 2018 and the 12 week consultation period will be complete in May 2018. Pending the findings of the public consultation the masterplan will be completed and reported to committee in August 2018</p> <p>The final strategy will be used as a framework for development across the East Bank and there may be environmental issues given the previous use of the land - it will therefore be subject to a Strategic Environmental Assessment.</p>
.b	Public consultation on the draft plan		
.c	Secure Committee approval on the revised East Bank plan and agree implementation plan		
.3	<i>Linen Quarter Masterplan: creating a more vibrant business and leisure area</i>	City Centre Development	
.a	Procure and deliver the planning and design proposals		BCC continue to promote Streets Ahead and have supported DfC in progressing SA5 to design stage to be 'shovel ready' pending budget allocation. CCDT continue to monitor & engage to ensure capture of developer contributions within the area.
.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 completed with options scoped. Approval granted from CG&R to allocate £240k/annum for two years to provide animation in Castle St & North St.
.b	Identify a mix of suitable activities and priority locations across the city to align with the longer term special action areas		CCDT continue to engage with communities and businesses to develop the specification with a planned rollout of interventions commencing summer 2018.
.c	Present proposals for committee consideration and approval		
.d	Commence the city animation programme		
.5	<i>Deliver the City Centre Investment Fund (CCIF)</i>	City Centre Development	The City Centre Investment Fund (CCIF) was launched on 15th June 2017. See 3.4.1 above, for further details.
.a	Launch Fund and seek application		
.b	Evaluate applications		

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
.c	Approve funding for successful applications		
3.5	Attract more tourists		
3.5.1	Deliver the integrated tourism strategy.		
.1	<i>Deliver the actions for 2017-18 in the Tourism Strategy</i>		
.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	Development	<p>Business tourism investment continues in partnership with Visit Belfast. This includes attracting conferences to the City as well as the Conference Support Scheme. With regard to business and conference tourism deliverables over the last financial year; 79,300 bed nights were generated which contributed over £45million to the City’s economy in terms of spend on venues, accommodation, hospitality and leisure activities.</p> <p>The East & West Belfast City Connections community tourism initiative started in October 2018. This has included employment of two part-time tourism officers in Fáilte Feirste Thiar and Eastside Partnership; and the formation of a Local Stakeholder Forum. A tourism training needs analysis has been completed in both areas which has informed the development of a local tourism capacity-building programme.</p> <p>Under product development, Fáilte Feirste Thiar have installed a new digital tourism information touchscreen at Cultúrlann and Eastside will be developing a new website which will be linked to the touchscreens in the visitor centre.</p> <p>A Tourism Challenge led by the Smart Cities team and funded by Invest NI has been developed in partnership with BCC, Tourism NI and Visit Belfast. The focus of the challenge is around how we build a more accurate understanding of visitor behaviour and gather real time data. Three collaborative networks have been appointed to take forward different proposals. They will appoint expert facilitators in the new financial year to help them develop their proposals.</p> <p>Interim Coach Parking is now in place off Boucher Road and the Crumlin Road Gaol. Discussions are continuing regarding a long-term solution (permanent coach park).</p>
.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.		
.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		
.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		

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
			<p>BelFeast Food & Drink Festival took place from 23-25 March 18 in the City's Cathedral Quarter. The festival showcased local chefs, restaurants and artisan producers. It comprised a variety of events including an artisan food market & street food hub, a food theatre in the Mac, food & drink tours, special dining events and a number of other events for the family. Visitor numbers were excellent, with approximately 11,000 attendees at the market and various events. Visitor survey feedback generated 100% positive response to question of BelFeast becoming an annual/ regular event. 100% of artisan food stall-holders & traders said they would like to see BelFeast return as an annual or regular event.</p>
.2	<i>Deliver three Twilight Markets in St George's Market</i>	Development	<p>The Twilight Markets continue to thrive, with each of the three seasonally themed Twilight Markets in 2017-18 attracting a footfall of approx. 20,000. Consequently, Council has approved to increase the Twilight Market events in 2018-19 to 4 – May (Nashville themed), July/August, November and December.</p> <p>St Georges continues to provide a great trading space for over 180 small businesses and traders each day. Footfall continues to increase year on year in St George's weekend Market - up by 15%. Customers are increasingly visiting the market for the experience so we have enhanced this with more live music, promoting new bands, chef demos plus the addition of 'Make and Take' workshops for children to create a more family friendly environment.</p> <p>The new staffing structure is in place and a Self-Payment kiosk installed so traders can make rent payments into a kiosk on every market day. This has given the traders more flexibility when paying their rent and freed up staff time. There are currently 8 small markets operating throughout the city and some interest from other potential operators for markets in areas not currently occupied with markets.</p>
.3	<i>Carry out a Mid-term review of Tourism Strategy</i>	Development	

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
.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		The mid-term review of the Integrated Tourism Strategy was completed in February 2018, with an update provided to Committee in March 2018. It identifies a number of areas in need of targeted investment and partner engagement, namely: People and Skills; Product Development/ Quality and Standards; Data, Insights and Innovation and Infrastructure Development and establishment of a high-level Belfast Tourism co-ordination group.
.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>	Development	All events for the year were successfully delivered. In total, the main event programme attracted an audience of almost 318,000 people into the city. This helped to create an economic benefit of £16.8 million. Particular highlights include £7.2 million from the Women's' Rugby World Cup, £3.8 million from the Women's' Under 19 Euro Championship, 80,000 people at the Maritime Festival and 69,000 at the Marathon. The Event programme for 2018-19 was agreed by Committee in February, 2018. In addition to the regular annual events, this year the City will host the Radio 2 Folk Awards, the BBC Biggest Weekend, the BBC Proms in the Park and the World Vespa Gathering.
.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		
.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		
.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>	Development	A report was presented to CG&R Committee in March 2018. The findings and recommendations were endorsed as the general direction of travel and Officers are now engaging with key partner organisations and working to ensure that programmes of work for key related strategies (Tourism, Cultural Framework and the way forward for the European Capital of Culture) align.
.a	Agree specification and scope of this project		
.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			

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
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>Following the consultation with the education sector, activities to help address educational inequalities were approved by Committee in August 17. Following this, officers have commissioned and implemented:</p> <ul style="list-style-type: none"> • Career development programme • Paid work experience programme for up to 250 young people to 4-6 weeks in the summer of 2018. • Digital skills programme for up to 600 young people and their teachers. <p>In total, 5,328 young people have participated in employability and skills development activities in schools across the City, including:</p> <ul style="list-style-type: none"> • Development Awards and 'Get Started' employability programmes for young people through Princes Trust with 251 participants and 223 achieving accreditations. • Careers events including jobsfairs with 3992 people accessing job opportunities and careers guidance advice to develop a clear career pathway. • Active Communities Network's early intervention pilot engaged with 358 young people with 75 gaining a positive outcome (such as an accreditation), 11 moving into further training and 32 gaining employment. • Sport Changes Life's early intervention pilot engaged with 59 young people with 55 gaining a positive outcome (such as an accreditation) with 6 moving into further training and 9 gaining employment.
.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		
.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		
.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		

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
.1	<i>Develop and agree a City Pledge</i>	Development	<p>Include Youth were appointed to carry out research on the City Pledge research with the final report due in Q1 of 2018/19. This has involved qualitative research (focus groups and interviews) with 174 young people and 65 adults (teachers, employers, and voluntary and community sector) as well as a survey to young people. The Council’s Youth Forum were also engaged in the research. This work will inform our future approach to the development and implementation of city pledge that ‘commits the city to developing coherent pathways for education, employment and training for our young people’. A report will be brought back to Committee on completion of the research.</p> <p>Following the UNESCO: City of Lifelong Learning application submission, Belfast Strategic Partnership are commencing work to develop the associated action plan.</p>
.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	<p>Across the various Employability & Skills programmes offered by the council, 4351 residents have accessed employability interventions of whom 1339 have entered employment/self-employment. Additionally, over 3103 training accreditations have been supported with 490 progressing onto further education or training.</p> <p>Support continues for the five ESF projects and the two non-ESF projects, which are on track and will be ongoing throughout the remainder of this financial year.</p> <p>Following the independent review of our approach to match-funding ESF employability projects, a competitive and structured decision making process was implemented. This</p>
.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		

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
			<p>was used for ESF Call 2 match funding requests to council. A match funding application was completed by each applicant and scored and ranked by a selection panel that included Council officers and Urban Villages (who provided co-match funding with council). As a result, and following approval of CGR Committee in February 2018, the organisations successful in their application to the £240,000 allocation of match funding are Springboard, Workforce, USEL, Specialisterne and LEMIS+.</p>
.2	<i>Employability and Skills Board</i>		
.a	<p>Establish a city-wide Employability & Skills Forum, or working groups, aligned to the Belfast Agenda governance arrangements and Economic Growth Forum</p>	Development	<p>Development of the Employability and Skills Forum is ongoing and forms part of the discussions with the Department for Communities as part of their 'Local Works' commitment within the Programme for Government. This progress further once the governance arrangements for the Belfast Agenda have solidified and the Belfast Region City Deal Employability & Skills Proposition have been finalised.</p> <p>The Employability & Skills Team have established structured communications with DfC and DfE to ensure an aligned approach across the city.</p>
4.3.2	Maximise the benefits of our higher and further education offer		
.1	<i>Attract talent to FHE institutions</i>		
.a	<p>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</p>		<p>Officers work closely with the new Belfast City for Investment; Soft Landing Service and use this to engage with investors to identify specific skills challenges to ensure that there is an adequate skills pipeline.</p>
.b	<p>Work with the major further and higher education institutions to ensure alignment of course provision to meet industry needs</p>	Development	<p>In addition to the Employer Skills Survey, research on graduate underemployment/ unemployment and a Belfast Skills Barometer has been undertaken. These inform the direction of Employability & Skills interventions.</p> <p>Officers are engaging with universities to design and implement approaches to develop the employability skills of graduates and ensure they have access to meaningful work experience opportunities.</p>

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
4.4	Match people and skills to opportunities across Belfast		
4.4.1	Deliver an Employability Pathway Model (aka 'Belfast Works')		
.1	<i>Employability Pathway</i>	Development	<p>The recruitment process for the Employability & Skills team, including the manager and assistant manager, is almost complete (2 posts are currently outstanding).</p> <p>The Employability Pathway Model is being implemented and further developed:</p> <ul style="list-style-type: none"> • It will involve a phased approach to its development focusing initially on creating better alignment between existing initiatives and filling the gaps with new interventions as and when required i.e. Employment Academies. • Phase 1 development of the pathway model includes the delivery of Employment Academies. Sectoral models of delivery launched, or scheduled, this financial year relate to the hospitality, construction, healthcare, retail and public transportation sectors. Planning for Employment Academies for 2018/19 included engagement with all employability stakeholders as well as CGR committee members. The 2018/19 workplan includes the further implementation of employment academies within retail, childminding, haulage, tourism etc. as well as the further extension within hospitality, construction, healthcare and public transport sectors. • This is being developed as part of range of activities including the development of a Local Works approach with DfC. This will be able to progress further once the governance arrangements for the Belfast Agenda have solidified and the Belfast Region City Deal's Employability & Skills proposition has been finalised. In the meantime,
.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		

Ref	Belfast Agenda Workstream and Milestones	Lead Director	Update (October to March)
			<p>the Employability & Skills Team have established structured communications with DfC and DfE to ensure an aligned approach across the city.</p> <p>Work has also been undertaken – in partnership with the five other councils within the Belfast Region City Deal – to create and agree an Employability & Skills Proposition that underpins the other pillars of the city deal (infrastructure, digital, innovation and tourism). This will require negotiation across DfC and DfE to align their budgets to the Employability & Skills Proposition within the city deal. To ensure an intelligence-led approach, we have commissioned UUEPC to complete a Skills Barometer for the Belfast City Region to underpin this Employability & Skills Proposition.</p>
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>		<p>Social clauses are continuing to be included within appropriate Council contracts and officers screen contracts for social clause inclusion as well as providing PMU with advice and guidance on including social value as part of the evaluation criteria for contracts.</p> <p>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.</p> <p>Discussions are ongoing with officers in Planning to ensure that the Employability & Skills element of the draft Developer Contributions Framework is informed by, and aligned to, the approach agreed for the Employability & Skills team.</p> <p>Officers are working closely with the Strategic Investment Board to provide a cohesive and seamless employment pathway to meet the needs of social clauses in other public body contracts. Agreements have been reached in a number of developments across the city (e.g. Belfast Transport Hub,</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		
.c	Work with key city partners to develop a “Social Value Procurement Framework”		
.d	Work with Planning & Place to generate opportunities for employment-related developer contributions	Property & Projects / Development	

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			Royal Maternity rebuild etc.) where council is acting as a platform to connect employment opportunities with those furthest from the labour market and to ensure they have the skills and attributes – through the delivery of Construction Employment Academies – to gain sustainable employment.