



# Contents

## Contents

Introduction.....	3
Belfast Agenda Priorities for the City Growth and Regeneration Committee	5
City Growth and Regeneration Committee Key Actions – Update on progress April-September 2018	9
City Growth & Regeneration Committee - Belfast Agenda Stretch Goals to 2021	34

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## Introduction

The City Growth and Regeneration Committee's specific functions are listed in the Council's constitution. In summary the City Growth and Regeneration Committee is responsible for:

- The development and implementation of strategies, policies, programmes and projects directed towards regeneration and growth of the city in the context of outcomes agreed in the community and corporate plans and other corporate strategy decisions.
- Oversight of the exercise of Council functions in relation to economic development, urban development, tourism, culture & arts, European and international relations, car parks, city markets, city events, Belfast Castle, Malone House and Belfast Zoo.

This includes:

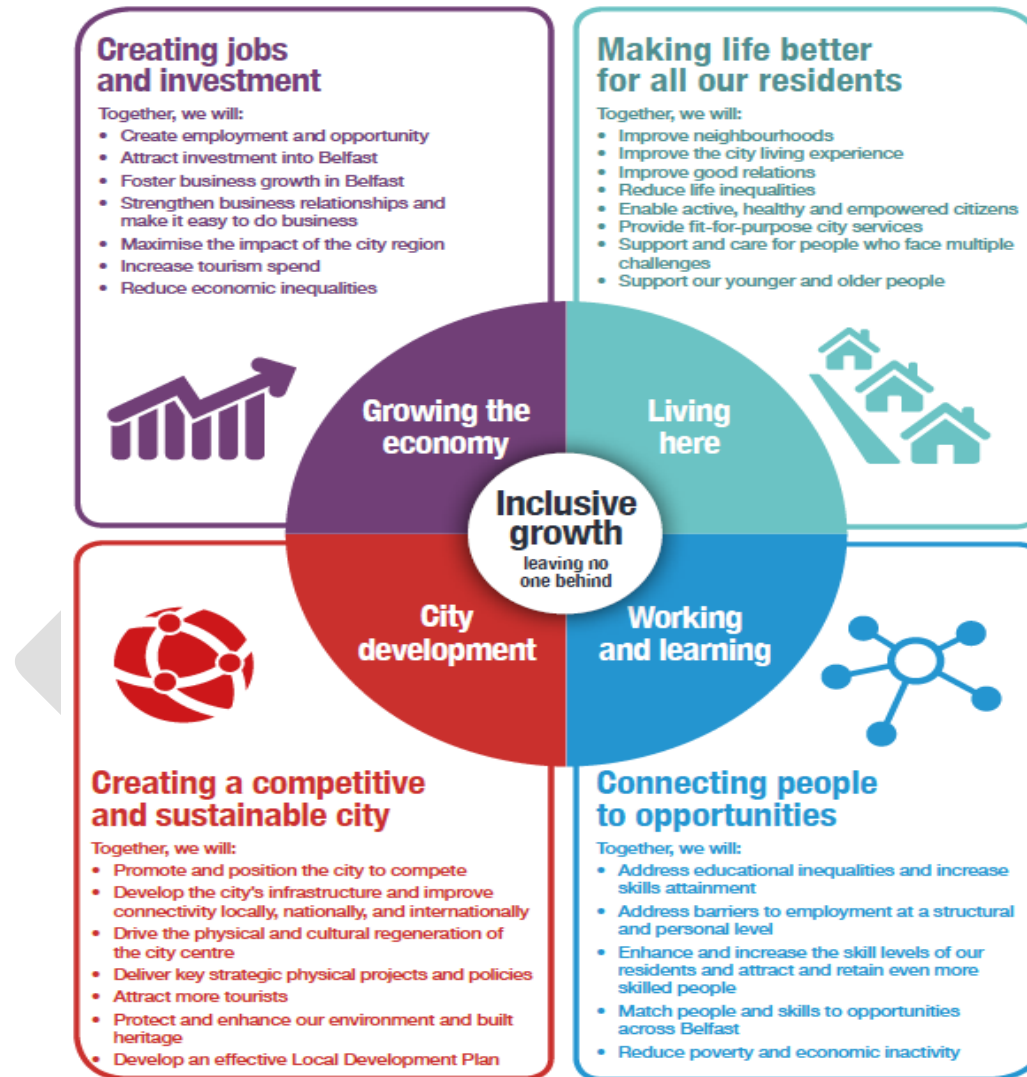
- Influencing and contributing to regional regeneration and growth strategies and activities.
- Influencing and contributing to strategies and policies affecting skills, employability, transportation and energy in the City.
- Setting the overall strategic direction for the Council in the areas of cultural and economic regeneration and growth.
- Strategic oversight of the City Centre Regeneration and Investment Strategy, including its physical, social and economic development, and the delivery of associated targets set out in the Belfast Agenda.
- Improving connectivity between the city centre and its surrounding communities, and progressing a comprehensive engagement strategy with key stakeholders.
- Approving the commission, public consultation and final recommendations of strategic masterplans, in particular those covering the special action areas of the city centre.
- Integrating key development areas with the City Centre, including the North-East Quarter, Titanic Quarter, Weaver's Cross, and the Sirocco Works.
- Oversee the development of a new destination hub visitor attraction.
- Develop city centre infrastructure and transport strategies, including the implementation of a car parking strategy.
- Develop a strategy to improve city centre living, including new mixed-use housing developments in the city centre.
- Working with other agencies to promote Belfast as a key investment and tourism opportunity and overseeing the strategic marketing of the city.
- Developing and implementing city-wide economic strategies and policies.
- Developing programmes and actions to support new businesses to start, existing businesses to grow and attracting inward investment.

- Coordinating and promoting major citywide events.
- Supporting the development of culture, heritage and the arts.
- Managing the Council's markets and maximising their benefit to the city.
- Approving projects for meanwhile use.

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## Belfast Agenda Priorities for the City Growth and Regeneration Committee

The City Growth and Regeneration Committee Plan supports the delivery of the Belfast Agenda. The Agenda has four key themes:



The following table summarises the main programmes of work that the Committee will undertake in 2018-19. More detail is provided from page 10 onwards.

	Belfast Agenda Priority	Ref	Committee programmes of work
<b>Growing the economy</b>			
1.1	Create employment and opportunity	1.1.1	Deliver an integrated, sustainable approach to inclusive economic growth and investment: <ul style="list-style-type: none"> <li>Belfast Economic Growth Forum &amp; Industrial Strategic Framework.</li> </ul>
1.2	Attract investment into Belfast	1.2.1	Build the city's position as a magnet for Foreign Direct Investment (FDI): <ul style="list-style-type: none"> <li>Work with partners including Invest NI</li> <li>Establish the Belfast: City for Investment Service</li> </ul>
		1.2.2	Maximise the city's connections worldwide to drive growth: <ul style="list-style-type: none"> <li>International Relations Framework</li> <li>Build city relationships with London and Dublin</li> </ul>
1.3	Foster business growth in Belfast	1.3.1	Make Belfast a great place to do business and supporting entrepreneurs and business starts: <ul style="list-style-type: none"> <li>Develop an Enterprise Framework for Belfast and implementation plan</li> <li>Suite of programmes for entrepreneurs to start new businesses</li> <li>Suite of programmes for existing local businesses to grow</li> <li>Sponsorship and support</li> <li>Suite of programmes that support businesses to invest and grow in the city</li> </ul>
1.4	Strengthen business relationships and make it easy to do business	1.4.1	Provide sector specific support: <ul style="list-style-type: none"> <li>Creative and digital, Cyber Security, Circular Economy, Legal Innovation, and Advanced Engineering.</li> </ul>
1.5	Maximise the impact of the city region	1.5.1	Drive city region sustainable growth through a Belfast region city deal: <ul style="list-style-type: none"> <li>Shape the development of the Growth Deal</li> <li>Seek devolution of comprehensive development powers</li> </ul>
1.6	Reduce economic inequalities	1.6.1	Work locally to drive inclusive growth and tackle challenges to economic equality: <ul style="list-style-type: none"> <li>Work with communities, private sector, and public agencies to tackle poverty, inequality and exclusion – Contribute to the development of the Council wide Inclusive Growth Framework.</li> </ul>
<b>Living here</b>			
2.2	Improve the city living experience	2.2.1	Deliver an integrated cultural and arts strategy: <ul style="list-style-type: none"> <li>Cultural Framework Year 3 Delivery Plan</li> </ul>
		2.2.2	Develop and deliver ECOC Legacy Programme

	Belfast Agenda Priority	Ref	Committee programmes of work
<b>City development</b>			
3.1	Promote and position the city to compete	3.1.1	Build citywide commitment to Belfast place positioning: <ul style="list-style-type: none"> <li>• Belfast place positioning approach</li> <li>• Market Belfast to Investment and FDI communities</li> <li>• Belfast at MIPIM 2019 and other city promotional events</li> </ul>
3.2	Develop the city's infrastructure and improve connectivity locally, regionally and nationally	3.2.1	Create a partnership and plan for sustainable urban infrastructure: <ul style="list-style-type: none"> <li>• Infrastructure strategy</li> <li>• Integrated Transport Strategy</li> </ul>
		3.2.2	Develop an integrated city transport plan: <ul style="list-style-type: none"> <li>• Car parking strategy</li> <li>• Belfast Bike Scheme</li> </ul>
		3.2.3	Increase the supply of mixed tenure housing: <ul style="list-style-type: none"> <li>• Pursue opportunities for City Centre Living</li> </ul>
3.3	Drive the physical and cultural regeneration of the city centre	3.3.1	Develop a further world-class visitor attraction
3.4	Deliver key strategic physical projects and policies	3.4.1	Deliver city centre regeneration and investment projects: <ul style="list-style-type: none"> <li>• Lead regeneration activity in the city centre and deliver City Centre Masterplans and Frameworks</li> <li>• East Bank and Inner North West Masterplan</li> <li>• Deliver City Centre Animation and Meanwhile projects</li> <li>• Deliver the City Centre Investment Fund (CCIF)</li> <li>• Aid residents to engage with development &amp; regeneration opportunities</li> <li>• Belfast Telegraph site</li> <li>• Retail and residential market analyses</li> </ul>
3.5	Attract more tourists	3.5.1	Deliver the integrated tourism strategy: <ul style="list-style-type: none"> <li>• Deliver the actions for the Tourism Strategy</li> <li>• Manage the City Markets</li> <li>• Deliver the annual City Events Programme</li> <li>• Develop a new approach to events, festivals and culture</li> </ul>
<b>Working &amp; learning</b>			
4.1	Address educational inequalities and increase skills attainment	4.1.1	Deliver an integrated city programme to address educational inequalities <ul style="list-style-type: none"> <li>• Work with partners to build and support stronger links between schools libraries, etc</li> </ul>
4.2	Address barriers to employment	4.2.1	Deliver an integrated approach to employment and skills <ul style="list-style-type: none"> <li>• Remove barriers to employment, including enhanced delivery of Employment Academies</li> </ul>

	Belfast Agenda Priority	Ref	Committee programmes of work
4.3	Enhance & increase the skill levels of our residents & attract & retain even more skilled people	4.3.1	Maximise the benefits of our higher and further education offer <ul style="list-style-type: none"> <li>• Work with the FE and HE sector to link courses to employment opportunities</li> <li>• Work with business to ensure skills needs are matched</li> </ul>
		4.3.2	Establish a city pledge for our young people and a commitment to being a learning city <ul style="list-style-type: none"> <li>• Establish a City Pledge</li> <li>• UNESCO city of lifelong learning</li> </ul>
4.4	Match people and skills to opportunities across Belfast	4.4.1	Deliver the Belfast employability pathway model <ul style="list-style-type: none"> <li>• Deliver the Employability and Skills Framework</li> <li>• Establish an Employability and Skills Forum</li> <li>• Work with partners to develop an employability pathway – Belfast Workplace</li> </ul>
4.5	Reduce poverty and economic inactivity	4.5.1	Leverage the power of Belfast’s anchor institutions and city partners <ul style="list-style-type: none"> <li>• Work with the city’s anchors and other partners to leverage their power as employees, suppliers and contractors</li> </ul>
		4.5.2	Devolve funding to the city region for the delivery of a large scale skills and employability programme <ul style="list-style-type: none"> <li>• Shape opportunities relating to employability &amp; skills within the Belfast region City Deal</li> </ul>

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## City Growth and Regeneration Committee Key Actions – Update on progress April-September 2018

The Committee Plan shows how our work supports the commitments in the Belfast Agenda. The headline priorities have been taken from page 21 of the Belfast Agenda and the activities are reflected in the work streams in pages 24-43.

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
	<b>Growing the economy</b>		
1.1	<b>Create employment and opportunity</b>		
1.1.1	<b>Develop and deliver an integrated, sustainable approach to inclusive economic growth and investment</b>		
.1	<i>Establish a Belfast Economic Growth Forum to create an effective industrial strategic framework for Belfast and the city region</i>	Economic Development	<p>Economic Growth Forum meetings are held on a quarterly basis with the main focus to date being the development of the Belfast Region City Deal proposition. The Forum have been supportive of the bid and provided valuable input, especially on the completion of the Industrial Strategic Framework for the city region in June 2018 and the Innovation and Employability &amp; Skills propositions.</p> <p>The Forum have expressed interest in holding a focused session on addressing Employability &amp; Skills challenges in the city.</p> <p>With the appointment of the City Resilience Commissioner through 100RC, the Forum will also provide a strategic frame of reference for the development of the City resilience Strategy, with a specific focus on economic resilience.</p>
.a	Lead quarterly meetings of the core partners to form a Belfast Economic Growth Forum, aligned to the Belfast Agenda governance arrangements		
.b	Deliver the agreed programme of work with the Forum		
.c	Establish opportunities for regular input from key stakeholders to identify prospects for inclusive city growth and implement frameworks for growth sectors including Advanced Engineering, Cyber Security, Creative and Digital		
.d	Develop an Industrial Strategic framework for the city region to support the City Deal		
1.2	<b>Attract investment into Belfast</b>		
1.2.1	<b>Build the city’s position as a magnet for Foreign Direct Investment (FDI)</b>		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.1	<i>Council will work with partners to attract and support investment</i>		<p>The City for Investment Service is designed to consolidate the business services offered by the Council and the various other partners with a view to making it easier for investors to do business in Belfast and to enhance their overall investment experience.</p> <p>An 18-month pilot of the Service commenced in April 2018 and is progressing as planned.</p> <p>The service has supported 50 enquiries to the end of Quarter 2. We are engaging with these and monitoring demand for the service. Available support now includes:</p> <ul style="list-style-type: none"> <li>• ‘Soft landing’ Service for new businesses into the city;</li> <li>• Welcome service and accessing networks;</li> <li>• Planning advice and support;</li> <li>• Sector-specific support and skills academies;</li> <li>• Supplier and supply chain opportunities; and</li> <li>• Internationalisation and export opportunities.</li> </ul> <p>An update report was provided to CG&amp;R committee in August 2018, with a further update scheduled for October 2018.</p>
.a	Continue to work with Invest NI and other key partners to attract investment and support investors to mobilise in the city.		
.2	<i>Establish the Belfast: City for Investment Service</i>		
.a	Implement the 2-year pilot to inform a future service and investment proposition.		
.b	Proactively work with investors, providing the professional and personal connections to help businesses be successful in Belfast.		
.c	Monitor progress, levels of business interest/feedback to report to Committee.	Economic Development	
1.2.2	<b>Maximise the city’s connections worldwide to drive growth</b>		
.1	<i>Deliver the International Relations Framework</i>		<p>Activity in Quarter 1 focused on Boston and Nashville connections.</p> <p>In April 2018, the Council led a delegation to Boston which included representatives from UU, QUB, real estate investment companies and third sector organisations. This mission led to the endorsement of the Sister City relationship by the UK Consul General. The programme also included the launch of the inaugural Women's Friendship Four tournament which will come to Belfast in January 2019 and there were additional meetings to</p>
.a	<b>China/Shenyang:</b> supporting the delivery of a Belfast/Shenyang tourism showcase in Shenyang; support the tourism programme “China Ready”; the Chinese Consulate Team on civic or political visits; HE and FE links with partner institutions in China; Smart Cities activity; the 2019 Chinese New Year event in Belfast and exploring a Fintech mission to Shenyang;	Economic Development	
.b	<b>Boston:</b> including a civic mission led by the Lord Mayor’s Office in April 2018; an inward mission by the Mayor of Boston; the 2018 4th Annual Friendship Four Ice Hockey tournament; the 2018 2nd Annual		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
	Basketball Hall of Fame tournament; work with the tourism sector to co-host familiarisation visits.		explore the potential to develop a Boston-Belfast Sister City philanthropic fund.
.c	<b>Nashville:</b> including ‘Nashville in Belfast’ week in April/May 2018; work with Invest NI and the US State Department along with the Nashville Economic Development Team, to host a business mission to Belfast; support the HE and FE with education linkages with Belmont and Vanderbilt Universities; support educational exchanges between schools in both Cities.		In May 2018, there was a deputation to Belfast by 44 elected members and representatives from academia and the business community in Nashville as part of the first Nashville in Belfast week.
.d	<b>Additional activity</b> to promote the city internationally including support for Visit Belfast promoting tourism and Belfast Waterfront; supporting the Council-led delegation to MIPIM; helping local companies to export and develop an international presence at events such as SXSW; supporting the New York – New Belfast Conference and Homecoming Conference; and engaging with the Eurocities network.		Activity in Quarter 2, focused on the first Tourism showcase in China, in Shenyang with Visit Belfast (VB) and Tourism Ireland. There were 87 attendees from the tourism, media and operators sectors. VB are following up on strong leads with the potential to tap into the market of 100 million Chinese tourists each year. The Lord Mayor also promoted Belfast at the World Cities Winter Conference, making a keynote address at the event.
.2	<i>Build on our relationships with London and Dublin</i>		
.a	Work with <b>Dublin</b> City Council including: the Lord Mayor of Dublin visit in March 2018; explore the potential for a Belfast–Dublin Economic Conference; encourage trade between Belfast and Dublin by working with local companies to develop business leads; encourage joint inward and outward business investment activities.	Economic Development	Plans are in place to hold a Belfast-Dublin Economic Corridor conference at the end of February 2019. Arrangements are being put in place for two events: one in Dublin and one in London. Both will showcase Belfast as a key business location for technology and fintech in particular. Belfast-based companies will be involved in both visits, showcasing the expertise that is in the city. The companies will also benefit from 1-2-1 business meetings.
.b	Work with the <b>City of London</b> including: support for the financial services sector post-Brexit, by promoting links between London and Belfast and Belfast and Dublin; managing a lead development agency to build business to business networks between Belfast, London and Dublin.		
1.3	<b>Foster business growth in Belfast</b>		
1.3.1	<b>Make Belfast a great place to do business and supporting entrepreneurs and business starts</b>		
.1	<i>Develop an Enterprise Framework for Belfast and implementation plan to create a business eco-system for the city</i>	Economic Development	Work on the Enterprise Framework is in progress with an outline draft produced by the consultants. This is being

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.a	Work in partnership with enterprise and business growth stakeholders to address the city's key challenges in terms of business startup and contribute to the aims and objectives of the Belfast Agenda.		reviewed and refined and will be brought to Committee for consideration in December, prior to public consultation.
.b	Present the outline framework to Committee for approval.		
.c	Launch the new framework.		
.2	<i>Deliver a comprehensive suite of programmes that support entrepreneurs to start new businesses</i>	Economic Development	<p>There have been delays in securing a suitable delivery agent for the Enterprise Awareness Programmes. However, all other programmes are progressing as planned. By the end of Q2, a total of 680 people have engaged in support and 174 new jobs have been created as a result.</p> <p>Highlights include:</p> <ul style="list-style-type: none"> <li>• 30 students have completed Belfast Enterprise Academy.</li> <li>• The Go For It programme has supported 330 individuals, resulting in the development of 204 business plans and creating 125 new jobs.</li> <li>• 27 new businesses in the food, fashion, retail and tourism sectors have accessed support through City Start Up. This has resulted in the creation of 23 new jobs.</li> <li>• 228 individuals have engaged in Go Social through workshops or events.</li> <li>• 12 individuals are currently accessing mentoring support to establish a new social enterprise or cooperative. 17 jobs have been created this year.</li> <li>• 23 new high growth start-ups have just completed the first cohort of the Venture for Success programme.</li> <li>• 10 high growth start-ups from Belfast participated on the MassChallenge accelerator bootcamp in Boston.</li> </ul>
.a	<b>Enterprise Awareness programmes:</b> Support individuals in under-represented groups to understand and overcome the barriers to starting a business. To increase the number of student entrepreneurs and start-ups by providing support to explore business ideas and creativity, gain best practice from existing innovative businesses and develop business skills.		
.b	<b>Starting a Business Programmes:</b> Increase the number of new businesses through the provision of one to one mentoring to support the development of a business plan. Stimulate early stage social enterprise activity and supporting the creation of new social enterprises/cooperatives.		
.c	<b>High-growth business start-up:</b> Create new employment opportunities by supporting the development of new high growth businesses enabling them to become more competitive and sustainable. Support Belfast based High Growth Start Ups to access international opportunities through Mass Challenge and other networks.		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.3	<i>Deliver a comprehensive suite of programmes that support existing local businesses to grow</i>		
.a	<b>Generic Business Support</b> programmes: Create new employment opportunities by strategically supporting small and micro businesses to become more competitive.	Development	<p>All Programmes are progressing, as planned. Highlights to date include:</p> <ul style="list-style-type: none"> <li>• The Innovation Factory is now at 41% occupancy and has supported the creation of 208 jobs. 145 businesses have also participated in workshops and events through the Innovation Factory.</li> <li>• 129 businesses have accessed support through our business growth programme; this has resulted in the creation of 33 jobs</li> <li>• 177 business have been engaged through meet the buyer events</li> <li>• 184 businesses have accessed support through the retail, tourism and hospitality provision</li> <li>• 18 businesses have accessed support through the Export Hub initiative.</li> </ul>
.b	<b>Promotion of Business Growth</b> via area working. This will use positive business role models at a local level towards within their communities to overcome barriers to participating on Council programmes and initiatives.		
.c	<b>Business Skills Development Programmes</b> including a range of initiatives designed to support and increase the productivity of our local indigenous business base. This includes generic business growth support (such as marketing advice, business planning etc.), bespoke support for specific industries (retail, advanced engineering and creative and digital) and international trade and development support.		
.4	<i>Sponsorship and support</i>	Economic Development	<p>The Council supported the Digital DNA event in June 2018 along with other sponsors including PWC, Allstate, Convergys, Danske Bank, Kainos and The Open University. Technology experts from across the world gathered to share knowledge and to network. The two-day event at St George's Market drew some of the biggest names in the sector to the city, along with thousands of delegates from local businesses and further afield.</p>
.a	Financially support events, conferences, fairs and programmes, delivered by third-party stakeholders working with our profiled clients, where our input can create a referral onto Council's current programmes.		
.5	<i>Deliver a comprehensive suite of programmes that support businesses that may choose to invest and grow in the city</i>	Economic Development	<p>As per 1.2.1, the City for Investment Service was launched in April 2018, for a 2 year pilot period. This is designed to consolidate the business services offered by the Council and the various other partners with a view to making it easier for investors to do business in Belfast and to</p>
.a	Co-ordinate Council services cross-departmentally to deliver the Belfast: City for Investment Service: soft landing service, welcome service and accessing networks, planning, sector-specific support and		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
	skills academies, supplier and supply chain development and links to internationalisation and export opportunities.		enhance their overall investment experience. Officers are also working closely with Planning colleagues on the implementation of the new Developer Contributions Framework.
.b	Deliver procurement support programmes to enhance skills in tendering for SMEs and social enterprises.		
1.4	<b>Strengthen business relationships and make it easy to do business</b>		
1.4.1	<b>Provide sector specific support</b>		
.1	<i>Creative &amp; digital industries</i>	Economic Development	<p>There is ongoing work with partners to support the creative and digital sectors. Programmes have commenced with results expected in Quarter 4.</p> <p>The procurement process for the Digital Transformation Programme has completed and the programme will launch in January 2019. Planning is underway for the Output Belfast which is scheduled for 21<sup>st</sup> February 2019, including wraparound events at SXSW and throughout the year.</p>
.a	Digital Transformation Programme to provide support to businesses to implement digital technology to enhance the development of their businesses and enable them to become more competitive (subject to funding).		
.b	Creative and Digital Industry support via the 'Output Belfast' and 'Immersive Lab' initiatives.		
.c	Continue to work with partners to support the growth and development of the creative and digital sector in Belfast (Film, TV, Digital Content, Immersive Tech and Music) - promoting Belfast internationally; developing the business capacity of business owners; promoting local talent and supply chains; developing new products and encouraging innovation; supporting the convergence of new technologies.		
.d	Launch a Creative and Music Development Programme and conference that will support two trade missions, San Francisco in 2018 and SXSW 2019.		
.2	<i>Work with Centres of Excellence across the city to support long-term sustainability within future industries</i>		Progress is being made across all identified sectors and a review of this approach and sectors will be undertaken during the course of the year to identify future approaches.
.a	<b>Cyber Security:</b> Work with partners to support the Cyber Resilience of SME's to protect against cyber threats.	Economic Development	Officers are working with CSIT to engage, test and enhance the cyber resilience of 10 SMEs.
.b	Encourage the growth of the cyber security sector through innovation and product development.		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.c	<b>Circular Economy:</b> Test the circular economy (CE) model in the food service sector by supporting cafés / restaurants to implement CE practices. Gather case studies to promote CE practices to other businesses.		<p>A pilot programme has commenced with 10 local businesses to put in place processes to promote circular economy practice.</p> <p>The Legal Innovation Centre pilot is progressing and is due to complete by year end.</p> <p>Officers are engaging with other councils to identify ways to better support the advanced engineering sector. Research is also being undertaken by the Ulster university Economic Policy Centre to gain a deeper understanding the nature and needs of the advanced manufacturing sector in Belfast.</p>
.d	Support a Circular Economy Challenge with student furniture designers to design furniture within a circular economy model.		
.e	<b>Legal Innovation:</b> Provide opportunity for BCC and the Legal Innovation Centre to work in partnership to align strategic goals; in particular, the Employability and Skills Framework, Smart Cities technological investment, and increasing the cities resilience.		
.f	<b>Advanced Engineering:</b> Support the advance of manufacturing capability and skill base of small Advanced Engineering enterprises in Belfast; enable growth and diversification via the achievement of Quality Management Standards, the adoption of Lean Manufacturing, greater Customer Diversification, investment in R&D and access to Tax Credit advice. <i>(Nb. These programmes work alongside the Advanced Engineering and Manufacturing Sector Skills academy).</i>		
1.5	<b>Maximise the impact of the region</b>		
1.5.1	<b>Drive city region sustainable growth through a Belfast region city deal</b>		
.1	<i>Shape the development of the Growth Deal for the Belfast City Region</i>	Chief Executive / City Regeneration & Development / Economic Development	<p>The Belfast Region City Deal negotiating proposition document was submitted at the end of September 2018. This was produced in combination with key city stakeholders and the other councils in the city region area. A formal meeting will be held in Westminster on the 24th October and the result announced in the Budget during the following week.</p>
.a	Ongoing representation of economic information, programmes and progress at regional, city and council planning events to highlight the city economy.		
.b	Ongoing strategic sessions with key partners on major city issues such as infrastructure, transport, housing, skills, education etc.		
.c	Influence the development of the City Deal priority themes in terms of tourism, employability and skills and city infrastructure.		
.2	<i>Seek devolution of comprehensive development powers</i>	City Regeneration	The Joint Regeneration Group with BCC/DfC Joint Chair continues to meet regularly. Membership includes SIB &

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.a	Develop a joint programme of prioritised regeneration schemes with DfC and the City Development Forum.	& Development	BCC. There is ongoing input to develop the Belfast Region City Deal proposition, which outlines a prioritised list of projects for investment. The key Tourism and Regeneration project for Belfast has been identified as the Destination Hub/Belfast Story, along with Belfast Rapid Transit Phase II and the Lagan Bridge as key Infrastructure investment projects for the city. Discussions are underway with the NICS to secure commitment to the longer-term growth and development of the city centre in response to the fire at Bank Buildings.
.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.		
1.6	<b>Reduce economic inequalities</b>		
1.6.1	<b>Work locally to drive inclusive growth and tackle challenges to economic equality</b>		
.1	<i>Work with communities, private sector, and public agencies to tackle poverty, inequality and exclusion – 'Inclusive Growth Framework'</i>		An Inclusive Growth workshop with Members was held in June 2018 facilitated by MetroDynamics. SP&R Committee subsequently agreed the outcomes of the workshop and proposals to define inclusive growth for Belfast. Work continues to produce a draft Framework by the end of the year. Aligned to this, a workshop took place with members at the end of 29 October on the issue of addressing poverty.
.a	Contribute to the development of the Council wide Inclusive Growth Framework (skills & employability, education, alternative economic models, and ensuring residents benefit from physical developments).		
.b	Support the delivery of a coherent programme of work.		
.c	Continue to address the issues of poverty, economic inactivity, unemployment and underemployment (inclusive growth) in delivering the activities outlined in this committee plan.		
	<b>Living here</b>		
2.1	<b>Improve the city living experience</b>		
2.1.1	<b>Deliver an integrated cultural and arts strategy</b>		
.1	<i>Deliver the actions in the Cultural Framework Year 3 Delivery Plan</i>	Development	The Cultural Framework action plan 2016-2020 continues to progress in partnership with government agencies and



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.a	<p><b>'Distinctly Belfast'</b> theme including: cultural animation, "Bringing Heritage to Life", delivering a heritage skills programme, developing and publishing an Art in the Public Realm Framework, and working with the with the British Council to raise the profile of the city in key markets.</p>		<p>key stakeholders.</p> <p>Four rounds of small grants funding have been awarded, totalling £330,000 and benefitting 58 organisations. We also continue to invest £1.4m per year in 56 core-funded arts and heritage organisations that deliver on the Cultural Framework objectives.</p>
.b	<p><b>'Attracting Audiences'</b> theme by delivering the Belfast Arts Weekender Programme, research on cultural audiences in Belfast, embed audience development in funding criteria, sessions to promote business to business working, and explore options for an online one-stop-shop marketing platform.</p>		<p>An MOU has been signed with the British Council to raise the profile of the city in key markets.</p> <p>Research on cultural audiences in Belfast has completed, and a dissemination is being rolled out to key sectors to assist evidence-based programming. Other initiatives under the Attracting Audiences theme, such as marketing platforms and cross-sectoral networking, are in development, including via a service level agreement with Thrive, the audience development agency.</p>
.c	<p><b>'Inspiring Communities'</b> theme including 'Artist in Residence', cultural mapping to identify priority areas, and rolling out a capacity building programme.</p>		<p>Fourteen largescale arts organisations applied for and gained a place on the Resilience Programme, which provides tailored mentoring, support and funding to help organisations navigate the changing operating environment.</p>
.d	<p><b>'Strengthening the Sector'</b> theme including engaging with ACNI to roll out the second year of the Resilience Programme, developing and delivering a programme of support through Arts and Business NI, ongoing delivery of small grants programme including (Community Festivals funding) and developing a programme of capacity building support for festival organisations.</p>		<p>In September, Open Heritage Belfast was delivered in partnership with Ulster Architectural Heritage. This was a programme of heritage-themed activities to coincide with European Heritage Open Days and attracted an audience of c.1,500. Four organisations have also engaged in the heritage skills programme.</p> <p>The city animation activity has been re-focused to take account of the impact of the Primark fire on the city.</p>
2.1.2	<p><b>Develop and deliver ECOC Legacy Programme</b></p>		
.1	<p><i>Develop and deliver ECOC Legacy Programme</i></p>		<p>Building on the momentum of the work undertaken as part of the European Capital of Culture bid, a significant 5 year cultural initiative, Belfast 2023 is being progressed. In</p>
.a	<p>Undertake a Communications campaign for the City of Music programme.</p>		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.b	Support and deliver events under the City of Music brand.		<p>2018/19 this focuses on music with the City of Music Summer Season programme running from July-September 2018.</p> <p>Expressions of interest, including invitations to quote for pilot engagement projects on the theme of (Y)Our Home, closed at the end of June 2018.</p> <p>This final programme will feature a range of activities including options for collaboration with other international cities, cultural events, and civic engagement through neighbourhood projects to increase participation and explore the crowd-sourced concept of (Y)Our Home. It will also include the co-design of a city bid for the designation of UNESCO City of Music</p> <p>This will inform the development of a Cultural Statement and narrative for the city which will be presented to Committee in December 2018. This will integrate with the plans for the future approach to events, festivals and culture in the city.</p>
.c	Develop further options for a legacy programme of events following the decision on the EU Capital of Culture bid.		
.d	Present further options to committee.		
<b>City development</b>			
3.1	<b>Promote and position the city to compete</b>		
3.1.1	<b>Build citywide commitment to Belfast place positioning</b>		
.1	<i>Implement the Belfast place positioning approach</i>	City Regeneration & Development	<p>The stand-alone 'Invest in Belfast' website is in place - <a href="https://investinbelfast.com/">https://investinbelfast.com/</a> along with the updated and refreshed Invest in Belfast brochure.</p> <p>Alongside these, we continue to promote Belfast as a centre for investment through international visits, the City for Investment Service, area Masterplans, and attendance at appropriate real-estate events. A review of industry engagement across the 'Place &amp; Economy' department is continuing to coordinate activity and maximise impact.</p>
.a	Finalise and agree the Belfast narrative.		
.b	Develop an Implementation plan.		
.c	Strategic marketing 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>		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.a	Launch of stand-alone website promoting investment and development in Belfast.		<p>Preparations are underway for Belfast at MIPIM 2019, launched on 9 October 2018 at the Grand Central Hotel Belfast, with over 100 target sponsors invited. As per prior Committee approval, specialist support for programming, event management, communications, and design have been procured.</p> <p>Sponsorship is progressing well with almost 20 organisations signed up and committed to join the Belfast Delegation. Work is now continuing at pace around building further sponsorship and developing our programme.</p> <p>It is planned that the Delegation will be convened in February 2019, for a pre MIPIM session, to galvanise the partnerships of all sectors in advance of the Conference in March.</p>
.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 2019</i>		
.a	Work with city partners to develop the MIPIM programme and marketing strategy.		
.b	Secure sponsorship and supporting collateral for MIPIM.		
.c	Attend MIPIM 2019 and other city promotional events		
3.2	<b>Develop the city’s infrastructure and improve connectivity locally</b>		
3.2.1	<b>Create a partnership and plan for sustainable urban infrastructure</b>		
.1	<i>Infrastructure Strategy</i>	City Regeneration & Development	<p>The Infrastructure proposition for the Belfast Region City Deal negotiating proposition was completed and submitted at the end of September.</p> <p>Work on the City Infrastructure Plan is also underway with a baseline review and stakeholder engagement.</p> <p>A visioning workshop is scheduled for early November 2018.</p>
.a	Work with stakeholders to develop an Infrastructure Plan to deliver the objectives of the Belfast Agenda and the LDP.		
.b	Support strategic infrastructure projects across the region including Living with Water, Full Fibre Networks, Belfast to Dublin High Speed Rail, Energy from waste etc.		
.c	Lead on the development of the infrastructure proposition for the City Region Deal in partnership with other councils and key partners.		
.2	<i>Integrated Transport Strategy including York Street Interchange</i>		
.a	Continued engagement & strategic leadership with key stakeholders on strategic integrated transport projects including Belfast Rapid Transport, York Street Interchange and Belfast Streets Ahead.		
			<p>Work is progressing with regular contact with DfI and DfC through various forums and groups. The Belfast Strategic Issues Group, chaired by the Chief Executive also serves as a mechanism to raise key strategic issues for transport.</p>

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
3.2.2	<b>Develop an integrated city transport plan</b>		
.1	<i>Develop a City Centre Car Parking strategy</i>	City Regeneration & Development	A car park baseline review has been completed for the 15 city centre Council car parks and a detailed analysis prepared for each. A Strategic Site Assessment exercise is being undertaken in respect of these car parks with a view to prioritising sites that may be suitable for alternative development in the context of the BCCRIS, Masterplans and Belfast Agenda, whilst considering the overall car parking requirements. Report to be brought back to Committee in near future with update and options for consideration. .
.a	Oversee publication of the Car Park Strategy and implement the key actions arising from the study.		
.b	Work with DfI, Translink and other key stakeholders to provide a more coherent approach to the key city car parking issues for on street & off street parking, variable pricing, ticking and payment systems, a pilot of on street bay monitoring, and improved enforcement.		
.c	Establish the city's Parking Forum to agree priorities for action		
.d	Secure Committee approval for the emerging Action Plan arising from the Car Park Strategy.		
.e	Review BCCs off-street parking provision and provide a strategic approach for bringing forward BCC owned surface car parking provision, while maximising the potential of the existing BCC city centre lands currently allocated for parking.		
.f	Encourage car park operators to invest in their facilities to achieve the Park Mark standard and improve spaces for disabled and family parking.		
2	<b>Build on the Belfast Bike Scheme</b>		
.a	Complete a pilot exercise to reduce vandalism and theft in conjunction with the Smart Cities Team and key partners.	Economic Development	The pilot with the Smart Cities team has completed and evaluations with all stakeholders is progressing. A report will be brought to Committee as part of the Smart Cities programme in due course. The relocation of under-used docking stations has taken place and an update on Belfast Bikes will be brought to Committee in the coming months. Opportunities are also being sought to promote and encourage use of Belfast Bikes, for example, through events such as Ciclovía 2018.
.b	Continue to deliver the scheme and look for opportunities for improvement.		
3.2.3	<b>Increase the supply of mixed tenure housing</b>		
.1	<i>Pursue opportunities for City Centre Living (CCL)</i>	City Regeneration &	There is ongoing engagement with key stakeholders including DfC and NIHE. A draft specification has been shaped by the needs of DfC and the Local Development

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.a	Undertake Residential Market analysis to better understand barriers to the delivery of housing in the city centre and test for evidence of market failure.	Development	Plan team. However, with the emerging cross-council housing work stream linked to the Belfast Agenda and the planned assessment of the potential market impact of the emerging LDP housing policies on development in different areas of the city, the specification is being reviewed to ensure it adds values and avoids duplicating work. The specification will be tighter, focusing on funding models and barriers to development and delivery in the city centre.
.b	Consider options for bringing forward BCC land, along with other public and private sector landowners.		
.c	Review with DfC ways to encourage residential development in vacant spaces about shops in the city centre.		
.d	Work with NIHE to use <b>Hope Street</b> as pilot for CCL good practice.		
.e	Undertake further Member and resident workshops to discuss issues around CCL.		
3.3	<b>Drive the physical and cultural regeneration of the city centre</b>		
3.3.1	<b>Develop a further world-class visitor attraction</b>		
.1	<i>Develop a further world-class city centre visitor attraction</i>	City Regeneration & Development	Feasibility work for the development of a major cultural and visitor destination in the city centre continues to progress. This activity aims to deliver an exciting, engaging and accessible set of world-class facilities that integrates with existing organisations and the growing visitor economy. This addition to the tourism offer will encourage people to stay longer, increase the dwell time and spend more in the local economy. This in turn will create opportunities for new jobs and skills development.  The draft OBC has been prepared by Deloitte and CHL Consulting and was presented to CGR Committee in June 2018. As a key project, this has been incorporated as part of the Belfast Region City Deal submitted at the end of September. Further work has been undertaken on the governance, organisation and resourcing to support the project. The Committee will receive further updates as work progresses.
.a	Complete an outline business case in conjunction with Tourism NI and in consultation with stakeholders.		
.b	Present outline business case to committee and key stakeholders.		
.c	Identify potential city centre sites.		
.d	Produce full business case or other outputs as required as part of Belfast Region City Deal.		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
3.4	<b>Deliver key strategic physical projects and policies</b>		
3.4.1	<b>Deliver city centre regeneration and investment projects</b>		
.1	<i>Lead regeneration activity in the city centre and deliver City Centre Masterplans and Frameworks</i>	City Regeneration & Development	<p>The City Development Forum continues to meet to ensure that developers and key stakeholders are fully aware of the various city developments and Masterplans (see following sections for more detailed information on each).</p> <p>Support is continuing for the Ulster University Campus Community Regeneration Forum, which aims to improve university – community relationships and create opportunities for neighbouring communities to benefit from the regeneration opportunities created.</p> <p>Officers attended a User Workshop for other councils using the VuCity software. This enabled them to see how it is applied elsewhere and how it might be usefully used for both planning and investment purposes. Further proposals for use are being considered and will be brought to Committee in due course.</p> <p>Officers participate on various joint Project Boards /Reference Groups for key developments /Initiatives e.g Queens Quay Project Board; Transport Hub Programme Board; Greater Clarendon Reference Group; Belfast Streets Ahead Project Board etc as well as ongoing liaison with key developers, housing associations and community organisations.</p>
.a	Establish and lead a City Development Forum.		
.b	Continue to regular Developer & Agents Forum.		
.c	Develop and deliver the City Centre Regeneration Engagement Strategy.		
.d	Work with DfC to bring forward the BT1 Gateway and Queens Quay developments.		
.e	Work with partners to influence key developments in the city, including Transport Hub/Weavers Cross, Belfast Streets Ahead, and Greater Clarendon.		
.f	Support engagement activity of Ulster University via Campus Community Regeneration Forum		
.g	Complete and release the VUCITY model.		
.h	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 Development & Regeneration	<p>The East Bank Development Strategy (EBDS) was reported to CG&amp;R on 8th August for approval. Following the Committee’s request for Party Briefings which took place in September 2018, the EBDS was approved by Committee in October 2018. Subject to Council ratification, it will be published in November 2018.</p> <p>Officers sit on the DfC led Queens Quay Project Board which is bringing forward development proposals for lands</p>
.a	Conclude the Strategic Environmental Assessment (SEA).		
.b	Secure Committee approval on the revised East Bank plan and agree implementation plan.		
.c	Influence emerging schemes at Sirocco and Queen’s Quay.		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
			at Queens Quay. Officers are also in close liaison with the developers of the former Sirocco site in relation to their development proposals.
.3	<i>Inner North West Masterplan</i>		An update on the Inner North West Masterplan went to Committee in August. The Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA) opened for consultation on 9 July 2018 and closed 1 October 2018. The feedback from the SEA and HRA along with the INW masterplan responses will inform the final INW document. Party Group Briefings are scheduled for October in advance of the Masterplan being brought to Committee in November 2018 for approval. The next stage will be to develop a Delivery Plan with identified projects and priorities (working with partners) - which will also include a particular focus on the area surrounding Bank Buildings following the recent fire.
.a	Conclude consultation on draft masterplan.		
.b	Masterplan to committees for approval.		
.c	Conclude SEA; secure formal adoption of masterplan by council and partners.		
.d	Deliver specific projects and development as set out in the masterplan, working with partners and in context of LDP and other strategies.		
.4	<i>Deliver City Centre Animation and Meanwhile projects</i>		Two 'meanwhile use' projects are being progressed in Castle Street and North Street. This will form part of a wider city centre animation and meanwhile use programme in response to the Bank Buildings Primark Fire and City Centre Recovery plans. During Quarters 3 and 4 the regeneration of Castle St and surrounding area will become a priority area of work for the city centre.
.a	Secure committee approval to deliver two meanwhile projects in financial year.		
.b	Undertake procurement for the delivery of projects at two locations.		
.c	Delivery of projects and associated programme of activity.		
.d	Review and assess projects and consider activity for 19/20.		
.e	Work with NIHE, Translink and Titanic Foundation to encourage and support citywide animation.		
.5	<i>Deliver the City Centre Investment Fund (CCIF)</i>	City Development & Regeneration	An update on the City Centre Investment Fund schemes that are progressing to Stage 3 was presented to SP&R Committee in June 2018. Three schemes have withdrawn their applications as they have received funding from another source. The reserve application will now progress to stage 3. A further update will be brought to SP&R and CGR Committees in the coming months.
.a	Undertake detailed due diligence on shortlisted applicants.		
.b	Select successful applicants.		
.c	Loan payments and ongoing monitoring.		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.6	<i>Procure independent technical advice to aid residents and groups in and around the city to engage with development and regeneration</i>	City Development & Regeneration	Following feedback on the previous proposals to the CGR Committee, alternative mechanisms are being explored to enable communities engage with development and regeneration proposals. Committee had requested this work extend beyond the city centre so officers are taking account of the approach to area working led by City & Neighbourhood Services Department, with the appointment of four new Area Managers. DfI have also commissioned a review of their planning support and are keen to discuss a way forward with BCC. This will form an important aspect of the engagement strategy to connect surrounding communities and the city centre.
.a	Report to committee.		
.b	Procurement of technical advice.		
.c	Promotion of advice service to residents and relevant groups.		
.d	Consultant/contractor appointed to deliver technical advice.		
.7	<i>Development of the Belfast Telegraph site via Bel Tel LLP</i>	City Centre Development / Property & Projects	Full planning for the Belfast Telegraph redevelopment was submitted at the end of July 2018. Agents have been appointed to market the site and further updates will be brought to Committee in relation to options for the next phase of development.
.a	Submit a full planning permission for the redevelopment of the site		
.b	Undertake appropriate marketing and promotion of the site via agents, targeted at the professional, creative and tech sectors.		
.c	Present to committees potential planning options for the council's future investment in the scheme at the delivery stage.		
.8	<i>Undertake retail and residential market analyses</i>	City Development & Regeneration	As reported in 3.2.3.1, engagement is ongoing with landowners and DfC as well as ensuring that this work builds on the LDP. The Residential analysis will further inform our approach and these discussions. The retail market analysis is progressing. However, this will need to be reconfigured in light of the recent fire at Bank Buildings Primark.
.a	Commission and conclude retail market analysis		
.b	Procure residential market analysis		
3.5	<b>Attract more tourists</b>		
3.5.1	<b>Deliver the integrated tourism strategy</b>		
.1	<i>Deliver the actions for the Tourism Strategy</i>	Economic	Work is ongoing to address skills shortages with NI Hotels



Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.a	<p><b>People and Skills:</b> continue to work with key strategic partners, industry bodies and local schools &amp; colleges to develop a joint plan to tackle the industry skills shortage.</p>	Development	<p>Federation, DfE, DfC, Invest NI and Tourism NI to agree future activities. A Hospitality Careers and Job Fair took place in St Georges Market in September 2018.</p> <p>The completion of the technology challenge scoping studies have been delayed slightly with three collaborative networks scoping options for data collection from visitors and their experiences. Initial reports are now due in Quarter 3.</p> <p>At the September 2018 meeting of CGR Committee, members agreed a revised framework for investment in local tourism, along with associated resources to the year end. Work is under way with Tourism NI to explore opportunities for the development of new “clusters” across the city and to provide expert support to ensure that community-based providers can bring forward new quality products. This work will be scaled-up in the period September-March.</p>
.b	<p><b>Product Development/Quality and Standards:</b> building on the investment in the Destination Hub and Belfast Story, support opportunities for further product particularly those related to maritime heritage, screen tourism, the “Beyond Peace” narrative and ‘local tourism’ products across the City.</p> <p>Learning from recent investment in tourism product, complete research to explore new mechanisms for investment and support new product development opportunities including tourism trails, marketing, improvements in Quality Standards and management of online presence. Engage with partners to lever additional investment (including Belfast Region City Deal opportunities).</p>		
.c	<p><b>Data, Insight and Innovation:</b> continue to work with partners and the Smart Cities team to improve data collection on visitors and their experiences. Launch further technology-based challenges with the Smart Cities Team to encourage the development of private sector solutions. Engage with the Belfast Region City Deal partners to seek additional funding to support this.</p>		
.d	<p><b>Air route development:</b> As part of the Belfast Region City Deal continue to identify and promote opportunities for infrastructure improvements, particularly relating to air route access to the city’s airports.</p>		
.e	<p><b>Governance:</b> establish the Belfast Tourism Co-ordination Group (BTCG) to co-ordinate and integrate all programmes undertaken by public and private agencies in support of tourism in Belfast. Explore opportunities to host a tourism conference in the city.</p>		
.f	<p><b>Maintain a focus on City Marketing:</b> continue to support and influence Visit Belfast, Tourism Ireland and Tourism NI to maximise the impact of collective investment.</p>		
.g	<p><b>Support Business Tourism Investment:</b> continue to invest in the Conference Support Scheme for the city with matched investment from</p>		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
	Tourism NI. Continue to provide access to City Hall for key functions such as conference receptions.		
.2	<i>Manage the City Markets</i>	Economic Development	The markets continue to act as a focal point for the local communities, a place for small businesses and a tourist asset. The Twilight markets are now firmly established in the event calendar, with the delivery of two Twilight Markets in the first half of the year attracting footfall of approx. 20,000 at each event. Work is underway for the remaining two Twilight Markets and the launch of the Continental Market in City Hall. Officers are working on options to significantly expand the Continental Market and associated attractions to contribute to the animation activities to support city centre recovery following the Bank Buildings Primark fire
.a	Deliver four Twilight Markets in St George's Market.		
.b	Continue to manage the St George's Market, Smithfield Market and to oversee the Continental Market.		
.3	<i>Deliver the annual City Events Programme</i>	Economic Development	All events are progressing as planned. Economic impact and attendance figures are in line with expectations. The most recent audited figures (July 2018) show an estimated economic impact from events of £1.9m, with a £1.17 ROI. The estimated attendance figures to date are 135,000.  Current efforts are focused on the preparations for Red Bull F1, Halloween and Christmas Lights Switch on.  Officers are also heavily involved in the animation efforts to assist in the city centre recovery efforts due to the Bank Buildings Primark fire. This involves additional programmes of events and activities through the winter period and ensuring that the annual planned events all contribute to the animation efforts.
.a	Deliver the Spring programme of events including: the BBC Radio 2 Folk Awards; Lord Mayor's Day; Belfast City Marathon; Belfast Titanic Maritime Festival and The BBC Biggest Weekend.		
.b	Deliver the Summer programme of events including: Vespa World Gathering; UK National Pipe Band Championships; Sail Training; and Support for Sport.		
.c	Deliver the Autumn/Winter programme of events including: BBC Proms in the Park; Autumn Fair; Halloween and the Christmas Lights Switch-On.		
.d	Deliver the St Patrick's Day events.		
.4	<i>Develop a new approach to events, festivals and culture</i>	Economic Development	Building on the work from the strategic review of festivals and events and the work to develop the Belfast 2023 programme of work, officers are identifying options to develop an aligned and enhanced approach and model of delivery for events, festivals and culture. This will take a
.a	Engage with key funders (Tourism NI, DfC, ACNI) to secure agreement around the possibility of re-alignment of existing funding streams.		
.b	Explore opportunities to re-profile or increase current investment in Events and Festivals, commission work to understand the potential for additional sponsorship income, and secure agreement for separation of		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
	Neighbourhood Events from Major, Signature, Growth and Local Events.		holistic approach, considering opportunities to align tourism, culture & arts, festivals, and city events. The Committee will consider the proposed approach and cultural statement for the city at the meeting in December 2018.
.c	Consideration of multi-annual funding arrangement for Signature and Growth Events.		
.d	Develop capacity-building programme for Events and Festivals - to include information and training for funding applicants.		
.e	Create Strategic Events Partnership Group and Internal Officer Events and Festivals Coordination Group, consider internal staffing implications.		
f.	Secure Committee agreement on draft-revised approach to Events and Festivals support for public and key partner consultation.		
	<b>Working &amp; learning</b>		
4.1	<b>Address educational inequalities and increase skills attainment</b>		
4.1.1	<b>Deliver an integrated city programme to address educational inequalities</b>		
.1	<i>Work with Partners to build and support stronger links between schools libraries, families, communities. Building on Education Authority's Strategic Area Action Plan.</i>		Work is currently under way to launch 2 pilot schools based Employment Academies to improve outcomes for young people at risk of not completing their education or underachieving. The pilot will test two approaches, one with a single alternative education provider and one across all schools to be able to compare the outcomes from alternative approaches. This will lead to 22 young people identified at risk of not completing their education and with no clear training/employment path will go into positive destinations (jobs, apprenticeships etc.). Supported by Urban Villages, the Digital Future programme is underway in 50 schools and community groups across Belfast and Derry city.
.a	Working with schools to encourage effective careers guidance for education, training and employment, etc. targeted at young people at risk of not achieving 5 GCSE's.	Economic Development	
.b	Facilitate both paid and unpaid work experience/internships through council and by encouraging local organisations to offer places.		
.c	Work with local schools to develop and deliver a Schools based Employment Academy modelled on the success of our other employment academies. This is especially relevant for young people who are or are at risk of becoming NEET.		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.d	Continue research and engage with key partners to develop strategic relationships to co-design a joint approach to early intervention linked into the City Youth Pledge.		The career development programme is ongoing and focuses on helping young people access the world of work opportunities and information on career opportunities and aims to engage 4,000 young people per year.
4.2	<b>Address barriers to employment</b>		
4.2.1	<b>Deliver an integrated approach to employment and skills</b>		
.1	<i>Remove barriers to employment</i>		
.a	Deliver a range of <b>Employment Academies</b> subject to demand and opportunity in sectors including Hotels, Hospitality, and Construction.		<p>Overall, we are ahead of target for participants on our academies (139 versus 130) and are on target to meet the 350 jobs target by March 2019.</p> <p>Extensive dialogue has taken place with key stakeholders to deliver further academies in the key sectors – hotels, haulage, health and social care, and childminding. Procurement has started to ensure suppliers are in place to deliver programmes later in the year.</p> <p>Specifically:</p> <ul style="list-style-type: none"> <li>• A working group has been established with NI Hotels Federation, DfE, DfC, Invest NI and Tourism NI to agree and action joint programmes and activities. The scoping work for Tourism academies is in progress.</li> <li>• Engagement has been undertaken with the Road Haulage Association and Invest NI to agree the format of Haulage Employment Academies. A procurement exercise has been initiated to appoint the provider.</li> <li>• Intensive engagement with NICMA to identify current gaps, and agree the format of Academies for childminding, which will include Go-for-It business support. Have initiated a procurement exercise to ensure a supplier is in place.</li> <li>• Intensive engagement with the NI Social Care Council (NISCC) to agree the format of Health &amp; Social Care Academies.</li> <li>• The programme for Academies for Schools-Based</li> </ul>
.b	Explore opportunities to deliver new academies in sectors including Tourism, Transport, Public Sector, Retail, Childminding, Care, Advanced Manufacturing, Creative and Digital.	Economic Development	
.c	Explore the provision of practical support for underrepresented groups to access council employment support. Issues may include child care, sign-language, interpreters, etc.		
.d	Develop options for Self-employment internship (e.g. paid a wage for a period of time) seeks to gather intelligence and learning from delivery at a local level (such as SIF) which targets economically inactive and LTU who do not have the financial resources to set up their own business, but who have business-ready propositions.		
.e	Deliver and support a range of jobs fairs and careers events that offers meaningful employment opportunities. This includes Apprenticeship 'Meet the Employer' event, delivered in partnership with DfE, Belfast Jobsfair, delivered in partnership with DfC, Skills NI careers event etc.		

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
			<p>(Construction &amp; one other sector TBC) is now live. The contract will be delivered by DCTNI LTD.</p> <ul style="list-style-type: none"> <li>Options are being assessed for delivery of the Access to opportunity programme for under-represented groups. This programme will go live in the next couple of months.</li> <li>We are currently supporting the SKILLS NI and Belfast Jobs Fairs. Officers also delivered an event specifically aimed at the hospitality sector on 26th September in St Georges Market, which also linked into support for those affected by Primark.</li> </ul>
4.3	<b>Enhance and increase the skill levels of our residents and attract and retain even more skilled people</b>		
4.3.1	<b>Maximise the benefits of our higher and further education offer</b>		<p>The FE and HE sector have a key role in shaping the Belfast Region City Deal propositions (in particular, Innovation and Employability and Skills) to ensure that skills and programmes are addressing future industry needs. An initial workshop was also held in July 2018 with community planning partners to identify the key areas for collaborative action to progress the City's Working &amp; Learning priority. The HE and FE sector will be key members of the Working &amp; Learning Board which will hold its initial meeting in November 2018 and will play a key role in shaping the developing action plans. We continue to work with businesses via employment academies (see 4.2.1.1). In addition, the Ulster University Economic Policy Centre have carried out work on a Belfast Skills Barometer, which also considers educational forecasts. This forecasts the changing skills need and demand for the city over the next 20 years and will inform the planning for future programmes.</p>
.1	<i>Work with the FE and HE sector to link courses to employment opportunities</i>		
.a	Develop options based on the research in areas such as upskilling funds, Graduate internships, targeting growth sectors where gaps exist, adding value to Assured Skills programme within DfE.		
.2	<i>Work with business to ensure skills needs are matched</i>		
.a	Continue to work with businesses via their involvement with the employment academies.	Economic Development	

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
4.3.2	<b>Establish a city pledge for our young people and a commitment to being a learning city</b>		
.1	<i>Establish a City Pledge that commits the city to developing coherent pathways for education, training and employment for our young people</i>	Economic Development	<p>Research on the City Youth Pledge has concluded. Key challenges and gaps that limit the progression of some young people across the city have been identified. The Committee identified the importance of interventions taking account of the Council's commitment to inclusive growth – recognising that young people face multiple and significant challenges and that there is a need to build their resilience skills to help them participate fully in society as a whole.</p> <p>The importance of early intervention is key and work is under way to pilot schools-based Employment Academies. The Belfast Strategic Partnership has submitted the application for UNESCO learning city status. Work with the Belfast Strategic Partnership is continuing with a commitment to participate in the annual Festival of Learning in March 2019.</p>
.a	Deliver an ongoing programme of interventions as identified through our research including supporting the development of coherent pathways and transitions.		
.2	<i>UNESCO city of lifelong learning</i>		
.a	Continue to work with and support the Belfast Strategic Partnership and the Lifelong Learning Group with the application for UNESCO learning city status.		
4.4	<b>Match people and skills to opportunities across Belfast</b>		
4.4.1	<b>Deliver the Belfast employability pathway model</b>		
.1	<i>Deliver the Employability and Skills Framework</i>	Economic Development	<p>The ESF project agreements are in place and all projects are live (Springboard, USEL, Specialisterne &amp; LEMIS+). Discussions are taking place with DfE about the identified gaps in apprenticeship provision e.g. through all-age Apprenticeship+.</p> <p>The Ulster University Economic Policy Centre have completed the draft Belfast Skills Barometer which includes skills and educational data as well as forecasts for the next 10 years. This is an important source of intelligence for future Employability &amp; Skills planning in the city.</p>
.a	Continue to support the European Social Fund (ESF) projects targeting the unemployed and economically inactive. The programmes include Springboard Workforce, USEL, Specialisterne, and LEMIS+.		
.b	Look for opportunities to Pilot new approaches such as Training for Success+ and Apprenticeship+.		
.c	Continue to develop the data and intelligence to inform future programme development.		
.2	<i>Establish an Employability and Skills Forum</i>		<p>The Forum has been established with stakeholders engaged and the role, scope and terms of reference agreed. This will continue to evolve to ensure it aligns and</p>

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.a	Establish an Employability and Skills Forum in partnership with Department for the Economy, the Education Authority and the Department for Communities as per their commitment in the PfG.	Economic Development	integrates with the planned establishment of the Belfast Agenda Working & Learning Board.
.3	<i>Work with partners to develop an employability pathway – Belfast Workplace</i>	Economic Development	The initial workshop for the Belfast Agenda Working & Learning Board identified a number of priority projects to be progressed by the partners. Work is ongoing to scope the detail of this activity and agree roles/resources.
.a	Further develop & secure support for the Belfast employability pathway model (the Belfast Workplace).		
.b	Deliver employment academies including stakeholder engagement, job fairs, job insights, training and interviews.		
4.5	<b>Reduce poverty and economic inactivity</b>		
4.5.1	<b>Leverage the power of Belfast’s anchor institutions and city partners</b>		
.1	<i>Deliver a programme of work with the city’s anchors and other partners to leverage their power as employees, suppliers and contractors to build a resilient supportive economy</i>	Property & Projects / Economic Development / City Regeneration & Development	Work is progressing through a number of channels. Taking into account best practice, limitations of the current approach to social clauses and the experience gained through Leisure Transformation Programme, officers are exploring how the Council could develop a comprehensive approach to social value to support the achievement of inclusive growth. This includes working with Planning Service to incorporate social and economic benefits through the Developer Contributions Framework, which is currently out for consultation, incorporation of social value into large-scale projects/developments such as the North Foreshore. The development of the Inclusive Growth Framework will also serve to promote and develop the Council’s role in this.
.a	Support Translink to deliver their social clauses in the development of the Transport Hub through ‘Meet the buyer’ events and construction academies.		
.b	Continue to screen and include social clauses in appropriate council contracts, particularly the upcoming major redevelopments in the city, in accordance with Council policy.		
.c	Implement the “Social Value Procurement Framework” across the relevant council departments.		
.d	Continue to work with BCC Planning to generate opportunities for employment-related developer contributions.		
4.5.2	<b>Devolve funding to the city region for the delivery of a large scale skills and employability programme</b>		
.1	<i>Shape opportunities relating to employability &amp; skills within the City Region Deal</i>	Economic Development	Work has completed to inform the Employability & Skills strand of the City Deal proposition submitted by the end of

Ref	Belfast Agenda Workstream and Projects milestones	Lead Division	Update on progress (April-September 2018)
.a	Lead on the development of the Employability & Skills proposition for the City Region Deal in partnership with the other councils and key partners.		September. The Skills Barometer completed by the UUEPC and the Council's Employability & Skills Framework have been important factors in shaping this proposition. This will offer an opportunity to lever additional resources to address economic inactivity and to enhance skills levels – particularly those in key growth areas. All of the relevant government departments have been engaged in this process. Work will continue in this area subject to a successful outcome at Westminster.

DRAFT



## City Growth & Regeneration Committee - Belfast Agenda Stretch Goals to 2021 (Turning the curve)

### Growing the economy

- Create 15,000 new jobs
- Create 4,000 business start-ups
- Attract over £1 billion in private sector investment including Foreign Direct Investment
- Secure a significant Belfast region city deal
- Increase the value of out of state tourism to £500million and welcome 1.9m overnight stays per year
- Create innovation, research and skills hubs.

### City development

- Grow the city's rate base by 5% as a result of growth and development
- Improve connectivity – Belfast Transport Hub, Belfast Rapid Transport, digital infrastructure and York St Interchange.
- A further world class visitor attraction
- Create 1.5 million square feet of Grade A office accommodation and a minimum of 3,000 new hotel bed spaces
- 15% increase in the use of sustainable transport
- Increase the percentage of residents satisfied with the city living experience

### Working and learning

- Reduce the working age population economic inactivity rate to less than 23%
- Reduce the proportion of the working age population with no qualifications to less than 10%
- Increase the proportion of the working age population with Level 2 qualifications and above to more than 82%
- Increase the percentage of school-leavers entering employment, education or training from 94% to 98%
- Reduce the gap in educational attainment\* between those entitled to free school meals and those who aren't, from 32% to 28% or less (\*at Level 2 or above, including English and Maths)