

Public Document Pack

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



Belfast
City Council

5th October, 2017

MEETING OF CITY GROWTH AND REGENERATION COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 11th October, 2017 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

1. **Routine Matters**

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

2. **Matters Referred Back from Council**

- (a) Notice of Motion: Traffic in the City Centre (Pages 1 - 4)

3. **Presentations**

- (a) Failte Feirste Thiar
- (b) Feile 2018 and EastSide Arts

4. **Restricted Item**

- (a) Belfast Telegraph Building (Pages 5 - 10)

5. **Request to Present to Committee**

- (a) FCB Studios - Inner North and West Masterplan (Pages 11 - 14)

6. **Positioning Belfast to Compete**

- (a) MIPIM 2018 (Pages 15 - 18)
- (b) South by South West Update (Pages 19 - 24)
- (c) BBC Music Events (Pages 25 - 30)
- (d) St. Patrick's Day (Pages 31 - 34)

7. **Growing Businesses and the Economy**

- (a) Innovation Factory Performance Review - Year 2 Action Plan (Pages 35 - 46)
- (b) Newham Council Visit - Update (Pages 47 - 52)
- (c) BCCM Review Update and Support for Independent Retailers and Businesses (Pages 53 - 58)

8. **Strategic and Operational Issues**

- (a) Rural Development Programme - Basic Services Measure (Pages 59 - 62)



Subject:	Notice of Motion – Traffic in City Centre
Date:	11th October, 2017
Reporting Officer:	Suzanne Wylie, Chief Executive
Contact Officer:	Louise McLornan, Democratic Services Officer

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

1.0	Purpose of Report or Summary of main Issues
1.1	To consider the Notice of Motion re: Traffic in the City Centre which was referred to the Committee by the Council at its meeting on 2nd October.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> Consider the motion and take any such action as may be determined.

3.0	Main report
	<p data-bbox="272 259 427 293"><u>Key Issues</u></p> <p data-bbox="165 309 1390 389">3.1 The Council, at its meeting on 2nd October, considered the following Notice of Motion which had been moved by Councillor Dudgeon and seconded by Alderman Rodgers:</p> <p data-bbox="323 461 1390 696">“This Council has grave concerns about traffic congestion in the City centre, particularly at the back of City Hall, resulting from recent new arrangements. A major source of the problem at peak times is the prohibition on vehicles (except buses and emergency services) going from Donegall Square East into Adelaide Street from 7.00 a.m. to 7.00 p.m.</p> <p data-bbox="165 763 1390 1043">3.2 This means that cars must either go into Chichester Street, turn right into Montgomery Street, then right into May Street and left into Adelaide Street, or use Donegall Square East, then Donegall Square South and Bedford Street to go in an eastern or south-eastern direction. There is no other reasonable way for vehicles to go from the west or south west of the City to the south and east, despite the description of the route as a rat run.</p> <p data-bbox="165 1115 1390 1296">3.3 Cars accessing Adelaide Street between June, 2015 and August, 2016 were caught by the Department for Infrastructure (DfI) camera in Donegall Square East on 18,000 occasions, resulting in £1 million of fines. This proves the difficulty faced by drivers and especially visitors to the City.</p> <p data-bbox="165 1368 1390 1550">3.4 The Council, therefore, calls on DfI, working in conjunction with Translink, to end the prohibition on traffic entering Adelaide Street from Donegall Square East. This would also enable the removal of the large and unsightly electronic warning sign in Donegall Square East and free up the traffic island on which it sits.”</p> <p data-bbox="165 1621 1182 1655">3.5 The Committee is asked to consider the motion and agree any action.</p> <p data-bbox="272 1722 719 1756"><u>Financial & Resource Implications</u></p> <p data-bbox="165 1771 352 1805">3.6 None.</p> <p data-bbox="272 1872 791 1906"><u>Equality or Good Relations Implications</u></p> <p data-bbox="165 1921 352 1955">3.7 None.</p>

4.0	Appendices – Documents Attached
	None

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By virtue of paragraph(s) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

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Subject:	Request to Present - Inner North West Masterplan update
Date:	11 October 2017
Reporting Officer:	Nuala Gallagher – Director of City Centre Development
Contact Officer:	Callie Persic – Regeneration Project Officer

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
<i>After Committee Decision</i>	<input type="checkbox"/>
<i>After Council Decision</i>	<input type="checkbox"/>
<i>Some time in the future</i>	<input type="checkbox"/>
<i>Never</i>	<input type="checkbox"/>

Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
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1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to update Committee on the ongoing masterplan work on the Inner North West masterplan and seek approval for a presentation by the consultancy team, Feilden Clegg Bradley Studios, at the Committee meeting on 8 November 2017.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> - Receive a presentation of the draft Masterplan in November for Members' consideration and ahead of public consultation.
3.0	Main report
3.1	<i>Background</i> As per previous reports Members are aware that as part of the delivery of the City Centre Regeneration and Investment Strategy a number of detailed planning activities have been

	<p>undertaken to help support and shape city centre developments. As the next phase of this work Committee approved in October 2016 masterplanning work to be undertaken for the Inner North West area of the City Centre.</p> <p><i>Context & Emerging Developments</i></p>
3.2	<p>The Inner North West is experiencing significant change mostly as a result of a number of approved and planned developments opportunities in the wider area including the new Ulster University campus, potential redevelopment of Central Library, private and public sector schemes, as well as the proposed redevelopment of the former Belfast Telegraph site.</p>
3.3	<p>As outlined previously to committee the Masterplan seeks to provide a detailed framework to help shape these opportunities and ensure a more comprehensive approach to development on public and private sector owned land and provide greater connectivity between adjacent communities and the city centre.</p>
3.4	<p>It has been agreed at this committee that this part of the city will benefit from a more holistic consideration of the key issues associated with these emerging activities such as transport, connectivity, built heritage, community connections as well as design, height, and site capacity studies, and appropriate mix of uses.</p>
3.5	<p>The Inner North West Masterplan area covers a complex area with wide ranging issues and a variety of sensitivities including planning appeals, multiple land owners, public and private sector interest, and the old Northside scheme. As a result of these complexities council undertook targeted pre-consultation engagement that has informed the emerging masterplan. During the formal 12-week consultation period council will seek to engage with a diverse range of stakeholders in this area of the city over the coming months.</p>
3.6	<p>Members are reminded that in June there was agreement for a presentation on the final draft Masterplan, which is now proposed to take place at the November Committee, ahead of the public consultation process.</p>
3.7	<p><u>Equality or Good Relations Implications</u> The final strategy will be equality screened.</p>
3.8	<p><u>Finance and Resource Implications</u> Resource requirements will be met from existing departmental budget allocation.</p>
4.0	<p>Appendices – Documents Attached</p>

	None
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Subject:	Belfast Delegation to MIPIM 2018
Date:	11 October 2017
Reporting Officer:	Nuala Gallagher, Director of City Centre Development
Contact Officer:	Marie Clarke, City Marketing Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
<i>After Committee Decision</i>	<input type="checkbox"/>
<i>After Council Decision</i>	<input type="checkbox"/>
<i>Some time in the future</i>	<input type="checkbox"/>
<i>Never</i>	<input type="checkbox"/>

Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
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1.0	Purpose of Report
1.1	In April 2017 Committee authorised officers to commence preparations for MIPIM 2018, including budget spend. An event management consultant was procured over the summer, and appointed in September. A working group has also been established to help steer the development of the MIPIM 2018 programme. MIPIM provides a key opportunity to promote the City to an international audience of investors and developers.
2.0	Recommendations
2.1	The Committee is asked to <ul style="list-style-type: none"> • Approve attendance at MIPIM 2018 by the Chairperson and Deputy Chairperson of the Committee, or their nominated representatives. • As in previous years the Committee is also asked to approve the attendance of a number of senior officers who are needed to promote Belfast through the delivery of presentations, support media releases, target investors, present regeneration

	schemes and the economic growth profile.
3.0	Main Repot
3.1	MIPIM is the premier event in the European real estate calendar where many of the world's investors, developers, funders, from both the private and public sector gather to showcase cities and investment and regeneration opportunities.
3.2	<p>The 4-day event conference involves a concentrated programme of events, meetings and engagements which allow us to present a city ready for investment. A 4-day programme at MIPIM based on the 2017 schedule includes;</p> <ul style="list-style-type: none"> • 20 speaking engagements on and off stand involving 40 high profile speakers from the city and beyond; • joint events with other cities from across the UK and Europe, • an intense schedule of investor and developer meetings as well as support to the Belfast delegation at development meetings where appropriate each day: • working and networking breakfast, lunch and/or dinner engagements; • on and off-stand presentations to identified potential city investors and funders • continuous media interviews and social media slots.
3.3	The schedule at MIPIM across the four days requires a strong team presence from Belfast City Council to undertake and deliver the full suite of activities which take place at this global real estate conference. Private sector delegates who financially support Belfast at MIPIM expect support from Belfast City Council Elected Members and senior officers to ensure the city's potential is showcased and articulated at every opportunity. This is a key element of the public private partnership at work and the premise upon which MIPIM has been built to date.
3.4	This year we are seeking to raise the investment profile of the city alongside key partners, including, for example DIT, as a result of new drivers for the city including the CCIF and BRCD. As a result, we expect the MIPIM 2018 to be even more demanding than 2017 requiring the Chair and Deputy Chair of Committee and a team of senior officers to field the wide range of events, meetings, speaking opportunities, presentations and media engagements scheduled by the Belfast Delegation working group and appointed event management company.
3.5	It is therefore requested that Committee authorise the Chairperson and Deputy Chairperson,

	or nominated representatives, and the appropriate senior officers, to attend MIPIM 2018.
3.6	To ensure costs are kept to a minimum, Members are asked to authorise the booking of hotels and flights at the earliest opportunity. MIPIM is attended by 28,000 delegates and accommodation is quickly booked out.
3.7	<u>Financial & Resource Implications</u> The cost for this work is accounted for in existing provisions. The Committee is also aware that private sector sponsorship pays for the majority of costs associated with this event.
3.8	<u>Equality and Good Relations</u> None
4.0	Appendices – Documents Attached
	None

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Subject:	South by Southwest (SXSX) 2018
Date:	11 October 2017
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Colin McCabrey, Economic Development Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

1.0	Purpose of Report or Summary of Main Issues
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> Update Members on planned activities as part of Council’s support for the business mission to South by Southwest (SXSX) in partnership with Invest NI, Generator NI and Digital Catapult Agree Member and Officer representation at the event, to support the programme of activity.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> Agree the outlined programme of activity for SXSX 2018 in partnership with Generator NI, Invest NI and Digital Catapult. The budget for this was previously approved at City Growth and Regeneration Committee in April 2017 as part of the programme of support aimed at ‘Creative and Tech Profile and Development’.

	<ul style="list-style-type: none"> • Agree, given the increased profile of activity, that the Lord Mayor or Chair of Committee along with two officers to manage operational arrangements attend the event
3.0	Main Report
3.1	Members will be aware that, at the April 2017 meeting of the City Growth and Regeneration Committee, approval was given to support a programme of activity supporting the development and growth of the creative, digital and tech sectors in the City. This support is profiled and supported under the banner of “Output Belfast”. It encompasses a broader programme of work supported by our key partners including Invest Northern Ireland, Generator NI and Digital Catapult.
3.2	While this report concentrates on SXSW, the Council has also engaged in other activities including supporting participation by local companies in events such as The Great Escape in Brighton (May 2017), AVA Output Belfast Conference (June 2017) and the Output Belfast Conference (Feb 2017). The Council’s support in these areas has levered investment of £70,000 from Invest NI towards a music entrepreneurship programme as well as support to converge music with screen industries in order to develop new export opportunities. This collaborative approach is creating a more strategic sectoral approach to supporting businesses in this sector and maximising the return on investment for all partners.
3.3	The City’s interactive and convergence sectors will continue to grow over the coming years and the Council is working with its partners to ensure that local businesses are well placed to take advantage of these opportunities. This work will include the development of the Immersive Tech Hub at the former Belfast Telegraph building which was recently approved by the Strategic Policy and Resources Committee.
3.4	A flagship calendar event for Output Belfast is South by Southwest (SXSW). SXSW takes place in Austin, Texas each year and is seen as the premier global event focusing on the creative industries through conference keynotes, networking events and conference exhibition. By day, the 15,000+ conference registrants do business in the SXSW Trade Show in the Austin Convention Centre and partake of a full agenda of industry-specific panel discussions featuring hundreds of speakers of international stature. SXSW remains the key US showcasing, deal striking, networking and media forum for the international creative digital industry. Attendance is typically by those in the business of film, music, technology and creativity.

3.5	<p>Five local businesses were supported by the Council to take part in the event last year. Some of the key outcomes include:</p> <ul style="list-style-type: none"> • Sales of £185k identified; • One company establishing links with Sony Playstation, Mattel group and Spotify; • One company now developing creative audio visual product as part of SXSW 2018; • One company established links with Amazon Prime to identify new workflow patterns to help secure ongoing work for a second season of a hit Amazon Prime TV show; • One company collaborating with Kieron Pepper (The Prodigy) now ACM regarding working together on a programme to help students develop stronger visual brands. • One company established a relationship with High Snobiety magazine for provision of video content (2million Facebook followers).
3.6	<p>The dates for SXSW are the 9–18 March 2018. Taking account of the key dates within the programme, it is proposed that the Output Belfast activity and engagement will be 12-16 March.</p>
3.7	<p>Belfast City Council presence at SXSW in 2018 will have the dual purpose of showcasing Belfast talent and providing capability support to business participants. It will also present an opportunity to profile Belfast as a dynamic, creative City that is a magnet for talent and innovation. We are aiming to increase the city profile at the event in 2018. We will invest in specialist support to help Belfast-based businesses to maximise the opportunities presented at the event and we will host a number of showcasing and networking events with the aim of profiling Belfast to the international marketplace in terms of investment, skills, technology and innovation.</p>
3.8	<p>For SXSW 2018, the Council will work in partnership with Invest NI, Generator NI, Digital Catapult and the Department of International Trade (DIT) as well as other international trade partners. Through our contribution to the business mission, Belfast City Council will support the attendance of six local companies. We will also deliver the following:</p> <ul style="list-style-type: none"> • Facilitated one to one networking events, demo days and pitching events for participating digital companies; • Engagement and participation as part of the DIT exhibition stand in the main convention centre (details currently being finalised with DIT); • 5 days of music showcasing and business networking in the UK Music embassy; • 1 “Output Belfast” networking and profiling event to promote Belfast as an investment

location and to provide participating Belfast companies the opportunity to invite and network with key international buyers and companies. This event has grown year on year. At SXSW it was unfortunate that we had to turn delegates away from the event as it was over-subscribed so this year the event will be increased to accommodate up to 250 attendees;

- An “Output Belfast” music showcase and networking event with a focus on promoting the music industry in Belfast and supporting the participating bands and musicians. This event will be delivered in partnership with DIT. Whilst this is primarily a music event, it provides a unique opportunity for businesses to network with 500 SXSW delegates and identify immersive and convergence opportunities;
- A Belfast city showcase and networking event to promote Belfast as an investment location and to provide participating Belfast companies with the opportunity to invite and network with key international buyers. This will be an invitation-only networking event targeting up to 100 key influencers. The invitation list will include civic stakeholders and partners/associates from the City of Austin, our Sister Cities of Nashville and Boston and key industry contacts. The event will showcase the vibrancy and innovation in Belfast, exemplified through our Smart Belfast approach. The City of Austin has agreed to help us prospect the right clients to network with our businesses and showcase the potential of the city as a dynamic business and investment location;
- A potential business pitching event at Capital Factory, Austin for the 6 local businesses supported by Council to attend SXSW;
- Participation on the business panel as part of the “Cities Summit” during the conference programme (awaiting final confirmation). This panel will be in partnership with the City of Austin and key Belfast and Austin based creative digital companies;

3.9

In the run-up to the event, we will work with the six participating businesses to provide them with the necessary support to maximise the impact of their time in Austin. This will include prospecting for SXSW, sales skills development, pitch and marketing support, development of specific itineraries, development of an export plan and follow-up support and coaching following the event. As part of Global Entrepreneurship Week (13 – 19 November) there will be a pitching competition with a prize of enhanced support for attendance at SXSW 2018, mentor support and a year’s free membership of Innovation Factory. This is included within the 6 Belfast-based businesses supported.

Invest NI and Generator NI will support participating companies and a select number of artists again in 2018 by providing up to 50% of the travel, accommodation and conference

3.10	<p>pass costs. As referenced above, Belfast City Council will contribute to the cost for up to 6 Belfast-based creative and digital companies that will benefit from participation in SXSW. The companies supported would not meet the criteria for benefitting from Invest NI support. It is anticipated that the NI delegation will consist of up to 20 local creative digital companies and 4 musicians selected to showcase. Given the volume of activity – as well as the potential profiling opportunities – it is proposed that the Lord Mayor or Chair of Committee attend along with two officers to look after operational arrangements.</p>
3.11	<p><u>Equality and Good Relations Implications</u></p> <p>Belfast City Council will select the six participating companies who will be in receipt of Council support. As part of the application process, equality and good relations will be considered. Recruitment of participants will be sector-based and targeted at the industries best suited to SXSW.</p>
3.12	<p><u>Financial and Resource Implications</u></p> <p>The overall cost of delivering the programme detailed above is in the region of £40,000 and is met from the existing Economic Development Budgets. The City Growth and Regeneration Committee in April 2017 approved an overall budget for Creative and Tech sector profile and development, supporting export and international trade and business incentivisation.</p>
4.0	Appendices – Documents Attached
	None

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Subject:	BBC Music Festivals 2018
Date:	11 October 2017
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Gerry Copeland, City Events Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

1.0	Purpose of Report or Summary of Main Issues
1.1	<p>This paper is to provide more detail on the three BBC music events planned to take place in 2018 which the committee agreed to fund through the events budget at its August meeting. The committee specifically requested that we look at the opportunities for skills and employability alongside the BBC. An update on this is provided. The three events are as follows;</p> <ul style="list-style-type: none"> - BBC Radio 2 Folk Awards, Waterfront Hall, Belfast, 4th April. - BBC "The Biggest Weekend" Music Festival happening across the UK in four different locations. Northern Ireland's location will be Belfast Titanic Slipways and will happen across two days between 25th and 28th May with potential for other fringe activity. The core of the Belfast activity will be the BBC Six Music Festival.

	<p>- BBC Proms in the Park, Titanic Slipways, 8 September.</p> <p>These events will raise the profile of Belfast in the lead up to the European Capital of Culture decisions.</p>
2.0	Recommendations
2.1	<p>Members are asked to</p> <ul style="list-style-type: none"> • Note the contents of this report.
3.0	Main Report
3.1	<p>Details of the above projects were presented and agreed by Members at August's City Growth and Regeneration Committee.</p>
3.2	<p>It is intended that the Council will work with the BBC on the promotion of all three projects, the first of which would be the 'BBC Radio 2 Folk Awards' in April 2018. The Awards are nationally recognised as the annual celebration of folk music in Britain and Ireland. They celebrate outstanding achievement during the previous year within the field of folk music, with the aim of raising the profile of this music genre. The event attracts significant national and international media attention and is broadcast live on the BBC Radio 2 network and via the BBC online digital network. The Awards Ceremony, including live performances, will also be filmed for transmission on BBC Television. The Ceremony also generates a significant amount of multi-platform and social activity and traffic giving high profile to the event. The venue for the Awards Ceremony will be the Belfast Waterfront.</p>
3.3	<p>The second of the agreed events is the 'BBC Six Music Festival' as part of the BBC's planned 'The Biggest Weekend'. 'The Biggest Weekend' will be the largest commitment to music that the BBC will make in 2018 and indeed one of its biggest ever events to be staged across the entire country. This project would see four days of live music across Scotland, England, Wales and Northern Ireland (Northern Ireland will stage two days at The Slipways for local audiences on the ground and elements of which will be for national and local broadcast). The event in Northern Ireland is comparable to the BBC Radio One Big Weekend which was held as part of the Derry~Londonderry Year of Culture in 2013. However, the demographic of the audience for Six Music is slightly different to that of Radio 1. It is projected that the event will attract significant local, national and international media attention. Elements of the Belfast concerts will be broadcast live and relayed to millions of listeners and viewers across a variety of BBC channels and platforms; TV, Radio, Online, etc.</p>

3.4	<p>The third event would see the return of the BBC's Proms in the Park concert to Belfast. This event has previously attracted over 11,000 people with up to 75,000 applications for tickets making it one of the most popular events in the annual calendar. It is proposed that the live broadcast concert would be staged at the Titanic Slipways and the event would link to national and international audiences across multiple BBC broadcast platforms. This annual event attracts significant national and international media attention for what is the last night of the world's largest classical and crossover music festival. 'Proms in the Park' is a significant element to the Last Night Of The Proms live broadcast which is watched by millions of people within GB and Northern Ireland. The broadcast takes places on a myriad of BBC channels with Northern Ireland being showcased on BBC1 Network, BBC2 Network, BBC4 Network, BBC Red Button Network and BBC Online as well as BBC NI and BBC Radio Ulster. The broadcast also attracts a huge audience through BBC iPlayer and other social media outlets. The event not only brings international stars to Belfast but also programmes content which is culturally significant to Belfast and Northern Ireland</p>
3.5	<p>Additionally Officers have engaged with the BBC on how these projects could assist the Council with regard to its Employability and Skills priorities as outlined within the Belfast Agenda and Employability & Skills Framework. Key areas of focus include addressing educational inequality and supporting young people's access into the world of work; it is therefore the intention of the Council to coordinate with the BBC in regard to the following programmes of activity being delivered by the Council:</p> <ul style="list-style-type: none"> - Employer Engagement Initiatives, which aim to create better connections between employers and local schools. Through this initiative, employers can provide work experience to local schools as well as engaging in a range of other activities including hosting site visits, attendance at careers events, mentoring young people etc. This initiative could be utilised by the BBC to create linkages with local schools across a number of areas, as outlined above. The Council will work with the BBC to provide a number of meaningful work experience opportunities which can be targeted towards local schools and/or individuals who may be unemployed. For this to be effective, Officers would need to confirm with the BBC the following: the number of work placement opportunities they can provide; the expected duration of work placements; the timing of placement opportunities and the operational areas of work experience opportunities. - Digital Skills Programme: This is a new initiative being launched by the Council working with local schools to develop the digital skills of teachers and students. Officers will look at opportunities for the BBC to add value to this new initiative through the provision of careers/educational resources or volunteering of BBC staff at workshops etc.

- Princes Trust Get Started Programme: Later this year, the Council will be supporting the delivery of a Get Started Digital Skills programme targeting young people (aged 18-30 years old) who are disengaged from mainstream support. The purpose of this will be to positively engage young people around a common theme; in this case, Digital Skills. The participants will engage in a week-long programme of intensive activity on this theme and will have access to three months of follow up support to help them positively progress into training and/or employment. Again, Officers will work with the BBC to engage in this programme through the delivery of the one week programme or providing work experience opportunities for young people.

3.6 Finally, there are also plans for the delivery of Industry Insight events (possibly creative/digital sector session), which will be targeted at young people citywide. As stated, the above are an outline as to how the Council will work with the BBC in the Employability and Skills area. Therefore, Officers will engage with relevant personnel from the BBC team to determine what would be possible taking into account the BBC's operational capacity, timings, insurance liability, legal issues, etc., with the final programme forming a contractual agreement as part of the Council's funding of the 2018 projects.

3.7 In addition to the above details, the BBC would extensively promote all three projects across all of its multi-media platforms, nationally and internationally. The value of this promotion could be in excess of £11 million (this estimate is based on Glasgow City Council's joint staging of BBC Six Music in 2017). Overall, the three events are in line with the strategic ambition set out within the Belfast Agenda, the Council's International Framework and Place Positioning Strategy, as these events and the audience reach will help to position and promote Belfast as a great place to visit, study, invest and live. Alongside the BBC promotional support, the Council will work alongside Visit Belfast, Tourism NI and Tourism Ireland to market the projects to both domestic and national audiences. It is also estimated that the total cost of all three projects, to the BBC, would be £1 million. The BBC also expect the audience for all three projects to be around 50,000, with a possible economic return of £3.8 million – a figures based on previous BBC Radio One Big Weekend events. Finally, the BBC will seek to engage, as per previous years, with local suppliers as and where the need can be met. Local suppliers will be sought in a variety of areas including, event infrastructure which will generate very significant monetary value to the local economy. The BBC will also be utilising local suppliers within the hospitality sector, not only for commercial opportunities within the events but also significant spend in hotel nights etc., pre, post and during all three events.

3.8	<p><u>Equality & Good Relations Implications</u></p> <p>As with all major public facing cultural projects, these events have the potential to bring together people from a wide range of backgrounds and therefore promote good relations in the city and across Northern Ireland.</p>
3.9	<p><u>Financial & Resource Implications</u></p> <p>The total Council commitment to all three projects: BBC “Radio 2 Folk Awards”; “The Biggest Weekend” and the BBC “Proms in the Park” is £200,000, with the total cost of all three projects, to the BBC, estimated at circa £1 million. This budget allocation is already agreed by the committee as part of next year’s normal events unit budget. Members are asked to note that the BBC will also operate a ticketing fee, but the cost structure would be based on a socially accessible ticketing price, that will offer value for money.</p>
4.0	Appendices – Documents attached
	None

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Subject:	Operational Amendments to St Patrick's Day 2018
Date:	11 October 2017
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Gerry Copeland, City Events Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

1.0	Purpose of Report or Summary of Main Issues
1.1	This paper is to seek approval from Members in regard to proposed operational changes to the 2018 St Patrick's Day celebrations. This item was raised at September's Committee meeting and deferred to this month.
2.0	Recommendations
2.1	Members are asked to: <ul style="list-style-type: none"> - Agree that the Council amends its operations for the 2018 St Patrick's Day (Saturday 17 March) celebrations to a parade-only event and not to stage a concert in Custom House Square.

3.0	Main Report
3.1	<p>As Members are aware, the issue of health and safety is an ongoing and a changing dynamic. Across the Council, Officers continually work to ensure the safety of the public, staff and contractors when staging BCC's events programme. This involves a continual review of arrangements, whether the event is a one-off, an annual or multi-annual project. As part of this review process, Members are being asked to endorse changes to the St Patrick's Day Celebrations. These changes are designed to increase the robustness of health and safety plans attached to the event.</p>
3.2	<p>Members are being asked to endorse the removal of the concert element of the Council's annual St Patrick's Day festivities – the day normally involves both a concert and a parade. Over the last eleven years, both events have been staged to mark the Bank Holiday, with a city centre audience in excess of 20,000. However, the capacity to host the concert, at Custom House Square, has become an issue of concern in the last number of years. The key is the number of people trying to access the concert site after the parade, with significant congestion and safety issues at the intersection of High Street, Victoria Street and Queen's Square/Custom House Square. It is expected that the level of congestion will increase significantly given that the 2018 event will be staged on a Saturday. In addition to this, it is notable that after the initial influx, audience numbers tend to fluctuate, particularly depending on the weather. Therefore, for 2018, and subject to the Council's Events and Festival strategic review, Officers are seeking approval to expand the parade element of St Patrick's Day. This would involve a larger procession which would assemble in Custom House Square and then follow a city centre route which would traverse through the main retail district and return to Custom House Square. To enable this to happen it would mean there would be no concert on the day. Recent surveys by Belfast City Council indicate that the best way to improve the St Patrick's Day event would be the upscaling of the parade.</p>
3.3	<p>Therefore, given that St Patrick's Day, in 2018, will be delivered by Belfast City Council on a Saturday, there is a unique opportunity to attract a wider, representative audience to the event by growing the parade and carnival aspect of the day. This would involve an increase in spend to provide additional workshops, performers, props and expenses to allow more groups to participate from across the community. Any expenditure on this aspect would be found within the existing event budget. Plus, if permission is given, to rethink the musical element of the event, by moving away from a mainstream concert at Custom House Square, and instead look towards 'pop up' musical and street performance to be staged within Belfast city centre in areas such as Writers Square, Bank Square, Corn Market, St Anne's Square and Cotton Court. The time frame for the event activities would also be increased to run from 11:00 to 17:00, contributing to a more festival feel throughout the city for the day. Such changes would adhere to suggestions from Belfast City Centre Management and Belfast Chamber of Trade and Commerce.</p>

3.4	<p>Overall, it is envisaged that these changes would assist in reducing significant health and safety concerns that now pose a major risk to the public, contractors and Council staff during the St Patrick's Day events. However, additional health and safety elements may be required due to ongoing reviews connected to overall security in public spaces in the light of recent terror attacks. Any arrangements would be introduced and conducted in conjunction with PSNI and would be subject to ongoing analysis.</p>
3.5	<p><u>Equality & Good Relations Implications</u></p> <p>As with all major public facing cultural projects, the above events have the potential to bring together people from a wide range of backgrounds and therefore promote good relations in the city and across Northern Ireland.</p>
3.6	<p><u>Financial & Resource Implications</u></p> <p>It is envisaged that there will be limited additional costs connected to the proposed amendments. Any changes would be subject to input from PSNI and the Department for Infrastructure (Roads). However, Officers would be hopeful that any cost implications would be found within the Development Department's City Events Unit budget for 2017-18.</p>
4.0	Appendices – Documents Attached
	None

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Subject:	Innovation Factory Annual Performance Review 2016-2017 and Updated Annual Service Plan 2017-2018
Date:	11 October 2017
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Colin McCabrey, Economic Development Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

1.0	Purpose of Report or Summary of main Issues
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> Update Members on the outcome of the Year One (2016/17) Annual Performance Review (APR) of the Innovation Factory Operator contract and set out the high level targets for the year Two Action Plan Note a proposed amendment to the contract, which will be presented to the Strategic Policy and Resources Committee for approval.

2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Note the outcome of the Innovation Factory operator contract Annual Performance Review 2016/17 and performance against year one targets; • Note a proposed amendment to the contract, which will be presented to the Strategic Policy and Resources Committee for approval; • Note the Key Performance Indicators set within the Year 2 Annual Service Plan which have been incorporated into a business plan for delivery and are aligned to the original tender submission by Oxford Innovation.
3.0	Main report
3.1	<p>The Innovation Factory (IF) is located at Forthriver Business Park and offers Grade A-standard workspace for small businesses. The building is 55,000 sq. ft. in total; this includes 32,240 sq. ft. lettable space and 5,133 sq. ft. innovation space. It is the first development on the wider 14 acre business park site which was previously the site of James Mackie and Sons Engineering Works. This IF project was part-funded by Belfast City Council, Invest Northern Ireland and the European Regional Development Fund (ERDF) under the European Sustainable Competitiveness Programme for Northern Ireland.</p>
3.2	<p>The Centre will accommodate 382 workstations across 111 business units when at full capacity. It will support at least 145 jobs by December 2018 and 187 by December 2020. It will provide support annually to over 100 businesses and create 5 collaborative networks. It will promote and encourage social and economic regeneration, encourage local and foreign direct investment and act as a catalyst for further development of Forthriver Business Park. Belfast City Council accepted hand-over of the Centre from the contractor on 18th April 2016. Oxford Innovation Limited was appointed as the Operator of the Centre via a Competitive Dialogue procurement process. The Service Contract with Oxford Innovation came into effect on 1 June 2016. The contract is for an initial term of 5 years with the possibility of extension for a further three periods of three years, subject to performance.</p>
3.3	<p>In April 2017, the Council conducted the first Annual Performance Review (APR) of the operator contract. Given that this was the first time that the review was conducted, there were lessons learned on both sides in terms of the process and issues such as supporting information required. The timeframe for the sign-off of the document was extended by mutual</p>

	<p>agreement. This meant that an extended timescale was subsequently agreed for the finalisation of the Year 2 Annual Service Plan in order to ensure that the plan incorporated learning from the Year 1 Performance Review.</p>
3.4	<p><u>Annual Performance Review June 2016 – March 2017</u></p> <p>The Annual Performance Review 2016/17 was undertaken by the Council's Economic Development Unit with input from the wider Council multi-disciplinary team and professional advisors KPMG. The review monitors and assesses the Service Provider's performance in Year 1 (to 31 March 2017) in respect of annual targets and performance standards detailed within the contract.</p>
3.5	<p>The contract was designed to ensure that the Service Provider was incentivised to maintain a very high standard of service delivery across all Key Performance Indicators within each category. There are four categories, namely Service Performance, Financial Performance, Outputs and Outcomes. The contract therefore reflects the importance of the project to the Council, the economic benefits it provides and the ongoing requirement to meet funding targets.</p>
3.6	<p>Contract performance in Year 1 was deemed to be satisfactory in three of the four categories assessed, with some areas of weakness identified in the "Service Performance" category. In some instances, there were mitigating factors to explain areas of weaker performance. Despite some concerns having been brought to light in this review, the Council is confident that the Service Provider is able and committed to quickly address and resolve any issues which have been identified.</p>
3.7	<p>The key issues highlighted in the review relate to:</p> <ul style="list-style-type: none"> • Timeliness and accuracy of reporting relating mainly to uploading compliance documents to the shared document system within agreed timeframes; and • Inability to meet some targets included in the Year 1 Social Integration and Community Engagement Plan. While there was a significant volume of community engagement activity undertaken, the limited pool of tenants in the first few months of opening meant that it was difficult to deliver on some of the community benefit clauses.
3.8	<p>The commercial aspects of the Centre are performing well within a relatively short period of time. Average occupancy within the first six months of opening was 10% (3,571 sq ft) and</p>

	<p>actual occupancy at the end of March 2017 was 3,989 sq ft. The Service Provider performed well in a number of areas despite significant time pressures and a demanding mobilisation plan. This is reflected in the tenant survey which resulted in 93% of tenants saying they were either 'satisfied' or 'very satisfied' with the service provision and 98% of centre users (meeting rooms and conferencing) 'satisfied' or 'very satisfied' with facilities and associated services provided. Recruitment of staff was an efficient process and the calibre, productivity and cohesiveness of the team is testament to the recruitment process adopted by the Service Provider and commitment demonstrated by each of the staff. This included engagement with local training organisations to provide work placement opportunities. A number of these work placements have now been employed as permanent members of staff.</p>
3.9	<p>The Centre's "Buy Local" ethos has resulted in 56% of £232K spend taking place in Belfast and these local suppliers have been paid within an average of nine days.</p>
3.10	<p>Some of the Business Growth and Innovation Programmes delivered at the Centre were more successful than others and this learning has been built into the programme of activity for the year 2 plan.</p>
3.11	<p>The Payment Mechanism by which the financial settlement to the contractor is reached is based on them meeting or exceeding targets across the four categories (Service Performance; Financial Performance; Outputs and Outcomes). Given that performance was deemed to be satisfactory across three of the four categories with minor concerns in one of the areas (Service Performance), a deduction of 10% was made from the Year One fee payable to the operator. This was in line with the contract stipulations.</p>
3.12	<p>The relevant teams within Belfast City Council and Oxford Innovation are fully committed to working in continued partnership to ensure that the project delivers to the benefit of both parties.</p>
3.13	<p><u>Proposed legal amendment</u></p> <p>In the course of the Annual Performance Review process, the Service Provider's representative raised an issue with one particular element of the contract, namely schedule 6, part 2 clause 5.2.2:</p> <p><i>'The Council's representative shall award the Service Providers a score between 1 and 5 in respect of each of the four categories of Key Performance</i></p>

Indicators (namely service performance, financial performance, outputs and outcomes), based on the scoring mechanism set out in the following table and the measures set out in the following table and the measures set out for each of the Key Performance Indicators in Annex 3 to this schedule. The score awarded shall be the highest score for which the performance of the Service Provider meets or exceeds the stated measure in respect of every one of the Key Performance Indicators (based on the evidence available to the Council).

3.14

At present, each of the four categories has a number of Key Performance Indicators (KPIs). For example, the KPIs for the “Service Performance” category include Compliance with Council Requirements; Customer Satisfaction – tenancies; Customer Satisfaction – Business Growth and Business Innovation Services and Complaints. If the Service Provider falls short in any aspect of the KPI statements, this is reflected in the score for the category as a whole. Oxford Innovation felt that this condition didn’t fully reflect the breadth of the activity undertaken. Following engagement with the Council’s Legal Services Team and our contract advisors KPMG, a revised clause has been developed that meets the requirements of both parties. This revision also provides the Council with a mechanism to prioritise certain elements of the contract i.e. those linked to ERDF funding targets and areas that would pose a higher risk to the Council e.g. Health & Safety considerations. The change means that scores can be assessed more broadly rather than being dictated by the lowest scoring factor. The revised contract clauses will be presented to the Strategic Policy and Resources Committee for authorisation.

3.15

Updated Year 2 Annual Service Plan April 2017 – March 2018

As mentioned above, the Year 2 Annual Service Plan (April 2017 – March 2018) has been updated to incorporate key lessons learned from the year 1 Annual Performance Review. This report summarises updated Key Performance Indicators (KPIs) for the coming financial year. Members should note that the next Business Plan (beginning April 2018) will be for a three-year period. It was agreed that year 1 and 2 would each be for a one-year period, due to this being a period of transition and in order to ensure that learning was being picked up and implemented on a regular basis.

3.16

Some of the headline indicators for the Year 2 Annual Service Plan include:

- Occupancy forecast to be 24% of available space by year end, in line with projections. Note that this is scheduled to increase to 43% in year 3; 76% in year 4 and 85% in

	<p>year 5. 85% is defined as full occupancy to allow for churn and growth of tenants within the Centre;</p> <ul style="list-style-type: none"> • Number of jobs at the Centre set to increase from 46 to 107 in the course of the year; • Business Support programmes to focus increasingly on innovation support, in line with customer feedback; • Additional events to encourage networking and collaboration to take place on a quarterly basis.
3.17	<p>In addition to the economic focus of the Centre, social regeneration is a key element of the work programme at the Innovation Factory. The Annual Performance Review 2016-2017 identified that, while there was a significant volume of activity and engagement, it was difficult to quantify the deliverables. As a result, the following amendments have now been made to the year 2 plan:</p> <ul style="list-style-type: none"> • The Community Engagement Officer will focus activity on a number of priority tasks including skills development, work placement provision and establishing a 'buy local' supply chain platform. Tenant engagement in social regeneration activities will also be a priority for 2017-2018 as the occupancy in the Centre increases. • A small budget has been allocated to the Community Engagement activities to allow new and innovative projects to be developed. The Community Engagement Officer will also work closely with the Council's Community Services and Economic Development teams to capitalise on other engagement activity with local young people in order to build skills, promote positive role models and encourage entrepreneurship.
3.18	<p>In partnership with Invest Northern Ireland, Oxford Innovation have developed a soft landing, 'plug and play' option at Innovation Factory. This is aimed at attracting investment companies who want to mobilise quickly in the location and who may use this as a base from which to explore the viability of a larger presence in Belfast. By locating the space at this Centre, there are also opportunities to encourage potential collaborations with Centre tenants and to build local supply chains.</p>
3.19	<p>In order to ensure that this service is able to respond to client needs, it is proposed that the Director of Development – as the Senior Responsible Officer for this project – has delegated authority to grant access to the suite for relevant users, against a set of pre-agreed criteria. Any financial incentive would be agreed in collaboration with Invest Northern Ireland. This will be tabled to a future meeting of SP&R Committee for approval.</p>

<p>3.20</p> <p>3.21</p> <p>3.22</p>	<p>The updated business plan KPIs for Business Support and Social Regeneration activities to the period ending March 2018 are attached as Appendix 1.</p> <p><u>Financial & Resource Implications</u></p> <ul style="list-style-type: none"> • Annual Performance Review 2016-2017 <p>A 10% reduction has been applied to the annual management fee due for 2016/17 in line with the contract Payment Mechanism.</p> <ul style="list-style-type: none"> • Revised Annual Service Plan 2017-2018 <p>The Year 2 business plan has been prepared in accordance with the financial model submitted as part of the original tender submission for the management of the Centre. These projections were taken account of in the Economic Development revenue estimates for the 2017/18 financial year. Income and expenditure aligned with occupancy and usage are consistent with the original submission.</p> <p><u>Equality or Good Relations Implications</u></p> <p>The Innovation Factory Project has been equality screened and the Social Regeneration Activities detailed within the Year 2 Annual Service plan will further develop equality and good relations impacts of the Centre.</p>
<p>4.0</p>	<p>Appendices – Documents Attached</p>
	<p>Appendix 1: Annual Service Plan Year 2 – Updated KPIs</p>

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Appendix 1

Innovation Factory (IF) Year 2 Updated Annual Service Plan KPIs

Service Area	Revised service delivery plan
Year 2 Business Growth and Innovation Services	<ul style="list-style-type: none"> - The revised business growth and innovation support programme for year 2 has developed from both Annual Performance Review recommendations and OI discussion with IF customers. IF will focus more attention on Innovation Services. - In total 120 businesses will be engaged through first-time unique interventions¹ (both tenant and non-tenant businesses). The funding KPI is 100 unique engagements annually. 551 follow-on/repeat sessions with existing clients and users. - The Masterclass series has proved to be popular with the follow-on mentoring well received by businesses. For 2017/18 the content of the Masterclass series has been developed from discussions with IF customers and outreach businesses to identify areas of interest. - As per a need identified by the Innovation Director, 'Co create / co make' events will be held on a quarterly basis which will involve 0.5 days sessions with 6 degrees of separation networking and guided design thinking sessions. - Proactive signposting to the wider ecosystem of support will also be monitored via contract management meetings. - The Innovation Director will continue to offer one to one strategic mentoring support to IF customers. - There is a significant need for structured support and space for high potential developing businesses, and as such for the 2017/18 period a Pioneer 10 Accelerator Programme will be piloted at IF.
Jobs	<ul style="list-style-type: none"> - The jobs target remains the same with jobs located at the Centre forecast to grow from the current 46 to 107 by April 2018
Foreign Direct Investment	<ul style="list-style-type: none"> - BCC target to encourage local and foreign direct investments to the centre by 31st Dec 2020; - 'Plug and Play' option developed with Invest NI
Marketing	<ul style="list-style-type: none"> - A Year 2 Marketing Plan has been received as part of the Year 2 Business Plan
Social Regeneration initiatives summarised below:	
Good Relations & Shared Space	<ul style="list-style-type: none"> - Progress ongoing communication with key stakeholders to promote aims and objectives of IF and inform on progress - Ensure Social Integration, Good Relations and Shared Space policies are accessible to all interested parties - A minimum of 30 engagements with key stakeholders - Develop a Communication/PR plan to reflect and highlight IF social regeneration activities - 52 social media posts generated by IF Community Engagement Team - 12 articles "landed" in local press - Social regeneration objectives quantified with all new IF customers as part of the eligibility and selection process - Customer social regeneration contribution recorded/reviewed at Licence renewal meeting - Good Relations Awareness training to be offered to IF staff and customers - Establish a framework to ascertain the social and economic impact of IF within the wider Community in partnership with Queen's University Science

¹ Unique Interventions refers to engagements with businesses who are fresh to IF and who have not previously availed of IF services in current or previous contract years.

	<p>Shop. At least 1 student placement engaged</p> <ul style="list-style-type: none"> - Establish contact with major developments in West Belfast to explore and encourage spill out social regeneration opportunities. (Potential examples include supply chain opportunities; identification of new business scenarios; seminars; promotion of work placement and vacancies).
Business supply chain spin-off opportunity	<ul style="list-style-type: none"> - Establish an accessible “buy-local” supply chain platform and discount scheme to ensure that local businesses benefit directly from the existence of IF - To host a “Meet the Buyer” event for IF customers with at least 20 local businesses to engaged and 50% of IF customers to attend - To maintain and update a local supplier directory based on IF customer need - Develop and launch a discount scheme with 5 local businesses for IF customers to strengthen relationships with the local community to stimulate a “shop-local” ethos - 5 PR activities highlighting discount scheme, promoting and strengthening relationships with the local community to stimulate a “shop-local” ethos - 5 IF customers to engage in business activity with local suppliers - Ongoing commitment to achieve 25% of all IF procurement with local suppliers - Café Provider appointed - Review social clause activity to ascertain how suppliers are meeting their tender commitments for social regeneration
Employability & Skills	<ul style="list-style-type: none"> - To establish an effective mechanism/process to advertise opportunities to local employment initiatives & training providers - To facilitate a minimum of 5 work placements - To facilitate a minimum of 5 school placements - To facilitate 2 employment outcomes - Ascertain how IF contributes to personal/skill development within the local community - Identification, management and coordination of pre-employment programmes delivered through existing employability provision. Pre-employment programmes will be employer led and dependent upon the identification of employment opportunities. - Host a “Get into” career event profiling career opportunities within key growth sectors targeting key stakeholders from the local community. 10 employers/orgs to participate in event. 5 IF tenants engaged
Schools Engagement	<ul style="list-style-type: none"> - Host two 3-day boot camps with local secondary schools over mid-term breaks to develop a labour market trend app. 12 schools engaged. 5 hours mentoring support provided by IF customers. 12 pupils participating - Coordinate coding programme between IF Customer /local primary schools 25 pupils participating, 2 individual trained as peer facilitators - 10 hours mentoring support provided by IF customers - Host St Joseph’s Primary School A Star Programme for boys in year 6/7 (A Star Programme – Aspire, Achieve, Attain, designed to tackle the underachievement of boys in West Belfast). Boys get access to mentor to share their journey towards entrepreneurship (educational background, hobbies, key skills that he possesses that have helped him succeed in business). 20 pupils engaged. 2 hours mentoring support provided by IF customers - Establish strategic partnership with secondary schools within the locality and develop a programme of support. 5 work placements facilitated in IF. 10 hours mentoring provided by IF customers. 10 contributions to school Curriculum linked to innovation and entrepreneurship school curriculum activity - Schools Competition: coordinate a competition with primary schools to name three IF meeting rooms focusing on the branding of IF and linking in with the history of the local area. Engage with 6 primary schools/120 children

	<ul style="list-style-type: none"> - To deliver a coding boot camp with local youth clubs to promote capacity, skills development and introduction to IT and creative sectors. 20 young people to be trained as coders. 3 hours mentoring provided by IF customers.
Community Engagement	<ul style="list-style-type: none"> - Implement “in-kind” operations that utilises the skills base of IF customers for the benefit and well-being of the community. At least 4 “in-kind” operations - Dealing with Stress in work seminar to coincide with World Mental Health Week - Safety on the internet session - 2 other sessions tbc - 5 hours volunteered by IF customers - Christmas Goodwill Event - 2 Health and Well-being events for IF Customers/community stakeholders - Open Community event to showcase the operations of IF to local stakeholders - Coordinate an internal event to benefit a local Charity - Coordinate Community Art project to showcase IF operations to local stakeholders - To create two large artworks at IF that reflect the rich and evocative entrepreneurial history of West Belfast and forward thinking future of IF and its customers, through an open competition judged by a panel of key local stakeholders.
Sources of Funding	<ul style="list-style-type: none"> - OI have allocated a small budget for delivery of Year 2 Social Regeneration Plan and will continue to explore external sources of funding to deliver Social Regeneration Activities in Year 2.

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Subject:	Feedback on visit by delegation from London Borough of Newham
Date:	11 October 2017
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Lisa Toland, Head of Economic Initiatives and International Development

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

1.0	Purpose of Report or Summary of Main Issues
1.1	The purpose of this report is to feedback on a recent visit to Belfast by a delegation from the London Borough of Newham and to identify some learning points for Belfast in the context of a number of key Belfast Agenda priorities.
2.0	Recommendations
	<p>Committee is asked to:</p> <ul style="list-style-type: none"> Note the overview of the information presented by the Newham delegation, including the learning points for Belfast City Council and partners, in the context of Belfast Agenda priorities.

3.0	Main Report
3.1	Members will be aware that a delegation from Newham visited Belfast in late September 2017. The purpose of the visit was to provide an overview of the learning from the successful Newham Workplace project and to consider how this learning could help shape Council and partner support and investment, particularly in the context of commitments to the Growing the Economy and Working and Learning themes of the Belfast Agenda.
3.2	Newham is located in east London. Its catchment area includes a number of major regeneration and redevelopment schemes such as the Olympics site, London City Airport and the docklands. The Borough is the most diverse in the UK with more than 45% of the resident population considered to be Asian/Asian British, 29% white and almost 20% Black/Black British.
3.3	The Borough has a very young population: more than 70% of residents are aged 40 or under. In 2010, Newham was the second most deprived of the 33 London Boroughs with deprivation prevalent in specific geographic locations within the Borough.
3.4	Newham has experienced significant regeneration over recent decades. It is estimated that, by 2025, there will have been more than £22 billion invested, including 35,000 additional new homes. With a target of 3,800 new homes each year, the Borough is set to grow and change significantly in the coming years.
3.5	Given the pending development opportunities, Newham Council decided, in 2007, that it needed to provide additional focus to and investment in employment support services in order to ensure that local people were given the opportunity to avail of new employment opportunities as they arose, as part of the redevelopment schemes.
3.6	The Council established 'Newham Workplace' as a small project team within the Regeneration and Planning Directorate. The team has gone through a number of structural changes. It currently comprises in excess of 120 staff and has an annual budget of around £6 million. These resources are used to help an average of 3,500 people into work each year across a range of job areas at all skills levels.
3.7	The delegation that visited Belfast comprised the Deputy Mayor Councillor Ken Clark as well as Deirdra Armsby, Director of Regeneration and Planning and Jane Sherwood, Head of

Economic Regeneration. They engaged with elected members, Council officers and partner organisations as part of a day and a half programme. Some of the key learning elements included:

- The value of Developer Agreements in securing resources to support employability programmes in the area, to obtain these agreements Planning has a key enabling and proactive role to play as part of this process. Newham's current budget for employability is roughly made up of 50% contribution from the Council, 50% from developers (secured through Developer Agreement contributions)
- The recognition that there is a need to take an incremental approach to developing local employability solutions – working within existing provision and delivery initiatives but keeping focused on job outcomes
- The importance of building credibility with employers and developers and the need to have solutions in place to meet their needs as opportunities arise
- The value of long-term planning and early engagement to provide effective solutions. In Newham, staff from the Workplace take part in Pre Application Discussion (PAD) meetings alongside officers from the Planning Team
- The need to embed key priorities into all elements of the Council's engagement with partners. If jobs are the main priority, make developers and investors aware of this and ask them how they can help deliver on this. In parallel, ensure that there are support mechanisms in place to make it easy for them to deliver these objectives
- The transition to the current Workplace structure was a challenging one and required some bold political decisions along the way. The officials were clear that this was, at points, a difficult transition, but they feel that the decision to run with the current scale and structure was taken based on employer feedback (desire to deal with one dedicated point of contact) and based on success rates in helping large volumes of residents into employment
- Newham took the decision that they had to focus not only on economically inactive residents but also on those at risk of unemployment or in precarious jobs. Participants engage on a voluntary basis – and this is considered to be an important element of the project's success
- Newham is also clear about target groups that they don't engage with. For example, they are clear that Work Programme candidates are supported through Job Centre Plus so they do not engage them
- Workplace officials accept that the job that they place an individual into may not be a role for life. They accept that they may move on to other employment but consider that their focus should be on getting people into a job and helping them stay in employment

	(they provide some aftercare support once a client finds a job – the level of support provided is commensurate with the requirements of the individual).
3.8	In the ten years since it has been operational, Workplace has filled over 35,000 jobs with Newham residents. More than 80% of people starting jobs are still in work after 6 months and around 65% are still working after a year. Workplace participants have found employment across a range of sectors including construction, retail, security, administration and customer service.
3.9	The overall employment rate in Newham has shown the greatest increase across the whole of London, rising 11.8% between 2011 and 2015 and closing the gap on the London average from around 14 percentage points to only 3.
3.10	In the context of the Council’s investment in Employability and Skills support – as well as its partnerships with other organisations – there is much to learn from the Newham model. However, it is reassuring to note that they have had to make a transition from small-scale interventions to a more mainstream service offer. It is also clear that this project is successful as the commitment to job creation is embedded across all elements of Council activity. The current work ongoing in relation to section 76 Developer Agreements could in future provide Belfast City Council with a similar opportunity to embed employability and skills support as a key consideration for developers, during the planning process.
3.11	At the September meeting of the Committee, Officers advised that they would bring forward a report to a future meeting to set out the range of current employability support provided by or resourced by the Council as well as an outline of the proposed way forward to move towards a more significant and mainstream investment which will contribute to much larger job creation targets, in line with Belfast Agenda commitments. This report will be brought to the November meeting of this Committee. However alignment will also be required with the City Deal proposals.
3.12	<u>Equality and Good Relations Implications</u> No specific equality and good relations issues associated with this report.
3.13	<u>Financial Resource Implications</u> No specific financial or resource implications associated with this report.

4.0	Appendices – Documents Attached
	None

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Subject:	Belfast City Centre Management (BCCM) review update and support for independent retailers and businesses
Date:	11 October 2017
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Colin McCabrey, Economic Development Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

1.0	Purpose of Report
1.1	The purpose of this report is to update Members on the ongoing review of Belfast City Centre Management (BCCM) which is being undertaken by consultancy firm Baker Tilly Mooney Moore. The review is being supported by Belfast City Centre Management, the Belfast Chamber of Trade and Commerce (BCTC) and Department for Communities (DfC). It is being funded by Belfast City Council. The purpose of the review is to assess BCCM's added value in a changing city centre landscape and to consider how the organisation can complement and support its funders and partners going forward.
1.2	The report also seeks approval for activity to assist local Business Associations to increase footfall and encourage additional investment and spend in local areas and proposes a targeted support intervention for retail businesses in those areas that are likely to be

	adversely impacted by the construction works around regeneration schemes in the short term. Finally, it proposes the establishment of a pop-up test trading retail unit, potentially working in collaboration with Social Enterprise NI (SENI), to encourage new retailers to test their products in a collaborative retail space.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Note the work undertaken to date in conducting the review of BCCM; • Note that a further update on the review will be tabled at the November Committee meeting. This will detail a shortlist of options to be evaluated further and a rationale for each of the options being advanced; • Note that Officers and the consultancy team are scheduled to provide an update on the work to date and emerging recommendations at the October Party Briefings; • Approve the proposed way forward to support Business Association activity, with a maximum budget allocation of £30,000; • Approve a one-year pilot aimed at supporting retailers and other businesses located in areas that are undergoing regeneration projects. A budget of up to £40,000 has been set aside for this work; • Agree the proposal to develop a test-trading retail space, in association with Social Enterprise NI, at a budget of up to £20,000 for a one-year period.
3.0	Main Report
3.1	<p><u>Belfast City Centre Management review:</u></p> <p>Members will recall from the March 2017 Committee meeting that BCCM has undergone some changes to its business model. Two BIDs (Business Improvement Districts) have now been developed, with work on a third BID underway and (if approved) likely to be operational from early 2018. In addition to the BIDs, the Council has also increased its focus on the City Centre, with the establishment of the City Centre Development Team and the allocation of additional resources to help bring forward key development schemes.</p>
3.2	<p>The scope of the review includes:</p> <ul style="list-style-type: none"> • Consulting with key stakeholders on the performance and future remit of BCCM; • Comparing other city case studies for effective approaches to city centre management;

	<ul style="list-style-type: none"> • Conducting an organisation review and evaluation including value for money analysis and definition of remit, role and City Centre Management Services across organisations so to avoid duplication, ensure efficiency and strategic alignment; • Identifying a long list of options with estimates and costs; • Shortlisting options for further appraisal and make recommendations (<i>a summary of the work to this point will be tabled to November Committee</i>); • Producing a comprehensive business case to support a preferred option.
3.3	<p>As part of the review, a total of 85 people contributed to face-to-face stakeholder consultations. A consultation questionnaire has also been issued to businesses within the City Centre (via Citizen Space) to pick up outstanding issues and elicit views on what is required for modern city centre management.</p>
3.4	<p>A long list of options is being considered by a Steering Group consisting of Belfast City Centre Management, the Belfast Chamber of Trade and Commerce, Department for Communities and Council Officers. A proposed short list of options will be carried forward for further appraisal and tabled to Committee in November for consideration. The lead consultant from Baker Tilly Mooney Moore will be available to attend Party Group Briefings at the end of October to seek Member views and share the detail and rationale behind each of the options.</p>
3.5	<p>Members should note that any recommended changes arising from the review will most likely come into effect 2018/19 financial year. Core funding for the organisation will be considered in this context but the full funding commitment to City Centre Management of £190,000 will be drawn from Council for 2017/18 financial year in accordance with the Committee approval obtained in March 2017.</p>
3.6	<p><u>Support for local retail groups:</u></p> <p>Members will be aware that the Council provides support to new and existing businesses and focuses on activities to increase sales and footfall in local neighbourhood shopping areas. Last year, five Business Associations benefited from this support and they ran a number of marketing and promotional initiatives aimed at generating sales and enhancing the profile of the area with a view to stimulating economic activity.</p>
3.7	<p>A total of £20,464 was drawn across the following associations: Antrim Road Business Association (£3,150), Ballyhackamore Business Association (£5,000), Strandtown Business</p>

3.8	<p>Association (£4,977), Hollywood Arches Business Association (£4,937) and West Belfast Traders' Association (£2,400), benefiting a total of 176 Business Association members. It is important to note that Shankill Traders' Association did not avail of support last year but officers are re-engaging with representatives with a view to supporting local businesses in that area.</p>
3.9	<p>The Business Associations identified above have been engaging with the Council to seek support for additional business development and promotional support in the current financial year. As with previous years' funding, it is proposed that up to £3,000 per Association will be available from the Council, with a further £2,000 available if the group can provide evidence of £ for £ match funding (total potential Council funding of £5,000 per association).</p>
3.10	<p>There continues to be a number of challenges facing Business Associations. Their work plans are delivered by volunteers and capacity and longevity of roles within Associations vary significantly across groups. Business Associations continue to require ongoing expert assistance with capacity building, communications, marketing and PR support to help them plan events, monitor and evaluate activities. While these events are useful in building local capacity and generating a "feel good" factor in local areas, it is difficult to be precise about the economic benefit against the outputs of the Belfast Agenda. It is considered that it may be more appropriate to look at support for these groups in the context of a wider programme of local area working. Given that this activity is still in its infancy, it is recommended that the current system of support remains in place but that officers engage with colleagues across the organisation to consider whether there is a more effective engagement mechanism for future years.</p>
3.11	<p>Resources of up to £30,000 are in the budget year on year to support the Business Associations. This includes costs associated with providing professional PR and marketing support to facilitate the sustainability of the groups and provide advice on individual area campaigns and activities. The availability of this support has been welcomed by the groups.</p> <p>The overall budget is provided for within the existing 2017/18 estimates.</p> <p><u>Helping businesses address short-term challenges associated with redevelopment work</u></p> <p>Members will be aware of the significant programme of physical investment that is currently underway across the City. While this will create very positive improvements in the medium to long term, it may create some short-term disturbance that risks impacting negatively on</p>

3.12	traders and companies located in the vicinity of the works.
3.13	<p>Some of the most significant works currently impacting or likely to impact on local businesses include the Belfast Rapid Transit (BRT) scheme (due for completion in June 2018) as well as the current phase of the Leisure Transformation Programme (LTP), particularly in the built-up area of Andersonstown. If the Casement Park planning application is approved, this could have a disruptive impact on local businesses in the short-term, while the work progresses. Members should note that support will be widespread depending on need across the city.</p>
3.14	<p>In order to support these businesses, it is proposed that an additional budget allocation of up to £40,000 is set aside for a period of up to one year. This would be a flexible resource to be allocated following engagement with relevant businesses. Officers have tested these proposals with some businesses to date and they have indicated that they would benefit from additional promotional and advertising support, social media profiling and voucher schemes to encourage shoppers to use these businesses and mitigate against the negative impact of the works.</p>
3.15	<p><u>Support for test-trading for new retail businesses</u></p> <p>Members will be aware that the Belfast Agenda makes a commitment to creating 46,000 new jobs up to 2035. An important element of the job creation growth will be the number of new business start-ups. This figure currently sits at around 1,000 new start-ups each year. However, this is significantly below UK and Irish averages and one of the major challenges for the City is to explore new and innovative mechanisms to increase the volume of new business starts.</p> <p>Many of the businesses starting up through the Northern Ireland Business Start-Up Programme (Go for It) are retail-focused businesses. They often struggle to find appropriate retail premises for their business as they are tied into expensive rents and long-term leases. Potentially working with Social Enterprise NI (or other suitable organisations) to explore the potential for social business start-ups, it is proposed that the Council works to secure a one-year lease on a property which will be a shared retail unit for a number of new business starts. The businesses will be provided with support including marketing and merchandising and will be encouraged to move towards taking on their own retail units at the end of their time in the shared space. A unit has not yet been identified for this activity, but it is proposed that this should align with ongoing investment in some of the redevelopment and</p>

<p>3.16</p> <p>3.17</p> <p>3.18</p>	<p>regeneration areas. It is expected that the budget for this project will not exceed £20,000.</p> <p><u>Equality and Good Relations Implications</u></p> <p>Business Association and retailer support will be directed on a needs-led basis and will be available to businesses all across the City.</p> <p><u>Financial and Resource Implications</u></p> <p>The costs associated with the BCCM Review are being met from existing Economic Development budgets in the current financial year. A funding allocation of £190,000 for BCCM in 2017/18 financial year was approved by this Committee in March 2017.</p> <p>The additional £40,000 to support businesses that may be negatively impacted by the regeneration works across the City as well as the £20,000 to support the pop-up retail space for new business starts have been set aside within Economic Development budgets for the current year and were approved by this Committee as part of the estimates process.</p>
<p>4.0</p>	<p>Appendices – Documents Attached</p>
	<p>None</p>



Subject:	Northern Ireland Rural Development Programme – Support for Hannahstown Community Association under the Rural Basic Services theme.
Date:	11 October 2017
Reporting Officer:	Donal Durkan, Director of Development
Contact Officer:	Laura Leonard, European & International Relations Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

1.0	Purpose of Report or Summary of Main Issues
1.1	The purpose of the report is to seek Members' approval for the Council: To act as the lead applicant for submission of a bid under the Rural Basic Services theme as part of the Northern Ireland Rural Development Programme (NIRD) 2014-2020, on behalf of Hannahstown Community Association: To recommend that the capital match funding element and the request that the Council acts as the delivery agent, which is required to support the submission, is referred to the Strategic Policy & Resources Committee for consideration.

2.0	Recommendations
	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Authorise the submission of a bid under the Rural Basic Services Theme of the Rural Development Programme for Hannahstown Village by Council, on behalf of Hannahstown Community Association. – To secure the maximum funding allocation of £50,000 for the scheme, which is 75% of a total budget of £66,666, this requires Council to contribute a minimum of £16,666 which would make up the remaining 25% of the budget. As this money is capital, it needs to be considered by the SP&R Committee as the Council's investment decision maker and Members are asked to agree that this scheme is referred to the SP&R Committee for its consideration – That the project is delivered by the Property and Projects Department, subject to approval by the Strategic Policy and Resources Committee.
3.0	Main Report
3.1	<p>Members will recall that at its meeting on the 13 January 2016 the City & Growth Committee agreed to enter into an SLA with Lisburn and Castlereagh City Council to support the development and delivery of activities within the eligible area for the Northern Ireland Rural Development Programme 2014-2020 (NIRDP).</p>
3.2	<p>At the 8 March 2017 meeting Members agreed to authorise the submission of a bid under the Village Renewal theme of the Rural Development Programme (RDP) for Hannahstown and Edenderry.</p>
3.3	<p>The SP&R Committee Council on 24 March 2017 agreed to provide match funding of £70,000 to secure the maximum allocation of £150,000 capital and approval of a contribution of £7,500 per year for 2016/17 and 2017/18 to support programme overheads from within existing Departmental budgets. It was also agreed that Officer time resource is used to work up the proposals.</p>
3.4	<p>A further funding programme under the RDP 2014-2020 is the Basic Services Measure. This is designed to support investments in the setting up, improvement or expansion of local basic services for the rural population including related infrastructure. The call for</p>

	<p>funding opens on 9 October 2017, and closes on Friday 22 December 2017. Applications can be made for up to £50,000.</p>
3.5	<p>Hannahstown and Edenderry have been identified as the only villages within the city council area eligible for funding under the Rural Basic Services theme. Mandatory workshops for all potential stakeholders on the RDP measures, including the Rural Basic Services theme were held on 24 November 2015 in Malone House and 2 December 2015 in Sally Gardens Community Centre Poleglass.</p>
3.6	<p>Hannahstown Community Association identified a project to improve the Association's community hall facility, however as a community association they cannot apply for the funding and have requested that the Council act as the lead applicant for this funding on their behalf.</p>
3.7	<p>To secure the maximum funding allocation of £50,000 for the scheme, which is 75% of a total budget of £66,666, this requires Council to contribute a minimum of £16,666 which would make up the remaining 25% of the budget. There is also a requirement for the Council to act as the delivery agent for the proposal and it is proposed that this is taken forward via the Property & Projects Department, subject to approval by the Strategic Policy and Resources Committee.</p>
3.8	<p><u>Key Issues</u></p> <p>The call for funding will officially open on 9 October 2017, and close on Friday 22 December 2017.</p> <p>The delivery timescale and pre application requirements will include the development of a</p> <ul style="list-style-type: none"> - Business Plan - Evidence of planning permission approval - All related procurement documentation (quotes/tender documentation) - Evidence of match funding
3.9	<p><u>Equality and Good Relations Implications</u></p> <p>All activity will be subject to equality screening.</p>
3.10	<p><u>Financial and Resource Implications</u></p> <p><i>Match funding</i> - The Rural Development Programme is subject to securing match funding from the Council. To secure the maximum funding allocation of £50,000 for the scheme, which is 75% of a total budget of £66,666, this requires Council to contribute a minimum of</p>

	<p>£16,666 which would make up the remaining 25% of the budget. As this money is for capital works this needs to be agreed by the SP&R Committee as the Council's investment decision maker, and it is proposed that this is referred to the SP&R Committee for their consideration.</p> <p>Officer time resources is required in continuing to work up the proposals and as the delivery agent, subject to SP&R approval.</p>
4.0	Appendices – Documents Attached
	None