

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



**Belfast  
City Council**

6th September, 2018

**MEETING OF CITY GROWTH AND REGENERATION COMMITTEE**

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 12th September, 2018 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. **Restricted Item**
  - (a) Bank Buildings - Verbal Update
3. **Matters Referred Back from Council/Motions**
  - (a) Motion - Belfast Rapid Transit (Pages 1 - 4)
4. **Presentation**
  - (a) Resilience Update

5. **Request to Present to Committee**
  - (a) Future Economic Briefings (Pages 5 - 8)
6. **Regenerating Places and Improving Infrastructure**
  - (a) Better Bedford St Project (Pages 9 - 16)
7. **Growing Businesses and the Economy**
  - (a) City Youth Pledge (Pages 17 - 26)
  - (b) Local Tourism Update (Pages 27 - 58)
8. **Positioning Belfast to Compete**
  - (a) Eastern Economic Corridor (Pages 59 - 62)
9. **Strategic and Operational Issues**
  - (a) Elite All Ireland Boxing Championships (Pages 63 - 68)
  - (b) Zoo - Update on Review (Pages 69 - 72)
10. **Finance, Procurement and Performance**
  - (a) Q1 Finance Update (Pages 73 - 84)
11. **Issues raised in advance by Members**
  - (a) The Belfast Canvas Public Art Project - *Cllr Baker to raise* (Pages 85 - 86)
  - (b) Airport Security - *Cllr Mullan to raise*



<b>Subject:</b>	Notice of Motion – Belfast Rapid Transit
<b>Date:</b>	12th September, 2018
<b>Reporting Officer:</b>	Alistair Reid, Strategic Director of Place and Economy
<b>Contact Officer:</b>	Louise McLornan, Democratic Services Officer

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report/Summary of Main Issues</b>
1.1	To bring to the Committee's attention a Motion regarding Belfast Rapid Transit, which was presented to the Council at its meeting on 3rd September.
<b>2.0</b>	<b>Recommendation</b>
2.1	The Committee is requested to: <ul style="list-style-type: none"> <li>• Consider the motion and take such action thereon as may be determined.</li> </ul>

3.0	<b>Main Report</b>
3.1	<p><b><u>Key Issues</u></b></p> <p>The following motion regarding Belfast Rapid Transit, which was proposed by Councillor Collins and seconded by Councillor Heading, was presented to the Council at its meeting on 3rd September.</p>
3.2	<p><b><u>Belfast Rapid Transit</u></b></p> <p>“This Council notes the introduction of the Belfast Rapid Transit (BRT) to the City. This £90 million investment is intended to lead to an improvement of connectivity in Belfast and in public transport for citizens. The Council notes, however, that the introduction of BRT has led to a number of serious issues that need urgent redressing if the system is not to have an adverse effect on our City.</p> <p>These include:</p> <ul style="list-style-type: none"> <li>• impaired access to homes for the elderly and those with serious disabilities;</li> <li>• parents unable to safely leave children to school in some locations;</li> <li>• access to local shops has been severely restricted, with car parking spaces removed without any recourse as to where this parking would go thereafter;</li> <li>• double yellow lines are to be extended into residential areas, restricting access to homes and again exacerbating the parking problem;</li> <li>• a severe increase in congestion, and the need to come up with solutions to this; and despite these issues being raised, the Department for Infrastructure has failed to introduce any mitigating measures.</li> </ul>
3.3	<p>In the absence of a Stormont Executive and, acknowledging the important role played by local government in community planning, this Council can play an important role in representing the views of this City to the Department on the relevant issues surrounding BRT. The Council believes that urgent measures are needed to solve these issues. This should be done in an open and transparent manner, involving residents and other stakeholders. Where necessary, aspects of BRT should be delayed to ensure a competent and satisfactory delivery.</p>
3.4	<p>To assist such an approach, the Council will host open meetings in East and West Belfast in order to listen to the concerns of residents on this issue. The Council will also arrange a deputation to the Department for Infrastructure, which will be open to Councillors from all political parties, to discuss how the above problems can be resolved or mitigated.”</p>

3.5	<p>In accordance with Standing Order 13(f), the Motion was referred without discussion to the City Growth and Regeneration Committee.</p> <p><u>Financial and Resource Implications</u></p>
3.6	None associated with this report.
3.7	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>None associated with this report.</p>
4.0	<b>Appendices - Documents Attached</b>
	None

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<b>Subject:</b>	Request to present – economic briefings
<b>Date:</b>	12 <sup>th</sup> September 2018
<b>Reporting Officer:</b>	John Greer, Director of Economic Development
<b>Contact Officer:</b>	Lisa Toland, Head of Economic Initiatives and International Development

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	As agreed by the Committee in June 2018, the Ulster University Economic Policy Centre (UUEPC) will present their annual economic briefing at the meeting on 26 <sup>th</sup> September 2018. Dr Eoin Magennis will provide this presentation on behalf of the UUEPC. This engagement with the Council is part of our sponsorship support for UUEPC.
1.2	In addition to the engagement and insights provided by UUEPC, the Committee previously agreed that presentations from other economic perspectives would be provided throughout the year in order to ensure that there was a rounded perspective on city challenges and opportunities.

1.3	This report seeks Committee approval for a number of economic related briefings. If members are in agreement, these will be scheduled at future Committee meetings over the course of the remaining months of this financial year.
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Agree to receive a series of economic briefings from the organisations outlined in the report and to suggest any additional perspectives that should be brought forward. The presentations will be scheduled appropriately in the agenda schedule during the 2018/19 financial year.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	<p><u>Key Issues</u></p> <p>The Committee has agreed that the Ulster University Economic Policy Centre will present an economic briefing that provides an opportunity to consider the city and regional economic conditions and forecasts to inform future direction and priority setting around key inter-related programmes of work for the Council - growing the economy, employability &amp; skills and city development.</p>
3.2	<p>In order to present a range of perspectives and relevant areas of economic interest, it is suggested that the Committee considers and agrees to receive economic briefings from the following organisations:</p> <p>Nevin Economic Research Institute (NERI)  Institute for Public Policy Research (IPPR)  Joseph Rowntree Foundation (JRF)</p>
3.3	<p>The Committee may also wish to suggest alternative perspectives that could be added to create a future programme of economic briefings in order to inform our future work programme and to consider the changing policy environment in which we work.</p>
3.4	<p><u>Relevant areas of interest</u></p> <p>The Nevin Economic Research Institute (NERI) is a research organisation based in Dublin and Belfast. It aims to contribute to alternative perspectives and possibilities that will lead to the creation of an economy that works for all. The Committee had previously invited NERI</p>



to present on the potential opportunities and impacts of Brexit. While there were not able to attend on the day, NERI did circulate to the Committee some of its research on the issue. The research areas of interest to the Committee relate to job quality and the changing nature of employment and productivity. NERI also produces regular economic bulletins. These insights will provide an additional information source for the Committee to aid their strategic consideration of our plans and approaches to grow the Belfast economy in an inclusive manner and to effectively progress the Belfast Region City Deal.

3.5 The Institute for Public Policy Research (IPPR) is a registered charity and think tank with bases in Scotland, London, Manchester and Newcastle Upon Tyne. The most recent report of interest to the City Growth & Regeneration Committee's economic agenda focuses on the challenges and opportunities for the skills system in the region. This report recognises that skills are fundamental for driving future economic prosperity and central to inclusive growth. This will also help to provide an alternative perspective and provide additional information to assist how we use the findings from the Skills Barometer for Belfast (UUEPC), further enhancing the Committee's considerations of the Council's role and thinking in tackling the city's employability and skills challenges.

3.6 The Joseph Rowntree Foundation (JRF) is an independent organisation that produces an annual briefing on poverty and related issues in NI. In addition, areas of interest for the Committee include inclusive growth, the role of the social economy in promoting inclusive growth; and work and worklessness.

3.7 The Committee is aware of the need to develop new approaches to address the city's persistent challenges, given the high levels of economic inactivity, low skills levels and the need to grow the private sector. As part of the Growing the Economy work programme to undertake research, gather intelligence and scope innovative approaches, the Committee should also note that work is underway to take forward an independent update and assessment of Belfast's competitiveness. Building on the analysis undertaken in 2015, this will consider competitiveness in terms of key economic, social, physical, culture and environmental indicators. It will provide a detailed analysis of Belfast's current competitiveness, benchmark performance with other key cities in the UK, on the island of Ireland and in Europe, identifying key lessons and learning, and take account of the opportunities and risks arising from the changing political and economic global context. This will supplement the Belfast Agenda data requirements as well as informing our programmes of work to support new businesses to start up and grow to export and strengthen the city's

	<p>economic growth sectors. By bringing together a range of economic indicators, it will also provide a coherent assessment of the city's performance to help to build on the connections between economic growth, productivity and employability and skills programmes. The Committee will also have an opportunity to receive a presentation on the findings and recommendations at a future meeting.</p>
3.7	<p>Members are asked to consider the briefings in the context of the current issues associated with the decision for the UK to leave the EU. With the establishment of the Brexit Committee, the Committee may wish to consider extending an invitation to attend these presentations to Members of the Brexit Committee.</p>
3.8	<p>The scheduling of these economic briefings will be planned over the course of the meetings taking place in the 2018/19 financial year to take account of Committee business and the Committee Plan commitments.</p>
3.9	<p><u>Financial &amp; Resource Implications</u></p> <p>The costs associated with the UUEPC annual commitment, the competitiveness assessment and any costs associated with the briefings such as travel (if required) are included within the 2018/19 departmental budget and programmes of work.</p>
3.10	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>The briefings and information will consider equality and good relations issues and will assist when carrying out future screening and rural needs assessments.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None



<b>Subject:</b>	Better Bedford Street 100 Day Challenge
<b>Date:</b>	12 <sup>th</sup> September 2018
<b>Reporting Officer:</b>	Alistair Reid, Director of Place and Economy
<b>Contact Officer:</b>	Sean Dolan, City Regeneration and Development

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of this summary is to update members on the Better Bedford Street 100 Day Challenge
<b>2.0</b>	<b>Recommendations</b>
	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>- Note the ongoing 'Better Bedford Street 100 Day Challenge' project, which is a collaborative project involving a number of stakeholders aimed at improved place making in Bedford Street with temporary design solutions and a series of animation and event activities.</li> </ul>

	<ul style="list-style-type: none"> <li>- Note that the project includes a programme to capture lessons learned which can be incorporated back into future urban design and animation projects within the city.</li> <li>- Note the Council's resource commitments in terms of officer involvement and financial contribution to the project.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	A project aimed at improving place making within areas of town and city centres has been developed by the Strategic Design Group, led by the Department for Infrastructure Planning Group, and the Ministerial Advisory Group for Architecture and the Built Environment and includes local councils, private sector organisations and other bodies working to improve the built environment. The aim of the Group is <i>“Working together to promote successful, inclusive, well designed places which inspire civic stewardship and have an enduring positive impact on people’s lives.”</i>
3.2	Bedford St, Belfast was selected for a 100 Day Challenge pilot project due to the numerous issues within the area including congestion, pedestrian connectivity, cluttered streets, lack of cycle lanes and under-utilised or poorly allocated street capacity. Through this pilot project the group is providing an example of how the Living Places planning guidance can work in practice. The guidance sets out 10 principles for better place making. The group has sought to demonstrate that temporary changes can be brought about quite quickly and plans to use this example to drive change elsewhere.
3.3	The focus of the project is to push collaborative stakeholder working, innovative urban design, and public and private sector commitment to improve the urban environment and provide a test bed to inform future projects. The project will aim to provide temporary design solutions in the urban environment within a 100 day period from conception to installation.
3.4	The project is further supported, and sponsored by the Department for Infrastructure, the Department for Communities and the Central District BID as well as a number of public and private stakeholders. Belfast City Council officers have been involved in the scoping, planning and design of the project.
3.5	The ‘Better Bedford Street’ challenge will utilise temporary urban design solutions to challenge the current situation and will serve as a testbed for innovative solutions that will help to inform emerging design solutions for the proposed Streets Ahead 5 project and other

	<p>projects across Northern Ireland. It will support many of the key concepts from the Belfast City Council's Linen Quarter Masterplan.</p>
3.6	<p>The project will involve a number of different strands including:</p>
	<p><u>More Space for People</u></p>
3.7	<p>DfI are currently widening the footpaths along Bedford Street by taking over 9 existing on-street parking bays for a period of 3 months. The effect on car parking within the area will be surveyed continuously throughout the project. These spaces will provide widened footpath locations that can then be utilised for engaging and useful space. The project will also endeavour to remove or relocate obstructive street furniture and remove street clutter, promoting pedestrian routes along footpaths and at key crossings.</p>
	<p><u>Engaging and Useful Space</u></p>
3.8	<p>A call-out for design teams from statutory stakeholders, private sector, local businesses and students will be held to design and build innovative urban design ideas for 9 'parklets' along the extended footpath locations. Design teams will creatively animate each part of the street in its own unique way, in doing so providing colour and greenery as well as places to sit and enjoy;</p>
	<p><u>Bring the Place to Life</u></p>
3.9	<p>A number of events and activities will be taking place on Bedford Street through August and September including</p> <ul style="list-style-type: none"> <li>▪ Free lunchtime street music supported by Belfast City Council's 'City of Music'</li> <li>▪ an extension of 'Alive After 5' into the Linen Quarter;</li> <li>▪ providing a written history of the 'Linen Quarter Story';</li> <li>▪ Opening a pop-up shop 'Linenopolis' to promote innovative linen products and the Linen Story;</li> <li>▪ Commissioning Street Ambassadors to promote the location, hospitality and events;</li> <li>▪ Development of a 'Linen Festival' from 17<sup>th</sup>-23<sup>rd</sup> September which will include street music, animation and activities and an extension of Culture Night</li> <li>▪ General street cleaning and removal of anti-social graffiti,</li> <li>▪ Launching a new Corporate Social Responsibility pilot with a specific aim of reaching out to the surrounding communities.</li> </ul>

<p>3.10</p> <p>3.11</p> <p>3.12</p>	<p><u>Learning &amp; Informing</u></p> <p>The group has sought to demonstrate that temporary changes can be brought about quite quickly and plans to use this example to drive change elsewhere. With this in mind, preparations have been made to record the lessons learned which will be shared widely.</p> <p>The group, supported by PLACE, local design consultants, Belfast City Council and the local universities has developed a programme to capture the lessons learned and incorporating this back into future projects. These initiatives include:</p> <ul style="list-style-type: none"> <li>▪ Cameras &amp; wifi providers placed at strategic locations along Bedford St to track pedestrian movements, crossing habits within the street, parking habits, linger points and pedestrian interaction with the street environment. Live data will be monitored against baseline data gathered prior to the project going live</li> <li>▪ User surveys of the street users will be undertaken through the project including pedestrian, tourist, drivers, businesses and delivery operators.</li> <li>▪ Social media will track and record trends and interaction with the project hashtags</li> <li>▪ Engagement with activities will be recorded and reported on</li> <li>▪ A documentary video is currently being filmed for the project &amp; will record and report on lessons learnt throughout the project</li> <li>▪ A report will be presented to the Strategic Design Group to inform the future evolution of the group and the wider implementation of future public realm schemes including Streets Ahead 5</li> <li>▪ A report will also be presented to the WHO Healthy Cities Conference to be held in Belfast in Oct 2018</li> </ul> <p><u>Financial &amp; Resource Implications</u></p> <p>Members are asked to note the allocation of officer time to contribute to the design and planning of the Better Bedford Street Challenge. Officers are currently engaging with the Better Bedford St Project to confirm the financial ask from Council. The financial commitment will be met from the City Regeneration and Development team's budget for City Animation as agreed by the City Growth &amp; Regeneration Committee in April 2018 and will be up to a maximum of £25k for this project.</p>
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3.13	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> The Project Sponsors are assessing equality, and other implications throughout the project, and have incorporated appropriate Section 75 and equality groups within the stakeholder reference groups.
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix 1 - Map – Better Bedford Street - Footway Widening (Phase 1 & 2)

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Appendix 1:

**BETTER BEDFORD STREET - Footway Widening - (Phase 1 & 2)**

Works to start week commencing Monday 30<sup>th</sup> July 2018 (Weather permitting).



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<b>Subject:</b>	City Pledge for Young People: Emerging Research Findings
<b>Date:</b>	12 September 2018
<b>Reporting Officer:</b>	John Greer, Director of Economic Development
<b>Contact Officer:</b>	Ruth Rea, Economic Development Manager (Employability and Skills)

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of this report is to provide an update to Committee on progress against the Belfast Agenda commitment to “Establish a city pledge for our young people”.
1.2	The work is one element of the “Working and Learning” work programme for 2018/19 that was approved at this Committee on 11 April 2018.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to: <ul style="list-style-type: none"> <li>- Note the research findings, recommendations and proposed next steps for work on the City Youth Pledge</li> </ul>

	<ul style="list-style-type: none"> <li>- Agree that a report will be brought back to a future meeting of the City Growth and Regeneration Committee, setting out a series of proposed actions to deliver on the Belfast Agenda commitment to help the city's young people to achieve positive and productive education, employment and training outcomes.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	The Belfast Agenda includes a commitment that, by 2035, Belfast will be a place where everyone fulfils his or her potential and that they will be supported and enabled to do so and to make a positive contribution to city life. This will mean creating access to opportunity and removing the barriers that prevent people from achieving that potential and participating in all areas of life.
3.2	In order to achieve this ambition, the Belfast Agenda commitment was to “establish a pledge that commits to developing coherent pathways for education, training and employment for our young people”.
3.3	As part of our research and development work to scope out the potential approach to developing a Youth Pledge for Belfast, we engaged the local organisation Include Youth to help us better understand what this Youth Pledge might look like. They examined best practice and engaged with our young people and employers to ascertain interest and potential commitment to and support for the initiative. The research has recently been completed and work is under way to articulate how the Youth Pledge may develop and what the resource commitments are likely to be.
3.4	<p>The research undertaken by Include Youth involved:</p> <ul style="list-style-type: none"> <li>Stakeholder engagement on the focus, content and structure of the City Youth Pledge involving partner organisations, young people themselves and employers</li> <li>A review of best practice models for City Youth Pledges and their impact in other locations</li> <li>Identification of recommendations on how the City Pledge might operate in practice in Belfast.</li> </ul>
3.5	A total of 174 young people from across the city and 65 adults including teachers, employers and voluntary/community representatives were involved in the qualitative research through focus groups and interviews and a further 106 young people responded to an online survey. Five consultation events were also held in Belfast City Hall.

### Research Findings

3.6

The research identified a number of barriers preventing young people from engaging fully in society through education, training or employment. These included:

- Lack of confidence, qualifications and finance prevent progression into positive post-formal education options: 73% of respondents to the online survey cited lack of confidence as the main reason for not progressing into further education while 69% suggested that the lack of money and lack of qualifications were key factors impacting on their ability to access third level education. With regard to the world of work, 61% said that the lack of qualifications was preventing them from progressing into employment, 56% said lack of work experience, 47% said not having interview skills and 53% suggested that it was a lack of confidence. Only 36% said there were not enough jobs.
- Undervaluation of certain education pathways and competition between providers: participants in the research suggested that some education routes were perceived more positively than others: they felt that schools sought to market themselves based on academic achievement. As a result, A-levels results leading to university entrance is often presented as the 'best' – or sometimes only – option available and many young people are left feeling ashamed, invisible and unsupported if they fail to meet the school's expectations.
- Access to Advice: there is evidence that many young people receive limited and, at times, poor advice about their options; the advice is often too general and variable as there is no standardisation. Also evident from our research was the lack of standardisation of careers advice, both within mainstream education, and across the alternative education projects. Those from alternative education are considerably more disadvantaged than those in mainstream education.
- Preparation for employment: nearly one third of 16-18 year old respondents had not met with a Careers Advisor; less than half had been taught interview skills and nearly one third of this age group did not have the opportunity of work experience for more than three days. Young people were very keen to experience work placements and could see the value in them but they were often frustrated that the placements were not for long enough and were not necessarily with employers they were interested in. If they are to be of value, the necessary preparation must be put in in advance both to ensure that the employer is ready to receive the young person and has a programme in place, and that the young person goes to a placement which is relevant to their career interests.

- Access to relevant support services: lack of mental health and social support for young people trying to access employment or entering into further education/training were highlighted as being a critical barrier. Self-motivation and self-confidence are seen as key: transitions can be particularly challenging for young people who have received a high level of individualised support as they often struggle to cope in mainstream educational provision
- Child and youth friendly education system: respondents felt that schools needed to be more responsive to pupils' personal circumstances and that the current provision failed to meet specific requirements – thus impacting on performance
- Financial concerns: young people felt that there were financial barriers preventing them from staying on in education (concern at student loans; expensive childcare costs). They also wanted to ensure that they would be appropriately remunerated for the work undertaken – and there were concerns about only being able to achieve minimum wage and not having access to progression routes once they find a job.

3.7

Statistics demonstrate that, of the 3,695 school leavers in Belfast in 2015, 42% went on to higher education, 26% to further education, 14% to employment and 12% to training. Only 5% were “destination unknown” (205 individuals). On the face of things, it might appear that at least 95% of young people already go on to a “positive destination in education, training or employment” in terms of the aspiration of the Youth Pledge. However, the recently-completed Skills Barometer for Belfast acknowledges that educational performance – particularly to GCSE level – is lower in Belfast than in all other District Council areas (although there has been a steady improvement over the last decade). 61.5% of young people in Belfast achieve 5 GCSEs including English and Maths at grades A\*-C. This achievement limits the potential for young people to move on to further and higher education and, as a result, impacts on their potential to access employment opportunities that can provide levels of remuneration beyond minimum or low wage roles. It is also important to note that achieving 5 GCSEs including English and Maths is often a requirement for many jobs and a pre-condition for entry to many education and training courses. Finally, this research also demonstrates that young people in receipt of Free School Meals (FSM) are less likely than their peers to achieve the 5GCSEs A\*-C including Maths and English. Only 41.5% of pupils in receipt of Free Schools Meals achieve this standard. This is a source of significant concern as a failure of address inequities amongst young people at an early age, and throughout their school journey, can cause a long tail of underperformance at GCSE level which perpetuates in the form of worklessness and poverty concentrated in deprived communities in later years.

3.8	<p>The examples from other cities indicated that there are a number of approaches that have been tested. Some of the collective lessons learned from those experiences include:</p> <p>Need for engagement with both employers and young people: initiatives which address both supply (young people) and demand (employers) are likely to be more effective</p> <p>All of the projects are public-private partnerships: this is critical to their success. Where the private sector has actively engaged, the levels of success in terms of job outcomes have been enhanced</p> <p>The Local Authority has played a lead role in all instances but this has varied from place to place: in some areas, they have been the convenor; in others, the key funder</p> <p>Some of the pledges have recognised the employers; some have been used as a “campaign banner” for a series of initiatives focused on young people</p> <p>Work experience is a critical element of the support that the private sector partners can offer</p> <p>Some cities have used financial incentives – for both employers and young people</p> <p>Many of the areas have targeted specific groups – these appear to have been identified as priority groups for other areas of work (Nottingham example)</p> <p>A number of these initiatives have been supported by online resources.</p>
3.9	<p>The next step is for the Council to share some of these research outcomes with partners and to agree the way forward, including securing buy-in from partners for key initiatives. This will include our work with the five neighbouring Councils as part of the Belfast Region City Deal. These proposals will be brought to a future meeting of the Committee for agreement and decision. Based on the work to date, there are a number of principles and key findings that are likely to guide the Council’s investment decisions and approach to this work:</p> <ul style="list-style-type: none"> <li>• Work placements are critical: securing meaningful work placements will require strong engagement with willing private sector partners. We need to use all levers at our disposal to secure this buy-in from the private sector</li> <li>• Young people who are disadvantaged are statistically less likely to have a positive post-formal education outcome. Early interventions will be critical to give these young people the best possible chance to achieving a positive outcome once they complete their formal education</li> <li>• There are a lot of initiatives currently in the market which are supporting this work to some extent but activity is patchy. The challenge is to develop a programme of scale to ensure that all young people can benefit – regardless of where they live or what their educational outcome will be post formal education</li> <li>• The Council itself has a key role to play – we are a major employer and are already actively involved in engagement and outreach work. We can use this best practice to</li> </ul>

	<p>influence others to get involved and to dispel any concerns that other employers might have about engagement in initiatives such as this.</p> <p><u>Financial and resource implications</u></p>
3.10	<p>No specific financial or resource implications at this point.</p> <p><u>Equality or good relations implications/rural needs assessment:</u></p>
3.11	<p>All activities will be equality screened. Consideration will be given to prioritising specific groups requiring targeted intervention and reasonable adjustments and additional support will be provided where required. Research indicates that this challenge is more significant in urban areas.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix 1: Detail on City Youth Pledges in other locations



## **Appendix 1 - Detail on best practice models for City Youth Pledges**

The following synopsis of pledges from other locations provides insight into the possibilities that a commitment in the form of a pledge or guarantee can have and highlights examples of innovation that could be replicated within the Belfast City approach.

### **Edinburgh Guarantee**

The Edinburgh Guarantee scheme was developed in 2011 with the vision that all sectors of the city would work together to ensure that every young person in Edinburgh would leave school with a positive destination of their choice. It was developed following the economic downturn, as young people were finding it harder to find a positive outcome after leaving school. Edinburgh City Council developed a partnership with private sector corporates and the public sector to tackle this problem. Standard Life was one of the key partners in this initiative and they seconded a staff member to lead the work.

The Council established an Employer Engagement Team. This team worked to connect schools (and young people) with employers through a range of different collaborative projects.

Another key element of the project was an online platform. This was used by employers to advertise apprenticeships and jobs. The Employer Engagement team worked with the employers to advise on how the opportunities could be made more attractive to young people. The website is also used to inform teachers on the areas that most opportunities are arising so that they can ensure skills are being developed in those areas. In terms of young people, the website has a tool in which they choose the jobs or areas they are most interested in and get an alert when apprenticeships or jobs come up in that area.

Since 2011, this scheme has identified 3,200 jobs, apprenticeships or training opportunities in which over 2,200 young people have been matched to. The school leaver destination results are now standing at a 10-year high average of 91.4% - an increase of 10% from 2011. The council has also increased the number of Modern Apprenticeships in its employment from 27-137 (the highest ever for the council) and over 500 other employers have contributed to this success.

### **New Anglia Youth Pledge**

The New Anglia Youth Pledge (established in 2016) aims to ensure that every young person in Norfolk and Suffolk, between the ages of 16-24, will get the support that they need to get into education, training or employment.

There are three elements to this programme. Firstly, they have developed the “New Anglia Enterprise Adviser Network”. This is a national programme being delivered at a local level across Norfolk and Suffolk. It recruits senior business leaders to work voluntarily with secondary schools and colleges as ‘enterprise advisors’. The aim is to improve the quality and consistency of careers, work related and enterprise education that is delivered to students. The volunteers bring their wealth of knowledge and expertise of the world of work to help develop a comprehensive action plan for careers education for young people aged 11-18. The

second initiative is “MyGo” which aims to ensure that all 16-24 year olds in Ipswich and Suffolk have the right tools and support to progress their careers, with access to local jobs vacancies, apprenticeships, education opportunities or training courses. They offer free 1-2-1 career coaching, personal employment support, training and accredited courses, recruitment events, exclusive job opportunities, apprenticeships and benefit advice. Their main programme, MyPath, is a comprehensive three-week employability course that includes activities around application forms and cover letters, the hidden job market, employment rights and responsibilities and effective communication and body language. Despite its success, the funding for this national initiative will run out at the end of this year.

The third element is a targeted employer engagement programme. The “Youth Pledge Marque” rewards those businesses that pledge to develop the workforce of the future by offering work experience placements, employing apprentices or working with schools or colleges through the Enterprise Adviser Network. The marque is intended to give businesses the chance to demonstrate their own commitment and encourage other employers to do the same.

### **Wolverhampton: Wolves@Work**

Wolverhampton City Council developed the Wolves@Work programme in 2017. This is a three year programme aimed at getting 3,000 people into sustained employment, including 1,000 young people.

Wolves@Work provides a business service that aims to tackle unemployment by working with businesses and those that are unemployed, including young people. These business services are committed to helping businesses find the right staff first time. Each business is linked with a dedicated recruitment team that ensures that the business is investing its money and time into the right people. It provides businesses with a dedicated account manager that supports them with organisational skills, manages the entire recruitment process, provides access to recruitment fairs and establishes links between that business and local education/training providers. In terms of the young people, the programme provides them a dedicated work coach who helps them throughout the process; career planning, developing skills, links with employers, advice and guidance on CV writing, support in preparing for interviews and 12 weeks of follow up support once employment is gained. In terms of success, the Wolves@Work programme helped put almost 500 people into jobs in just four months of its official launch.

Wolverhampton Council has also invested significantly in promoting apprenticeships by providing employers with Apprenticeship Incentives; for every 16-18 year old employed as an apprentice, the employer will receive a £1,000 payment to support that individual through their apprenticeship. Likewise, for every 19-24 year old apprentice employed who has formerly been in care or who has an Education and Health Care plan, the employer will receive a £1,000 payment to support them. As a result, there are now apprenticeships underway in more than 170 industries covering 1,500 job roles in occupations ranging from engineering and hospitality to construction and legal professions.

### **Nottingham: Nottingham Jobs Pledge**

The Nottingham Jobs Pledge recognises that youth employment isn't just a community issue and that it affects the day-to-day operations of businesses who could be taking advantage of the talent of young people in the community. As part of their pledge, the city council has designed a range of activities to support young people who are NEET and unemployed city residents to help them re-engage with education, training or employment. This is known as the Nottingham Works programme which consists of a number of inter-related programmes designed to help these specific young people in Nottingham to progress into education, training and employment opportunities. These elements include:

*Step into work plus:* an extension of the existing Step into Work programme that provides mentoring and support to help those aged 18-29 prepare for the world of work. The "plus" element provides additional community outreach to those aged 18-29 who are unemployed or economically inactive, to engage in mentoring, work readiness training and employment activity.

*Nottingham Traineeship and Nottingham North Traineeships:* these are designed to enhance the current offer to 16 and 17 year olds (18-24 year olds in Nottingham North) who are NEET by providing them with a weekly allowance to participate in these traineeship programmes. The participants can access an allowance of £40 for each completed week of their traineeship programme as well as a hardship allowance. Employers can benefit from an employer incentive of up to £450 towards the costs of providing a work placement opportunity.

*Intensive careers support:* is designed to provide advice and mentoring from dedicated Nottingham and Nottinghamshire Youth Support (NNYS) advisors and support 16-18 year olds to move on from school. Through this scheme, young people can access a dedicated mentor/advisor to provide one to one support and advice to secure and remain in education or training and a hardship fund to contribute to initial transport, IT equipment and childcare costs of where these are creating barriers

*Job Fund Plus:* is designed to support employers to create six-month long jobs for unemployed or economically inactive 18-29 year old city residents from one of the programme's target groups. These are young people who are considered to be at risk or involved in gang activity, those who are ex-offenders, those who have mental health issues or those who have been unemployed for at least 26 weeks. Participants can access specialised support to enhance their retention in employment and a hardship fund to reduce barriers to participation. Participating employers are able to access 70% of an employee's National Minimum Wage, a £500 contribution to the costs of appropriate training for their employee and a dedicated mentor for each placement.

*Nottingham gets 2 work:* this offers free public transport, tickets and passes, bikes, accessories and cycling support to help 16-29 year olds who are NEET to travel to interviews, new training courses, apprenticeships and employment.

### **Auckland, NZ**

Auckland provides a package of support to help young people into training and work. Activities include:

*Job Fest:* A large-scale jobs and careers fair that brings employers and young people together. From these events, young people gain a better understanding of career pathways within organisations and how entry level roles can lead to more exciting careers over time. The first JobFest in 2015 had 40 businesses looking to hire young people, and resulted in 120 young people being employed. The second, in the same year, boasted more than 60 employers and resulted in 150 young people being employed.

*Auckland Youth Employer Pledge:* The pledge partners are committed to finding ways to engage with young people who are looking for work and creating more opportunities, pathways and support for young people to find employment and stay employed. As part of this, Auckland City Council itself has developed three pathways to create opportunities for Auckland's career starters: the Cadet, Intern and Graduate Programmes. On the Cadet programme, the young people start on a one-year fixed term contract in which they gain work experience in areas such as libraries, customer services, and licensing and compliance. The Intern programme is a shorter course of three month in which students get valuable work experience within the council in which, after completion, they have the opportunity to join the graduate programmes. On the Graduate programme, graduates complete a two-year rotational schedule working with different terms within each department of the council, before moving into a permanent role.

*Community Youth Employment Initiatives:* this includes a number of schemes aiming to get young people into employment in a number of different industries. For example, BuildAKL is a course specifically designed around getting young people into employment in the thriving construction and infrastructure industry; while IDEASTarter aims to get young people into a more business-focused route. IDEASTarter is a competition to help young Auckland entrepreneurs turn their ideas into a real business. This runs alongside another business programme, Lion Foundation YES, which has been established to help students set up and run real businesses while building up foundational business skills and networks along the way.

*YouthFull:* this is a well-developed website which gives young people direct access to employers and jobs, allowing these young people to pitch for jobs directly to employers, using videos, presentations or any format they like. Added to this, the website provides free online courses that help young people to get the skills employers are looking for.

In recognition of the importance of employer engagement, participating Auckland employers have been continuously recognised for their commitment to employing and developing Auckland Youth at the 'Young at Heart' Youth Employer Pledge Awards. More than thirty Auckland businesses have joined the Youth Employer Pledge programme to date, pledging 365 youth employment opportunities. The programme has helped, directly or indirectly, more than 5,000 young people become work ready and has unlocked more than 2,000 job vacancies, filling nearly half of them.



Subject:	Local Tourism Update and proposed future investment approach
Date:	12 September 2018
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Lisa Toland, Head of Economic Initiatives and International Development

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of the report is to update the Committee on Council investment to support tourism product development all across the city, including in the city's neighbourhoods.
1.2	<p>The report also sets out the proposed way forward for intervention activities led by the Council to invest in tourism product development with the objective of:</p> <ul style="list-style-type: none"> <li>• Increasing visitor spend and dwell-time and contributing towards the Belfast Agenda target of increasing the value of out-of-state tourism to £500 million</li> <li>• Capitalising on the significant private sector investment, particularly within the hotel and leisure sectors</li> </ul>

	<ul style="list-style-type: none"> <li>Ensuring that the benefits of tourism investment and growth are felt across the city and that local organisations and businesses are supported to maximise these benefits.</li> </ul>
<b>2.0</b>	<b>Recommendations</b>
	<p>It is recommended that the Committee:</p> <ul style="list-style-type: none"> <li>Notes the work underway across the Council to support tourism product development – including local tourism products</li> <li>Notes and agrees the proposed way forward (3.14) to support tactical investment in local areas to ensure that product development opportunities are maximised and that local organisations and businesses get the support that they need to help bring forward high quality, sustainable tourism products</li> <li>Considers the potential for the development of a feasibility fund to develop tourist products to concept stage. The establishment of this fund by the Strategic Policy and Resources Committee would need to be considered as part of the half-year finance report in November 2018.</li> </ul>
<b>3.0</b>	<u>Key Issues</u>
3.1	The mid-term review of the current Tourism Strategy highlighted the need for the Council and partners to enhance efforts to support high quality tourism product development in order to complement private sector investment in the hotels and wider hospitality sector in Belfast.
3.2	This challenge is not unique to Belfast. Tourism NI have been identifying for some time the need to bring forward additional tourism products that respond to changing visitor trends and demands. The work that is currently under way as part of the Belfast Region City Deal (BRCD) includes a commitment to enhance the investment in tourism as a key economic generator. In Belfast, there are already almost 20,000 people employed in the hospitality and leisure industry and recent investment by the private sector will see those numbers grow. The sector currently accounts for around 6% of GVA. In many other successful cities and tourism destinations, the figure is almost double that. This demonstrates the fact that there is still some way to go if Belfast is to capitalise of the tourism growth potential in the city.
3.3	Titanic Belfast has been a game changer for Belfast in terms of the city's confidence as a tourism destination. It was voted the World's Leading Visitor Attraction in 2016. That designation helped put Belfast on the map in the highly competitive global tourism market. While the venue attracted over 840,000 visitors last year, it is recognised that many of these

	visitors were day trippers who came to Titanic Belfast as part of a short visit to the city but who did not stay in Belfast. This reduces the economic potential of the visitor spend.
3.4	The 2015 City Centre Regeneration and Investment Strategy identified the need for another stand-out visitor attraction in the city in order to increase visitor dwell-time and, by default, visitor spend in the city. Members will be aware that work is under way on the development of the Outline Business Case (OBC) for the “Destination Hub” – a unique project bringing together visual arts, new technology and media to tell the story of Belfast. The ambition is for this project to act as another “anchor” in terms of tourism offer in the city which will change visitor behaviour from considering Belfast as a day trip location to thinking about it as somewhere that visitors think that they should stay at least one night in order to experience the breadth of the city tourism offer. If this is successful, the result will be a significant uplift in tourists staying overnight in Belfast and having time to explore the other products and experiences on offer.
3.5	At the June meeting of the City Growth and Regeneration Committee, members received an update presentation from the consultancy team working on the OBC for the Destination Hub. That presentation identified a number of emerging “themes” for the building – reflecting the city’s heritage and unique offer. The presentation also identified the opportunity for this investment to act as a catalyst for new products and experiences which may also reflect these themes but take a different perspective or offer a specific insight. One example might be the theme of music. Belfast has a long and diverse musical history and it is likely that, if the Destination Hub project is to progress, it will consider the importance and role of music in the Belfast Story. However there are lots of specific angles that could be developed into new products and experiences across the city including the Van Morrison story; the origins of punk; traditional music; piping; music classes and summer schools; tours of music venues. It is likely that many of these products and experiences will have their roots not only in the city centre but also in locations outside of the city centre. This offers an opportunity to support investment in the “local tourism” product and to help bring that forward and take it to the market.
3.6	Belfast City Council has, over many years, supported the tourism industry in the city. This includes an annual investment of around £1.9million in Visit Belfast – the Destination Marketing and Management Organisation (DMMO) for the city. The Council has also invested in a range of local capital schemes to support tourism growth across Belfast. This has included investment from the Local Investment Fund (LIF), Belfast Investment Fund

(BIF) and Social Outcomes Fund (SOF). An assessment of the investment to date in these schemes indicates that the Council investment will be in the region of £36million and that this will lever a further £154million from other public and private sector partners. The Council was also a significant investor in the Belfast Waterfront Conference and Exhibition Centre. This £30million development has transformed the facilities for business tourism in Belfast and acted as a catalyst to the recent wave of hotel investments in the city.

3.7 In addition to capital investment, the Council has also provided revenue support for local organisations working across the city to promote tourism in the city’s neighbourhoods. Only two parts of the city – east Belfast and west Belfast – have dedicated organisations that are focused on increasing the number of tourists visiting those respective areas. These organisations are important conduits for encouraging more local organisations to develop new products and experiences targeted at tourists. Last year, funding from the Tourism Unit’s budget (£80,000) was used to support local tourism promotion and engagement in east and west Belfast through Eastside Tourism and Fáilte Feirste Thiar. The initial evaluation from that work has identified that these organisations play an important role on the ground involved in championing local tourism investment and that there is an appetite to develop the local offer further. However, in addition to the “bottom-up” approach, it also pointed to the scale of investment required in capacity building support that is “market-led” i.e. shares intelligence on who visitors are, when they come to the city and what they want to do and helps local businesses to bring forward new products and experiences to meet their needs. This highlights the importance of engagement with Tourism Ireland, Tourism Northern Ireland and Visit Belfast. Finally, a recurring theme is the need to identify and bring forward tourism product that can be financially sustainable and not continue to rely on public funding.

3.8 Members will also be aware that the Council has been supporting the tourism sector – and a number of other growth sectors – through investment in skills development activities. Our Hotel Academy programme has helped over 150 people into sustainable employment and we are also working with Titanic Belfast and the other tourism assets in the Titanic Quarter to help Belfast residents find employment.

3.9 Given the findings of the Tourism Strategy review around the need for increased investment in product development, there is a need to consider a targeted approach from the Council and partners. The proposed Destination Hub will be a critical “anchor” that will raise the profile of the city’s tourism offer. However, there is clearly significant potential for investment



in high quality, authentic and sustainable product development and experience development initiatives across the city.

3.10 In order to inform the Council's approach to its investment in this work, Deloitte have been commissioned to develop a product development narrative and framework. This work is still at draft stage but there are a number of principles and potential assessment criteria emerging which, it is suggested, should be used to inform any future decision-making on investment in tourism products – for both capital and revenue investment.

3.11 Future investment in local tourism: proposed approach

The proposed approach is set out in the Deloitte document (see attached – **Appendix 1**). At this stage, it is proposed that this should be along the following lines:

Key principles:

- A clear focus on authentic experiences
- Use of market intelligence to develop what the visitor wants
- An emphasis on out-of-state visitors
- Collaborative planning and development to develop better experiences
- Harnessing digital technology – from website design to on-site visitor experience
- Nurturing skills
- Recognising the contribution to both economic and social outcomes (unique to local tourism).

Potential assessment criteria

- Is it tourism? Does it focus on key market segments: is it informed by market intelligence; is it more than regeneration?
- Does it align with the wider tourism narrative? Does it complement the key tourism themes/product areas (e.g. maritime; music; literature; outdoor leisure; “Beyond Peace”)?
- Does the promoter have the requisite skills and ability? It will be important to recognise that there are varying degrees of ability and capacity and support will need to be flexible in line with need and taking account of the Council's ambition for local tourism investment to be part of the approach to promoting inclusive growth
- Is it supported by market testing? This approach assumes a significant change to how product development initiatives currently come forward. There will be a need for the Council to invest in visitor intelligence (activities already underway with Smart

	<p>Cities Team and Tourism NI) and to ensure that research and insights are made available to inform new investment</p> <ul style="list-style-type: none"> <li>• Economic impact and viability: the starting point for engagement should be to consider how investment can contribute to specific targets (particularly Belfast Agenda targets). In addition, it will be important to consider whether Council/other public investment can pump-prime investment as opposed to the project being reliant on subvention on an ongoing basis</li> <li>• Social impact: it is clear that many local tourism activities are starting from a lower base than other activities that are clearly market-led. In order to demonstrate a recognition of this, it is proposed that wider contribution to social impact is considered as part of the assessment process (e.g. opportunities for local employment/training; ability to complement regeneration investment).</li> </ul>
3.12	<p>The identification of the local tourism projects as ‘connectors’ to other key tourism ‘anchors’ in the city (e.g. Titanic Belfast, proposed Destination Hub) is an important part of developing a clear tourism proposition that distinguishes Belfast from other cities and ensures a coherent set of “experiences” that the visit can expect to get when they come to Belfast.</p>
3.13	<p>The Council is only one funder in this field and it is important to consider alignment with the approaches of other funders, particularly Tourism NI. Officers have been working closely with Tourism NI on this approach and are proposing alignment with their ‘Tourism Clusters’ model. This involves bringing together local organisations to look at how to capitalise on tourism growth and to develop new products and services as well as building skills. Tourism Ireland projections suggest that tourism is likely to grow at a rate of at least 6% in the coming year and, with an enhanced profile for Belfast on the back of initiatives such as the Lonely Planet Designation as the Number 1 place to visit in 2018, there is likely to be a commensurate increase in visitor numbers. Intelligence suggests that the overseas (USA, China) markets are growing significantly while there are specific EU countries with a particular interest in Ireland/Northern Ireland (France, Germany, Spain, Netherlands). These visitors have specific interests and requirements (e.g. language skills) and successful tourism activities need to be able to provide these services to meet demand and take advantage of consumer interest.</p>
3.14	<p>It is therefore proposed that the Council develops and manages a significant programme of capacity building and information sharing to improve the quality of existing products, bring forward new products and help develop coherent packages and experiences that are aligned</p>

	<p>to visitor needs. It is proposed that the focus of activity for the remainder of the financial year will include:</p> <ul style="list-style-type: none"> <li>• Use of local conduits where possible to increase engagement and promote the benefits of participation (e.g Fáilte Feirste Thiar, Eastside Tourism) – up to £60,000 to be allocated</li> <li>• Testing out of potential new products – support for initial feasibility to help bring forward ideas emerging from the local consultations and engagement activity and working with new capital schemes coming forward from Council funds – up to £25,000 to be allocated</li> <li>• Capacity building and development work on cluster approach, in conjunction with Tourism NI - involvement of industry experts and practitioners who have first-hand experience of this activity - £45,000.</li> </ul> <p>3.15 Following the initial investment, the Tourism Development Plan for 2019/20 will take account of the learning and the potential for engagement with partners on this work. It will detail proposals for engagement and activity from April 2019 onwards, in line with the proposals set out in this report.</p> <p>3.16 <u>Financial &amp; Resource Implications</u> At present, TCA Unit has set aside £130,000 for expenditure on Local Tourism in financial year 2018/19. An indicative breakdown of the expenditure is set out in 3.14.</p> <p>3.17 An indicative allocation of £4m has been set aside to match-fund projects under the Social Outcomes Fund (currently at varying stages of due diligence).</p> <p>3.18 Currently, there are no Council funds available to support further capital investment in neighbourhood tourist products. Members will therefore need to consider this priority in the context of the Medium Term Financial Plan and the rate setting process. In the first instance, a feasibility fund would be required to develop tourist products to concept stage. The establishment of this fund by the Strategic Policy and Resources Committee would need to be considered as part of the half-year finance report in November 2018.</p>
<b>4.0</b>	<b>Appendices</b>
	Appendix 1: Draft Local Tourism Narrative and Framework - Deloitte

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## **Local Tourism in Belfast: Developing the Offer**

**Version 1.0 August 28th 2018**

# Contents

1	Introduction	3
2	Some context	5
3	The Current Picture	9
4	An Emerging Tourism Framework	12
5	Moving Forward	16
	Appendix 1: Strategic Context	17
	Appendix 2: Case Studies in Local Tourism	19
	Appendix 3: List of Consultees	21
	Appendix 4: Draft Assessment Tool	23

# 1 Introduction

## 1.1 Background

While Belfast has enjoyed tourism growth in recent years for the city to take the 'next step' in growth, the depth and range of the tourism offering must increase. This could encourage visitors to stay for longer, and explore more areas of the city – spreading the economic benefits which tourism can bring across a greater area of the city. This is fundamentally important to the city's (and Northern Ireland's) ambitions and outcomes, as set-out in key policy documents (e.g. draft PfG and the Belfast Agenda) and is forming a key strand of the Belfast Region City Deal submission.

It is within this context that the importance of driving-up capacity and quality of product and experiences in local areas and neighbourhoods outside of the city centre has been highlighted<sup>1</sup>. There are a number of dynamics to be aware of:

- **Understanding the value of local tourism through the eyes of the visitor** – Visitors are increasingly motivated by unique and authentic experiences – How can you experience the city like a local? What can you do and experience in Belfast that you cannot do anywhere else? These are opportunities for visitors to dig deeper into the stories of the people and the city, immerse yourself in local communities and interact with local people;
- **Local tourism products and experiences work within the wider tourism ecosystem** - Few visitors make decisions to visit cities because of particular local areas or neighbourhoods – these tend to be secondary factors. They likely choose to visit based on flagship attractions and experiences. For example in Belfast this may be to visit Titanic Belfast or in the future to visit the 'Belfast Story'. Once they have made the decision to visit the city (or once they have arrived) they have choices to make about what else to do. How do local tourism products make these visitors aware of their existence? How can other stakeholders trust the quality of the experience visitors will have in order to signpost them to neighbourhood products? and
- **Local tourism is important for wider socio-economic reasons than tourism alone** - Inclusive growth and local areas visibly benefiting from tourism are critical to minimising potential of antipathy towards tourism from local communities (an issue that many cities around the world who receive large numbers of tourists are wrestling with), so that the industry can develop in a sustainable manner. Therefore this should mean opportunities to develop employability, skills and jobs, alongside the potential to build community capacity and local pride.

## 1.2 Aim of this paper

This paper aims to inform Belfast City Council on the way forward for supporting local tourism product development across Belfast.

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<sup>1</sup> Mid-term review of the Belfast Integrated Tourism Strategy 2015-2020 (Jan 2018)

### 1.3 Outline of this paper

The contents and objectives of this paper can be summarised as follows:

- **Section 1: Introduction** – Background and aim;
- **Section 2: Some Context** – a story of tourism growth and opportunity;
- **Section 3: The Current Picture** - Investment to date and feedback gathered during initial consultation sessions;
- **Section 4: An Emerging Framework** - Define the key principles which will set behind future investment in local tourism and embody these in a potential assessment tool; and
- **Section 5: Moving Forward**: Next Steps.



# 2 Some context

## 2.1 Global growth in tourism

Since the advent of commercial air travel the numbers of people who travel internationally – for recreation and for business - has grown enormously. As a result, across the globe, tourism has become a major economic driver. Tourism spend has the potential to create jobs, prompt investment, and broaden the social and cultural horizons of those who travel.

Figure 1 indicates the scale of tourism and industry worldwide.

**Figure 1. Global Tourism in Numbers**



## 2.2 Belfast's rapid ascent

During the initial boom in low cost airline travel through the 1990s and into the 21<sup>st</sup> century, Belfast was largely overlooked as a tourism destination due to ongoing conflict and division. More recently this has begun to change at a rapid pace. **Figure 2** below illustrates the growth of overnight visitor tourism expenditure, for all visitors and just for those who come from outside Northern Ireland, in Belfast over a seven year period<sup>2</sup>.

<sup>2</sup> Figure 1 created using statistics from the Northern Ireland Statistics and Research Agency (NISRA). Please note this does not include spend by day trippers.

**Figure 2:** Tourism Expenditure by Overnight Visitors in the Belfast City Council area, and as a Percentage of Total Overnight Visitor Expenditure in Northern Ireland 2011 - 2017

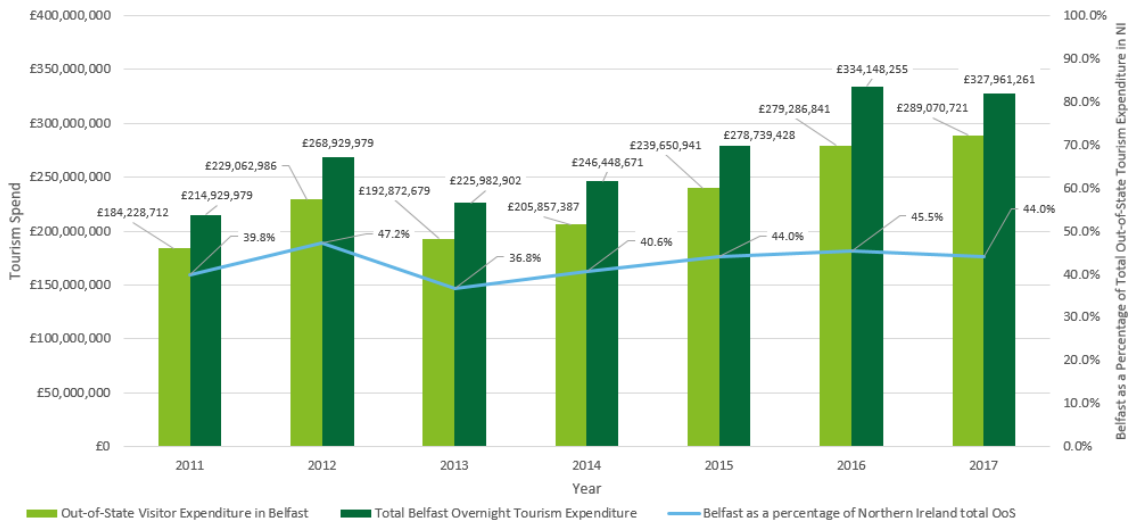
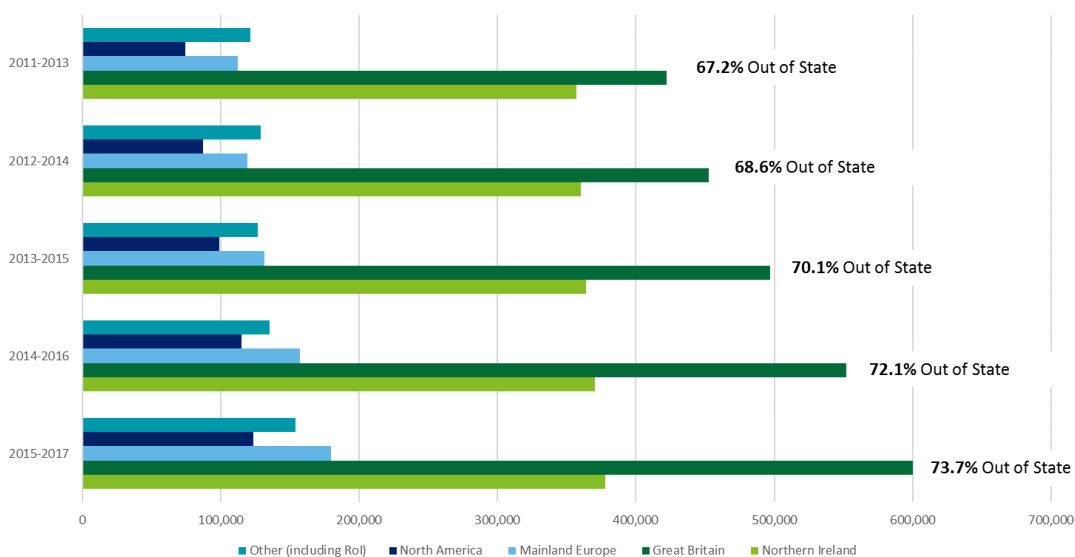


Figure 2 also shows what percentage of total expenditure by overnight visitors to Northern Ireland was made in Belfast during each year. Between 2011 and 2017 a total of over £1.5 billion was spent by overnight visitors to Belfast. **Spend in 2017 was £113 million greater than in 2011, representing an increase of almost 50 per cent. Almost of this growth (£105m) was due to out-of-state visitor expenditure.** The total overnight out-of-state visitor spend which was in Belfast has been between 37% and 45% of the Northern Ireland total, demonstrating Belfast’s importance.

Figure 3 illustrates that the absolute number of visitors to Belfast has increased 347,000 since 2011 (through to 2017, based on NISRA rolling average). The **out-of-state visitors have accounted for 94% of visitor number growth in Belfast between 2011 and 2017.**

The chart shows the GB market as consistently the largest segment, and growing 42% between 2011 and 2017. Over 600,000 GB visitors came to Belfast in 2017. Other markets have grown significantly, for example the North America market growth of 66% between 2011 and 2017, translating to 50,000 more visitors. The number of visitors from mainland Europe has increased by 67,000 over the same time period, representing almost 60% growth.

**Figure 3:** Three-year Rolling Average Breakdown of the Origin of Visitors to the Belfast City Council area, and percentage of out-of-state 2011-2017



**Appendix 1** contains further analysis of the strategic context surrounding tourism development in Belfast.

### 2.3 No room for complacency

The outlook for tourism internationally is very positive, and the World Tourism Organisation is forecasting sustained growth in international travel demand for the period up to 2030. It is within this out-of-state visitor market that greatest potential for growth exists.

Tourism NI is seeking increase visitor stays to 3-5 days and to double the value of NI Tourism by 2030 and create 30,000 new jobs. Belfast will be hugely significant to this growth ambition – both in terms of visitor spend and additional jobs.

It is, however, a highly competitive market place. Belfast needs to be internationally competitive in the eyes of visitors if it is to grow, and to realise its full potential.

There is a need to invest in the things that will continue to drive growth – this will require the continued development of the tourism product. What are the compelling reasons for people to visit Belfast? At the heart of the answer are the unique and authentic experiences that you can only do here. This is where tourism product development, both large scale and local, needs to be focused. In addition there is a need for coherence in the development between large scale and local developments.

Previous studies have shown Belfast has limited numbers of large scale attractions (e.g. attractions with >500,000 visitors) when compared with cities such as Liverpool. The next section picks up on lessons from elsewhere on more local, neighbourhood based products.

### 2.4 Learning from elsewhere

We have considered what other cities have been doing in this space. **Appendix 2** contains three cases studies, featuring San Sebastian, Ljubljana, and Berlin. We examined how these cities are employing 'local tourism', and developing sustainable growth in visitor numbers and product development. The key findings from these are summarized below:

- Neighbourhoods contain clusters of products along a theme – e.g. bars and restaurants, museums and heritage, or parks and gardens. Neighbourhoods can then be packaged within the city's broader tourism offering and marketed based on their distinct clusters;
- The clusters build on the historical usages and customs of the neighbourhood in which they are based – e.g. Potsdamer Platz in Berlin was historically a trading post and is today a bustling modern commercial hub; and
- There is a recognition that tourism growth must; a) impact positively on the city and local environment; and b) impact positively on local people and businesses. To this end, projects such as the creation of low-emission transport (e.g. bicycles) for visitors to use, and the development of locally sourced supply chains, have been developed.

## 2.5 The size of the opportunity

The city has set an ambitious target to grow out of state visitor expenditure by over £200 million<sup>3</sup> in coming years.

This is an opportunity for the whole city, including local tourism providers, that will sustain large numbers of jobs as well as creating wealth.

## 2.6 Understanding the opportunity and the challenge

The starting point for this paper is the need for Belfast to develop more of these product and experiences in local areas and neighbourhoods. The challenge for local tourism is to respond to this opportunity. The following are key tenets for local tourism product development to consider:

- Visitors want unique and authentic experiences for visitors to Belfast, and opportunities to encourage visitors to dig deeper into specific stories in local areas;
- It is necessary to develop the relationship between local tourism and the overarching storylines of the city, and related larger scale tourism visitor experiences. This helps in framing local product development and makes sense for a visitor moving around the city;
- The economic impact of increased visitor economy in Belfast must be inclusive and make a positive social impact;
- Capacity will need to be built amongst local tourism product operators and originators across Belfast; and
- Developments must be sustainable.

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<sup>3</sup> Belfast Agenda "Increase the value of out-of-state tourism spend to £500 million by 2021". In 2017 NISRA LGD data showed OOS visitor expenditure in Belfast to be £289m.

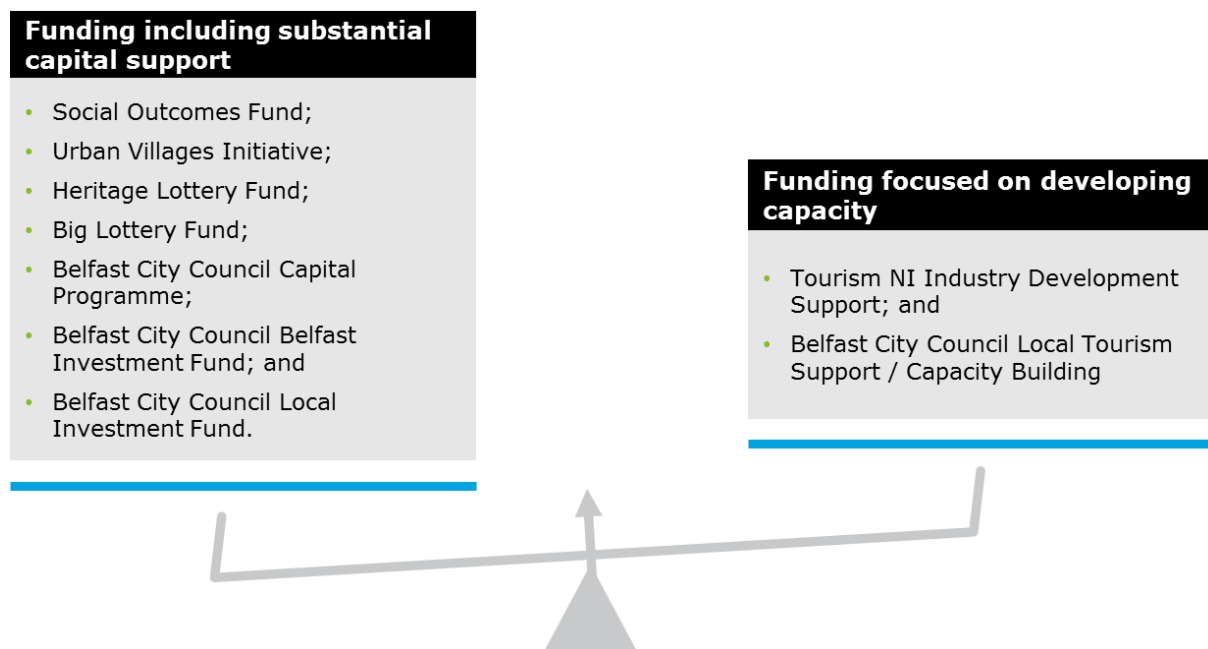
# 3 The Current Picture

## 3.1 Investment and Funding

### 3.1.1 A story of substantial investment

There has been substantial investment made in recent times to support the development of products related to spreading the wealth of tourism across the city.

The diagram below illustrates the key investment programmes and investors impacting on tourism:



The diagram illustrates that the majority of the support has a focus upon capital development (this is notable given observations on current capacity – see section 3.2).

Within the list of funding support provided, **Belfast City Council has itself provided / committed £36m of funding** on projects relating to tourism.

## 3.2 Engagement with local tourism stakeholders

### 3.2.1 The process

To inform our proposals and ensure that local voices were heard, we conducted programme of five workshops, in addition to liaison with Council stakeholders, Visit Belfast and Tourism NI.

Each of our five sessions covered a different area of the city (South, East, West, North, and Shankill).

Over 40 individuals participated a workshop. A full list of workshop attendees (by session) can be found in **Appendix 3**.

At each session attendees were asked to answer two core themes:

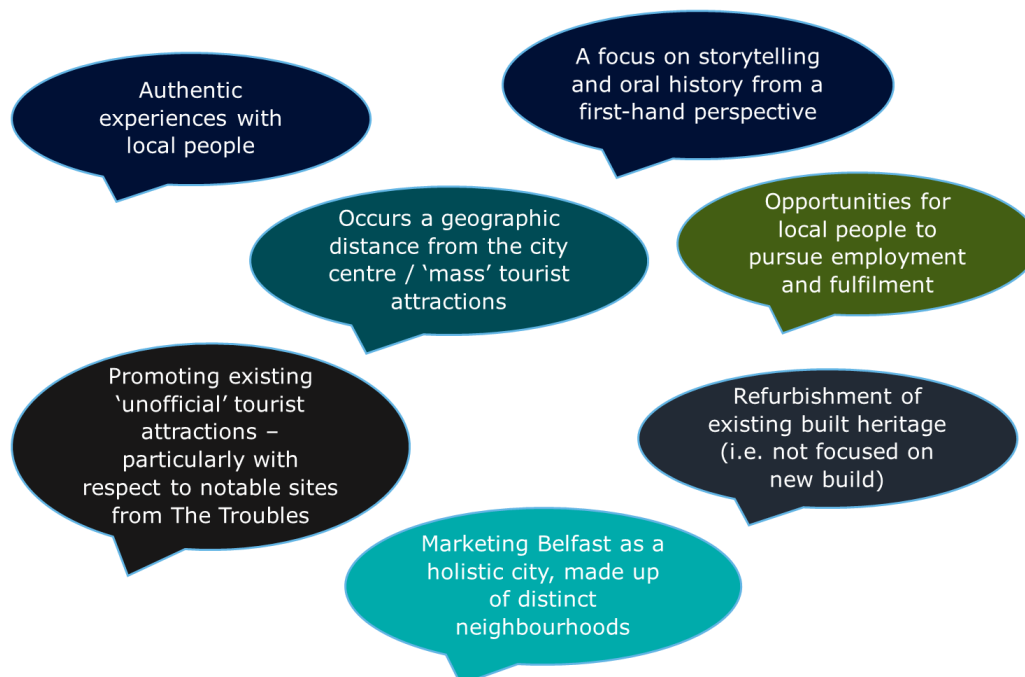
1. What is local / neighbourhood tourism and why is it important?
2. Identify opportunities in local areas

### 3.2.2 Overview of workshop feedback

We have captured the ideas and thoughts collected during the workshops and collated the key messages below:

#### 1. What is Local Tourism and why is it important?

We have identified the following key themes which workshop consultees brought up when considering how to define local tourism:



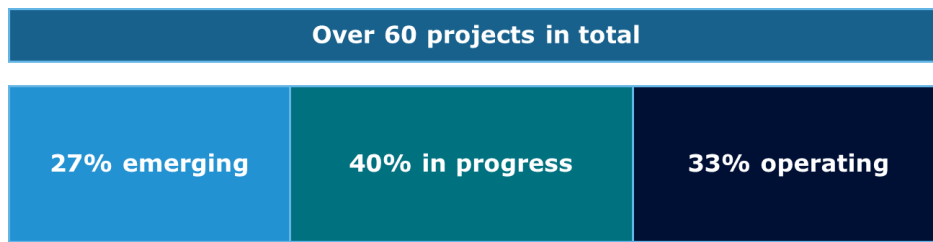
Local tourism as a concept could be interpreted as a mechanism for ensuring that traditional cultural activities and the heritage of local people is preserved and celebrated – in the same manner that eco-tourism supports the conservation of environmentally sensitive areas.

#### 2. Identify opportunities in local areas

Over sixty projects were raised and discussed during our workshop sessions. We classified these projects into:

- **Emerging:** projects which have not yet progressed beyond the planning phase;
- **In progress:** projects which are in the process of being completed; and
- **Operating:** projects which are already in operation / may need support to be sustainable / grow.

Our findings are summarised in the graphic below:



### 3. Key reflections from workshops

- Ideas and products which were proposed during engagement ranged from the more traditional tourism fare; such as the celebration of famous figures, language and cultural tours and activities, and outdoor activity centres, through to novel proposals such as innovative accommodation for tourists and virtual reality tours;
- There is limited connectivity between products and product owners in some areas of the city. This is a weakness in a sector that does best with high levels of collaboration;
- There was an obvious sense of enthusiasm in each workshop for ensuring that the benefits of tourism growth in Belfast are felt throughout the city. Local areas want to be a part of the Belfast tourism story, and want to welcome the wider world to their localities. It was expressed that local areas have their own stories to tell, that link well to the wider Belfast storylines;
- Participants were primarily community based stakeholders, with more limited input from larger organisations, or related sectors e.g. hospitality businesses or creative industries; and
- While there was no shortage of enthusiasm, it was apparent that experience of tourism and running businesses was limited. A core challenge is addressing this limited capacity.

# 4 An Emerging Tourism Framework

## 4.1 Key principles

It is important to ensure coherence and consistency across the approach to developing tourism in Belfast. These principles have been developed in relation to the Belfast Region City Deal and engagement with local tourism stakeholders:

- a) A clear focus on authentic experiences involving local people (e.g. storytelling);
- b) Use of market intelligence to develop what the visitor wants;
- c) An emphasis on out-of-state visitors;
- d) Broadening the Belfast tourism offer to include more local areas and neighbourhoods outside of the city centre;
- e) Harness leading edge digital technology from website design to on-site visitor experience;
- f) Ensuring that growth is sustainable and inclusive of local communities;
- g) Nurture and develop skills in local communities; and
- h) Ensure that positive economic and social outcomes are realised (e.g. visitor spend, skills development, jobs).



## 4.2 An overarching framework

Figure 3a illustrates the proposed context for developing local tourism products and experiences. In particular the emphasis is that there is a bigger picture in which local products and experiences need to relate to. Starting with understanding there is a visitor and it is important to understand what they want. The city has some key themes or storylines – how does the local product and experience complement these? There are existing large scale visitor attractions – referred to here as anchors<sup>4</sup> – that relate to the aforementioned key themes / storylines. What might the relationship be with them? The arrows on the sides communicate that we are being strategically led by what the visitor wants and the city themes and secondly building the capacity of local tourism stakeholders is critical to the success of this model.

***Big picture tourism success for Belfast will be underpinned by smaller scale authentic experiences across the city... and those smaller scale local tourism products and experiences will be better positioned to succeed if they fit with the bigger picture...***

Figure 3a: Local Tourism Framework – Belfast-wide



<sup>4</sup> The list identified are those with visitor numbers of greater than 200,000 according to NISRA data. The exception being Crumlin Road Gaol (data provided by operator) and Belfast Story (based on projections).

Figure 3b: Local Tourism Framework – Linking a theme to a cluster

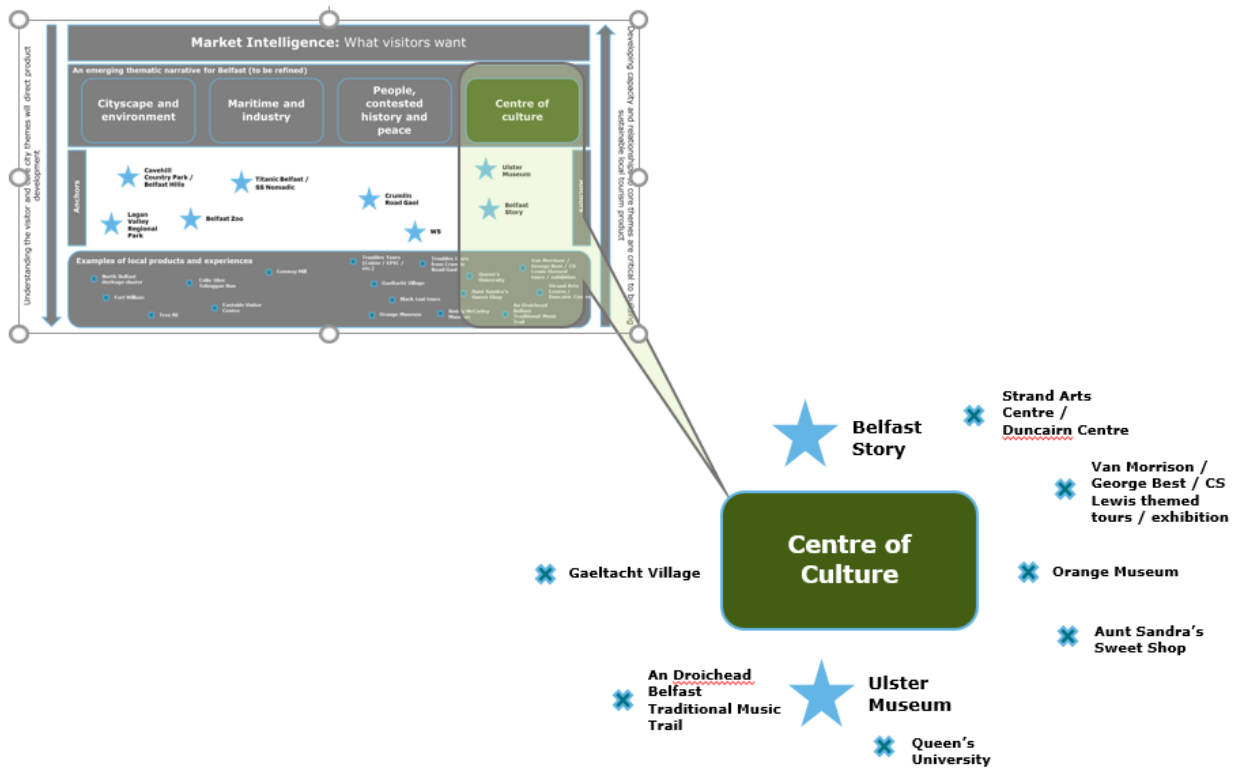


Figure 3b illustrates how themes and 'clusters' of complementary products and experiences could potentially develop. The larger 'anchor' attractions (in this example the Belfast Story and the Ulster Museum) provide the primary visitor experience relating to the 'centre of culture' theme, complemented and supported by a number of local-level products and experiences (the examples provided relate to food, music, literature, language etc.)

The collaborative network will bring a range of potential benefits, for example: opportunities to bundle experiences for visitors; share training and development they wouldn't be able to access individually; learn from one another's experiences to improve quality; cross-selling etc.

Additionally these collaborations could develop to work with each other and indeed with others, for example hospitality providers, transport providers, etc.

**NOTE: Examples of local products and experiences used in Figure 3a and Figure 3b are for illustrative purposes only and aim to represent a range of product offerings. They are not indicative of any assessment or prioritisation.**

### 4.3 Draft assessment tool

Given the breadth and scale of ideas and potential initiatives relating to local tourism product and experiences there is a need to prioritise resources on those with most potential. Using the principles above, we have developed an assessment tool for use in prioritising local tourism projects.

As an initial step, the project being put forward for consideration, must be assessed for each of the steps and the outputs used to demonstrate whether it has a preliminary high-level viability.

Projects can then be scored, using the assessment tool as a mechanism, with projects then graded for prioritisation.

The assessment tool is contained in **Appendix 4**.

# 5 Moving Forward

## 5.1 Recommendations

In this section recommended next steps are listed for the development of local tourism products in Belfast.

1. Communicate with local tourism stakeholders (including local tourism structures) to update on approach and progress. Provide guidance that the approach will include capacity building to ensure projects are investment ready as well as support for existing investments

Suggested Timing: September / October 2018

2. Share and engage with key partners on approach (e.g. Tourism NI, Visit Belfast);

Suggested Timing: September 2018

3. Develop a more detailed thematic narrative for the city – this will frame and drive coherent development of tourism products and experiences. The detail will identify which local products and experiences (or potential products and experiences) relate to key anchors (e.g. Belfast Story);

Suggested Timing: September – December 2018

4. Agree projects within which to pilot the draft framework assessment. Subsequently apply the assessment tool to potential tourism products and experiences;

Suggested Timing: Piloting September / October 2018. Detailed timetable for assessment to be established following pilot.

5. Use the results of the assessment to articulate the investment required to develop the local tourism products and experiences. This will include a detailed breakdown of what capacity building is required – relationships and collaborations, training, technical support etc. This will help move the stakeholders into an 'investment ready' status;

Suggested timing: Programme of support to be defined and costed using results from pilot assessment by December 2018.

6. Building on regional tourism experience (e.g. Causeway Coastal Route) develop a cluster approach structure to support and underpin the steps above. These clusters would be facilitated and could be developed on a thematic basis. TNI and existing cluster members (e.g. from Causeway Coastal Route) to support with presentation of previous clustering experience to local tourism stakeholders.

Suggested timing: Cluster experience presentation to local tourism stakeholders October 2018. Prepare to launch facilitated cluster approach early 2019.

# Appendix 1: Strategic Context

## The Strategy for Growing Tourism in Belfast

### Background

Considerable work has been invested into developing a strategic approach to sustainably scaling the tourism offering in Belfast while meeting ambitious growth targets. Key documents include:

- The Belfast Agenda (Belfast City Council);
- Local Development Plan 2020-2035 (Belfast City Council);
- Belfast Tourism Strategy 2015-2020 (Belfast City Council); and
- The Future of Sustainable Tourism (Tourism NI).

These documents are summarised below.

### Key Points relating to Local Tourism

<b>Belfast Agenda</b>	<ul style="list-style-type: none"> <li>• Increase the value of out-of-state tourism spend to £500 million by 2021.</li> <li>• Create 3,000 new hotel bed spaces by 2021.</li> <li>• Develop workforce skills and capacity to serve growing the growing number of visitors.</li> <li>• Develop Belfast as a world class international tourism destination.</li> </ul>
<b>Local Development Plan 2020-2035 – Tourism topic paper</b>	<ul style="list-style-type: none"> <li>• Potential to convert vacant or underused historical buildings to provide unique hotel experiences.</li> <li>• Necessity to protect unique built and industrial heritage as tourism assets.</li> <li>• Necessity to improve transport links, gateways, and green linkages into the City Centre.</li> <li>• Necessity to connect open spaces within the City Centre and beyond.</li> </ul>
<b>Belfast Tourism Strategy 2015-2020 (and interim review)</b>	<ul style="list-style-type: none"> <li>• Opportunity to develop association with Belfast genius through famous personalities, e.g. C.S. Lewis, George Best, Seamus Heaney, etc.</li> <li>• Promoting and pioneering 'Beyond Peace' tourism, recognising and celebrating Belfast's journey from conflict to peace – potentially a business tourism asset;</li> <li>• CSR Agenda – styling Belfast as 'The Giving City', with the ambition of becoming the first city in the world whose tourism industry collaborate in a unique, collective social responsibility initiative to raise money to invest in community related peace projects at home and around the world</li> <li>• Potential projects to:             <ul style="list-style-type: none"> <li>- Tailor a support programme delivered at future leaders utilising international best practise;</li> <li>- Review existing tourism and hospitality training provision in NI; and</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- Tailored programmes designed to encourage opportunities at every level of the hospitality sector.</li> </ul> <p><b>Interim Review Findings</b></p> <p>The core finding that there is a need to place increased importance on ensuring high quality tourism product development to back up the investment in hotels and the wider hospitality sector in Belfast. The rationale for this is based on having more unique, authentic Belfast “things to see and do” that will attract more visitors to the city, get them to stay longer and spend more.</p>
<p><b>The Future of Sustainable Tourism (Tourism NI)</b></p>	<p><b>Up-and-Coming Trends</b> (Selected)</p> <p><b>1) Keeping it local:</b> Building on increased focus on authentic and experiential tourism, the next phase in the journey will be driven by local needs rather than consumer demand – e.g. locally sourced supply chains, and labour hire.</p> <p><b>2) Opportunities ahead:</b> Eco-conscious tourism driven by well-educated tourists, which could emerge as the industry’s new premium sector. Tourism products which are environmentally sustainable, and respect local cultures will be best positioned.</p> <p><b>3) Labelling your credentials:</b> Similar to how the food industry has adapted to marketing Fair Trade, organic, and locally sourced produce, it is anticipated that tourism destinations will also increase their marketability to consumers by achieving sustainability certifications and credentials.</p>

The key message emerging is the need for Belfast to develop further tourism products with a view to getting visitors to stay longer in Belfast, and therefore spend more money.

Development of a deeper and higher quality tourism offering, with more for visitors to see and do beyond the landmark attractions such as Titanic Belfast, could entice tourists to spend a longer period of time in Belfast – particularly those who are deciding how to apportion their time when making a visit around the entire island of Ireland.

# Appendix 2: Case Studies in Local Tourism

## 1) San Sebastian, Spain

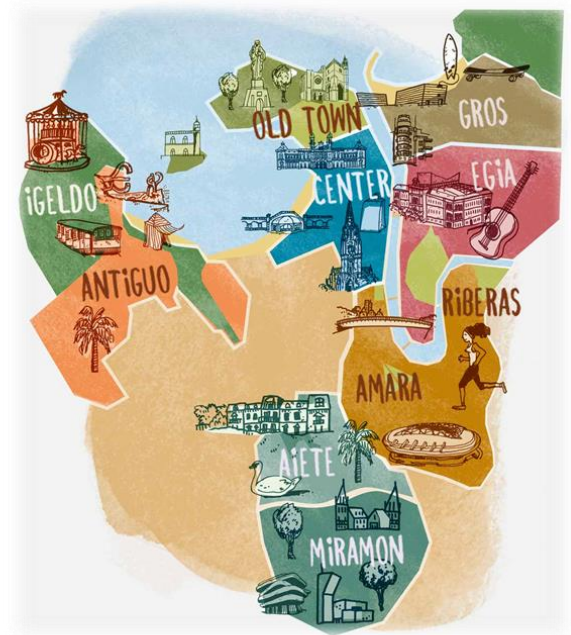
San Sebastian is a town of c.200,000 people located in the Spanish Basque country.

The local tourism authority markets the town as containing six distinct neighbourhoods for tourists to visit.

The distinct features of each district are highlighted, as described below:

- **City Centre:** Gastronomy and shopping areas;
- **Gros:** Young, surfing neighbourhood;
- **Antiguo – Igeldo:** Amusement park and park land;
- **Amara – Anoeta – Riberas:** Local bars and restaurants;
- **Egia:** Art and culture; and
- **Aiete – Miramon:** peaceful parks and gardens.

Recognition which San Sebastian has received includes being named TripAdvisor Expert's Choice destination for 2018.





## 2) Ljubljana, Slovenia

Ljubljana has seen a rapid growth in tourism over a relatively short time period. Between 2007 and 2017 visitor numbers more than doubled – with 96% of all visitors being from out-of-state.

In order to ensure that this growth is sustainable and beneficial to the city and local people, authorities have made a concerted effort to integrate sustainability and responsibility into development planning. This has been achieved in a number of ways:

- **Sustainable mobility:** Installation of bike-rentals and free electric vehicle transportation around the city centre
- **Green supply chain:** to increase the use of locally produced food and drinks in restaurants and hotels in Ljubljana; and
- **Destination management:** creation and promotion of new attractions outside the city centre in order to **manage tourist flows** and loosen the pressure of visitors on the main sights. The city hosts over 14,000 events per year, across its neighbourhoods.

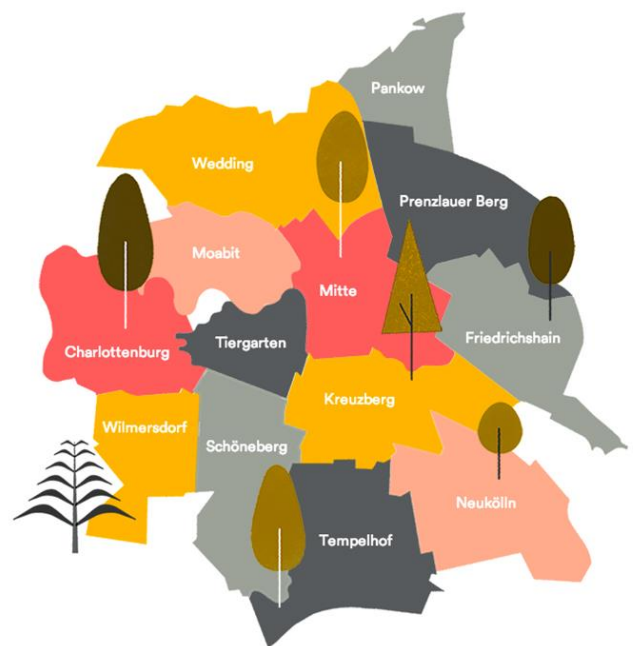


## 3) Berlin, Germany

Formerly divided, Berlin has retained distinctive characteristics across the neighbourhoods which make up the city. Examples of neighbourhoods in the city include:

- **Charlottenburg:** Filled with theatres, museums, and fine dining establishments and well suited for sophisticated evening entertainment;
- **Schöneberg:** Outdoor markets, rolling park spaces, and cheeky bars and clubs that welcome a thriving gay community;
- **Wedding:** Graffiti-clad factory buildings, and a growing population of young artists; and
- **Potsdamer Platz:** A centre for traffic, trade, and commerce.

Berlin is an example of a city which has recovered from a phase of conflict and division, and celebrates the legacy of peace which has blossomed in the ensuing years.





# Appendix 3: List of Consultees

<b>The table below contains the consultees whom we have engaged with and which session they attended.</b>		
<b>South</b>		<b>3rd May</b>
<b>Name</b>		<b>Organisation</b>
Fionntan	Hargey	Markets Development
Angela	Johnston	Greater Village Regeneration Trust
Martin	Craigs	South Belfast Partnership Board
Glenda	Davies	Sandy Row Community Forum
Claire	Kieran	An Droichead
Angela	Johnston	GVRT
<b>Apologies</b>		
Briege	Arthurs	South Belfast Partnership Board
<b>West</b>		<b>8th May</b>
<b>Name</b>		<b>Organisation</b>
Harry	Connolly	Failte Feirste Thiar
Sean	Quinn	Failte Feirste Thiar
Peadar	Whelan	Coiste
Stephen	Savage	Belfast Taxis CIC
Joe	Austin	Failte Feirste Thiar
Caoimhin	Shannon	An Culturlann
Ruth	Quigley	Farset International
Kevin	Crawford	Roddy McCorleys
<b>Apologies</b>		
Kevin	Gamble	Feile
<b>East</b>		<b>10th May</b>
<b>Name</b>		<b>Organisation</b>
Mervyn	Gibson	Titanic People
Maurice	Kinthead	Eastside Partnership
Wayne	Irvine	Urban Villages
Jonathan	McAlpin	East Belfast Enterprise
Chris	Armstrong	Eastside Tourism
Martin	Graham	Tourism NI
Stephen	McGowan	Urban Villages
Mandy	Patrick	Park Avenue Hotel
Jim	Moore	Aunt Sandra's
Peter	McCabe	EastSide Greets
Jim	McNicholas	EastSide Greets
Kenny	Rogers	East Belfast A/R Story
Robert	Scott	Eastside Voices

Apologies		
Gavin	Robinson	MP
Laura	Spence	Tour guide
Sandy	Smyth	Tour guide
Rachel	Kennedy	Eastside Arts
North		3rd May
Name		Organisation
Phelim	Grant	Crumlin Road Gaol
Ray	Griffen	Duncairn Centre
Conor	Maskey	Intercomm
Shane	Quinn	Belfast Building Trust
Janice	Beggs	Lower Oldpark Community Association
Maria	Morgan	Ligoneil Improvement Association
Katherine	Redpath	EPIC
Jamie	Curran	Freelance, working for Intercomm
Gordie	Walker	Intercomm
Rosemary	McGreevey	Thorndale, Duncairn, Kinard Residents Association
Apologies		
Bernard	Jaffa	Unitorah
Joe	Baker	Glenravel
Paula	Reynolds	Clifton House
Shankill		25th May
Name		Organisation
Jackie	Redpath	Shankill Partnership
Nicola	Verner	Shankill Partnership

# Appendix 4: Draft Assessment Tool

## Draft Assessment Tool

Question	Indicator	Scoring				Data Sources
		0	1	2	3	
Is it tourism?	Anticipated proportion of visitors from outside of the local community	Zero visitors from outside the local area	<20% of visitors from outside the local area, and limited appeal to international visitors	>20% but <50% of visitors outside the local area, and moderate appeal to international visitors	50%> of visitors from outside of the local area, and marketable appeal to international visitors	Promoter business plan, Economic Test (visitor number test), Evidence from comparator projects
Alignment to key Belfast themes and strategic policy?	Fit with the key strategies present at a local, regional, and national level - and alignment to an anchor (and theme) for neighbourhood tourism	No strategic fit with relevant strategies and theme	The product is not referenced and it is unclear how it may link to a theme	The product falls under a general reference and could potentially link to a theme	The product is specifically referenced and can naturally be linked to a theme	Tourism NI, Tourism Ireland, Belfast Region strategic plans, Local Council Strategic Plans
Promoter Skills and Capability	Experience and background of promoter and their support network	Zero previous experience in the tourism market product development and limited expertise	Zero previous experience in the tourism market product development however expertise in relevant activities	Previous experience in the tourism market product development	Strong previous experience in the tourism market product development	Promoter business plan / CV
Does market testing support?	Depth of market testing and findings	No market testing / findings are not favourable	Limited market testing and positive findings (e.g. primarily based on desk research and stakeholder engagement)	Moderate market testing and positive findings (e.g. use of proxies, consultation with tour operators)	Extensive market testing and positive findings (e.g. international consumer research)	Promoter business plan, Tourism NI
		0		3		
Social Impact	Social test	Fail		Pass		Social test
Economic Impact	Economic test	Fail		Pass		Economic test

The scoring could be banded for prioritisation.

For example:

Total Score	
0 - 6	Do not proceed with this as a tourism project
7 - 12	Hold for further consideration and potential revision
13 - 18	Prioritise for further support / analysis



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<b>Subject:</b>	Eastern Economic Corridor – update
<b>Date:</b>	12 September 2018
<b>Reporting Officer:</b>	John Greer, Director of Economic Development
<b>Contact Officer:</b>	Colin McCabrey, Economic Development Manager (Local Economic Development)

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of this report is to provide an update to members on progress to date on work to support the development of the Belfast-Dublin Economic Corridor, including engagement with the other seven other councils along the corridor.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to: <ul style="list-style-type: none"> <li>• Note the progress to date on this work, including the proposed conference to be held at the end of March 2019, which members will be invited to attend</li> </ul>

	<ul style="list-style-type: none"> <li>• Agree to receive a future report in advance of the conference to update on both conference plans and emerging research outcomes.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	<p>Members will recall that, at the City Growth and Regeneration Committee meeting on 7 March 2018, Members approved a series of activities to support Belfast’s engagement with its key partner cities and Sister Cities. These include Boston and Nashville in USA and Shenyang in China. Belfast also has a MoU for collaboration with Dublin and there has been growing interest in opportunities to support economic cooperation and engagement between the cities and along with Belfast-Dublin corridor. One of the priority activities identified in the report was the potential for a conference to highlight cooperation opportunities along this corridor and Belfast City Council has been working with the other seven Councils along the corridor to develop this concept further. The eight councils are Armagh City, Banbridge and Craigavon Borough Council; Belfast City Council; Dublin City Council; Fingal County Council; Lisburn and Castlereagh City Council; Louth County Council; Meath County Council; and Newry, Mourne and Down District Council.</p>
3.2	<p>In order to shape the conference and ensure that all partners are content with the content and approach, a steering group of senior council officials has been established. The steering group has recently commissioned the local universities (a collaboration between Ulster University and Dublin City University) to carry out further research to articulate the economic opportunities along the corridor. This will form the basis of the conference proceedings and will provide a useful platform from which to scope additional opportunities for ongoing engagement with partners, in order to exploit the economic potential of this 100-mile corridor.</p>
3.3	<p>While the main focus of engagement at present is on the conference and the research work, the group has developed a broader terms of reference for the collaboration. This includes:</p> <ul style="list-style-type: none"> <li>• To identify and develop collaborative projects which have economic and strategic merit for the eight local authorities of the eastern corridor;</li> <li>• To articulate the economic and social benefits along the length of eastern corridor between Belfast and Dublin;</li> <li>• To drive buy-in and engagement with the private sector on the future development of the eastern economic corridor.</li> </ul>

3.4	A key agreed outcome of the steering group meetings to date has been the aspiration to deliver a Memorandum of Understanding between the eight local authorities. This MoU will set out the scope of the joint areas of working across the corridor on infrastructure, attracting investment and jobs. This MoU will be brought back to the Council for information and endorsement.
3.5	Details of the conference are still being finalised but it is likely to take place towards the end of March 2019 (date tbc) in Belfast Waterfront. Members will be invited to attend the conference and there is likely to be public and private sector representation from all eight council areas as well as attendance by senior government representatives from both sides of the border. A further update on both the research and the conference arrangements will be brought back to a future meeting of this Committee, in advance of the event.
3.6	<p><u>Financial &amp; Resource Implications</u></p> <p>The activities outlined in this report will be resourced from the 2018/19 Economic Development budget previously agreed by this Committee.</p>
3.7	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>The unit is currently undertaking a process of equality screening on the overall work programme, this will ensure that consideration is given to equality and good relations impacts throughout the development and delivery of this project. Both urban and rural areas are involved in this work.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None

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<b>Subject:</b>	Elite All Ireland Boxing Championships (Male and Female)
<b>Date:</b>	12 September 2018
<b>Reporting Officer:</b>	John Greer, Director of Economic Development
<b>Contact Officer:</b>	Gerry Copeland, City Events Manager

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

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

<b>1.0</b>	<b>Purpose of Report</b>
1.1	<p>In March 2018, the following Notice of Motion was approved by the Council:</p> <p><i>“Belfast has produced world class athletes through the sport of amateur boxing who have consistently succeeded through every level of the sport and brought recognition to the city of Belfast through their successes.</i></p> <p><i>We, as a City, are very proud of the achievements of boxers from this City and should seek to build on these successes by showcasing the talent this vibrant sport has to offer across Ireland.</i></p> <p><i>This Council agrees to engage with the Irish Athletic Boxing Association to explore the possibility of bringing the All Ireland Boxing Championships to the City of Belfast.”</i></p>

1.2	<p>The Council agreed that its Officers would engage with the Irish Athletic Boxing Association (IABA) to explore the possibility of bringing the All Ireland Boxing Championships to Belfast. It is important to note that the Notice of Motion did not specify a time for the event. Council officers recently met with IABA and they expressed an interest in holding the event in Belfast in February 2019. This would require a financial contribution of £69,470 from the Council or its partners. This financial allocation has not been set aside in the Council budgets for this financial year.</p>
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>It is recommended that the Committee:</p> <ul style="list-style-type: none"> <li>• Notes the £200,000 of funding approved by the Strategic Policy &amp; Resources Committee on January 5<sup>th</sup> 2018 for the implementation of the Belfast Boxing Strategy through the Irish Athletic Boxing Association (IABA)</li> <li>• Notes that, following engagement with Officers from Belfast City Council's City Events Unit, IABA has expressed a wish to stage the Elite Irish Amateur Final event in Belfast on 23<sup>rd</sup> February 2019 with a request for a financial contribution from Belfast City Council of £69,470 towards the event</li> <li>• Notes that the IABA Championship was not considered as part of Place &amp; Economy's 18/19 operational plans and consequently there is no existing budget allocation to support the event</li> <li>• Agrees that officers continue to negotiate with IABA to build a greater understanding of the costs associated with holding the event, including options for the Council to secure income from ticket revenue.</li> </ul>
<b>3.0</b>	<b>Main Report</b>
3.1	<p>In March 2018, via a Notice of Motion, the Council agreed that its Officers would engage with the IABA to explore the possibility of bringing the All Ireland Boxing Championships to Belfast.</p>
3.2	<p>For information, the IABA is the globally-recognised body that governs boxing on the island of Ireland (as recognised by the International Boxing Association - Amateur). IABA's main role is to develop, foster and control amateur boxing across Northern Ireland and the Republic of Ireland. The IABA operates from the National Stadium in Dublin, which was the first purpose built amateur boxing stadium in the world. Currently there are over 360 clubs affiliated to the IABA.</p>
3.3	<p>Members will be aware that the Council has its own boxing strategy, This recognises the fact that the sport is one of the most successful in terms of generating medals at Olympic and World levels. The IABA operates via provincial branches; Ulster Boxing; Leinster; Munster and Connaught branches. This network is further enhanced with county affiliations. Belfast</p>

	operates via its County Antrim Board, which has 48 clubs registered, of which 34 are in Belfast.
3.4	To date Officers have been liaising with IABA in order to garner the relevant technical and resource information to enable the Committee to make an informed decision on the possible staging of an event.
3.5	There are no existing economic statistics attached to the competition, as the Elite Finals have not been held outside of the National Boxing Stadium in Dublin. However, it is estimated by the IABA that the finals would attract approximately 2,000 people, alongside 100 competitors (20 bouts for male competitors and 20 bouts for female competitors plus coaching staff). The IABA estimates that visitors would create 950 overnight stays. It is important to note that the IABA have not provided any independent validation of the audience for previous events, and that the current limit of the National Stadium in Dublin is 2,000.
3.6	From preliminary conversations with the IABA, it has been made clear that there would be a financial ask of Belfast if the event was to move to the city. At this point, the likely figure is around £69,470 (see additional detail below). Given that the economic impact of holding the event in Belfast is likely to be in the region of £138,940, this would give a 2:1 return on Council investment. This 2:1 figure does not compare favourably with other events currently hosted in the city. As an example, the RoI figure for the Maritime Festival is 6.42:1.
3.7	The IABA states that the staging of the National Senior Championships is dictated by the staging of other international competitions. This means that any potential Belfast event would need to fit around the IABA's calendar of events and the international boxing calendar – hence the request for 2019 rather than 2020. The February 2019 date is fixed as these National Elite Championships are based around official AIBA (world body) dates that will determine when each boxing board will run their national championships. Therefore, the championships will be used as part of the selection criteria as to who will compete in the European, World and Olympic qualification events in 2019 and early 2020 in the lead up to the 2020 Olympic Games in Tokyo.
3.8	The IABA has stated it may welcome a bid from Belfast City Council for the staging of a European Youth Championship, subject to the All-Ireland competition being staged successfully in Belfast. Belfast previously hosted the International Boxing Association's World Championships in 2001.
3.9	The staging of Junior European Championship is likely to bring approximately 900 out of state visitors to Belfast in the form of competitors and their travelling parties. The IABA have stated that media coverage of the Junior European Championships has been limited to date, but they would seek to stream the event which may increase the level of coverage. The

Junior European Championship would require the hire of two rings and the rent of the SSE arena for 5 to 6 days. While exact costs have not been calculated at this juncture, it is reasonable to assume that the staging of the Junior European Championships would cost more than the Irish Senior Men's Championship.

3.10 Cost Breakdown - Elite All Ireland Boxing Championships (Male and Female)

The cost breakdown for the proposed February 2019 event is detailed below. Key elements of expenditure will include:

- Rings and Practice/Warm-up Areas: any venue will need to accommodate dedicated spaces where boxers can prepare for their bouts. Such areas will need to be within the competition venues. In addition, the venue must be capable of hosting a full size-boxing ring, with adequate space for judges, officials and coaches around the ring apron. At this point, it appears that Belfast Waterfront would meet the requirements
- Media: the staging of the finals of the National Senior Amateur Boxing Championships will attract Irish national broadcasting opportunities, print and social media journalists, alongside potential specialist boxing media outlets. Live streaming and recorded broadcasting from the likes of the BBC NI and or RTÉ are a possibility (subject to agreement). Therefore, any venue will need to provide media access within both the venue and externally concerning possible broadcast vehicles. The event was televised by RTE in February 2018, the first time in more than five years. To date no public commitment from a broadcaster to televise the event has been made
- Ticketing: it is necessary to pre-ticket the championship finals. Therefore, a ticketing service will be required unless the selected venue already has a dedicated system e.g. the Belfast Waterfront. It is important to note that the IABA expects to recoup all of the ticket revenue. However, if the Council wishes to progress this event, it is recommended that consideration be given to engaging with IABA to secure a portion of the ticket revenue
- Medical Provision: as per all levels of boxing it is essential to have onsite medical arrangements. These must be accommodated within the selected venue to allow for pre & post competition checks and for any other incidents that may occur. In addition, there will need to have medical cover for attending patrons
- Marketing & Promotion: as with all such events it will be expected that the staging of this competition will require marketing and promotional activity. It is envisaged that any campaign would involve traditional advertising alongside the use of social media, which would require input from BCC's Marketing and Communications section, along with the venue operators and of course the IABA.
- Miscellaneous/contingency: IABA expect Belfast City Council to cover the costs of stewarding. In addition to the expenditure for audio and lighting equipment

connected to the competitive bouts. The IABA would also expect that the Council to meet the costs of officials attending.

The total estimated cost to the Council would be £69,470. The cost breakdown is:

Item	Cost
Waterfront Hall hire	25,000
Boxing Equipment	£10,220
Accommodation & Hospitality	£12,450
Compere and Medical	£1,400
AV, Tech, Lighting	£3,400
Marketing & Promotion	£10,000
Contingency	£7,000
<b>Total</b>	<b>£69,470</b>

3.11 Officers have engaged with Tourism NI to explore the potential of securing financial support from them towards the costs of hosting the event. However, their event grant schemes are now closed for the 2018/19 year and they are not in a position to assist if the event occurred in February 2019. In addition, given that the key assessment criteria for Tourism NI include PR coverage and out-of-state visitor numbers, it is unlikely that this would be successful in attracting significant support from Tourism NI's event support fund.

3.12 Belfast City Council Boxing Strategy

In 2012, Belfast City Council created a strategy to assist in the sports development. This strategic vision recognises the important role which amateur boxing plays in the life of Belfast and its working class communities in particular. The document highlighted four key strategic challenges: Pathways to the sport (boxers, coaches and officials); Coach education and development; Club support and development and Governance. A Steering Group was established to develop and oversee the implementation of the Strategy – this included representatives from IABA, Ulster Council, Co Antrim Boxing and Sport NI. This steering group (with the exception of Sport NI) continues to meet to oversee the delivery of the strategy and its related action plans. A contribution of £200,000 per year over 3 years from April 2013 was agreed by the Council to enable the implementation of the strategy's action plans. Due to a delay in recruiting staff the funding was spread over a longer period and this funding ceased on 31st March 2017. The Council agreed to directly fund the Irish Athletic Boxing Association (IABA) to deliver elements of the strategy during the financial year 2017/18. The Strategic Policy & Resources Committee agreed further funding on January 5<sup>th</sup> 2018 of £200,000 for the implementation of the Belfast Boxing Strategy through the Irish Athletic Boxing Association (IABA).

3.13 Finance and Resource Implications

The financial request from IABA is to provide £69,470 towards the costs associated with hosting the event in Belfast in February 2019. This funding has not been set aside in the Economic Development budgets for this financial year.

3.14	<p><u>Equality &amp; Good Relations Implications/Rural Needs Assessment</u></p> <p>The IABA event would be open to all and as such has the potential to promote good relations &amp; equality by bringing together people from a wide range of backgrounds. There are no perceived Rural Needs implications connected to this project.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None



<b>Subject:</b>	Zoo update
<b>Date:</b>	12 <sup>th</sup> September 2018
<b>Reporting Officer:</b>	Nigel Grimshaw Strategic Director City & Neighbourhood Services
<b>Contact Officer:</b>	Jacqui Wilson, Business Manager CNS Department

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of this report is to update Committee on the key findings from the recent exercise carried out to assess the options for the future operating model for the Zoo. The Committee requested this process in October 2017 to allow operational understanding of the impact of each model and details of savings and/or costs. The CNS Department was also aware that a Development Brief process was underway during this time for the North Foreshore and engaged with the Property and Projects Department to ensure any impact on the zoo was reflected in the information returned to Committee.

<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Agree to party briefings on the report findings during October 2018 with an aim to coming back into City Growth and Regeneration Committee thereafter.</li> <li>• Consider whether they would wish to avail of a visit, either as individual members or as committee, to the zoo in the intervening period.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	<p><u>Key Issues</u></p> <p>In November 2017 consultants were commissioned to carry out a strategic review of the operational model for the Zoo based on the options agreed by City Growth and Regeneration Committee.</p>
3.2	<p>They reviewed the operator models for Belfast Zoo based upon international best practice and carried out an initial market testing (expression of interest) to validate the findings on the relevant operating models, This also provided a critical path in terms of delivery of each model and critically appraised the underpinning rationale, strategic fit and operational design.</p>
3.3	<p>The aim of the early market engagement was to ascertain how potential operators and developers viewed the opportunity to work with BCC on the operational delivery of Belfast Zoo. What is learned from the early market engagement can be used to shape our procurement strategy. Of the 7 companies who responded to the questionnaire, 4 have experience or capabilities which are relevant to the operation of a world class zoo.</p>
3.4	<p>Details of these expressions of interest will be provided through party briefings.</p>
3.5	<p><u>Financial &amp; Resource Implications</u></p> <p>The consultant's view, based on the market feedback, is that an investment of around £10m capital investment is required to improve the Zoo attraction including the Floral Hall. With this level of investment, the income should grow by between £600k and £1.2m per annum. This is not considered to be overly optimistic and would be sufficient to fund the cost of borrowing and also reduce the Council's annual revenue subsidy.</p>



3.6	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> A consultation and engagement process will be required for consideration of any equality and good relations/rural needs implications.
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None

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<b>Subject:</b>	Financial Reporting – Quarter 1 2018/19
<b>Date:</b>	12 September 2018
<b>Reporting Officer:</b>	Alistair Reid; Strategic Director of Place and Economy
<b>Contact Officer:</b>	David Orr; Business Manager, Place and Economy Department

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	This report presents the Quarter 1 financial position for the City Growth and Regeneration Committee including a forecast of the year end outturn. It includes a reporting pack which contains a summary of the financial indicators and an executive summary (Appendix 1). It also provides a more detailed explanation of each of the relevant indicators and the forecast outturn for the year.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to; <ul style="list-style-type: none"> <li>• Note the report and the associated financial reporting pack.</li> </ul>

3.0	<b>Main report</b>
3.1	<p><b>Overall Council Financial Position</b></p> <p>The forecast year end position for the Council is an under spend of £1m of the budgeted net expenditure. This was reported to the Strategic Policy and Resources Committee at its meeting on 17<sup>th</sup> August 2018.</p>
3.2	<p><b>Committee Financial Position 2018/2019</b></p> <p>The Quarter 1 position for the Committee is an under spend of £143k (2.5%), with the forecast year end position being an over spend of £90k (0.5%) which is within the acceptable tolerance which is 3%.</p> <p>The main reasons for the Committee under spend relate to vacant posts across a number of services, loss of Belfast Bikes sponsorship income and additional health and safety expenditure in City Markets.</p> <p><u>Financial &amp; Resource Implications</u></p>
3.3	<p>The report sets out the 2018/19 quarter 1 position.</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p>
3.4	<p>There are no equality implications with this report.</p>
4.0	<b>Appendices – Documents Attached</b>
	Appendix 1 – CG&R Quarter 1 Performance Report



City Growth and Regeneration Committee

Quarterly Finance Report

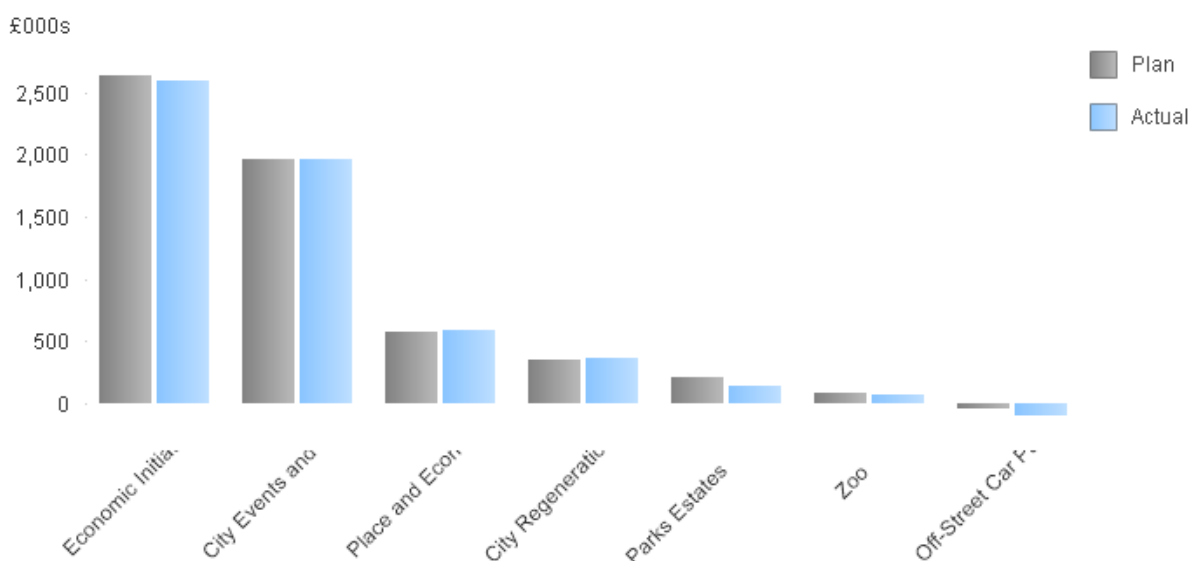
Report Period: Quarter 1, 2018/19

## Dashboard

Quarter 1, 2018/19

Revenue Section							Page
Committee	YTD	YTD Var £000s	Var %	Forecast	Forecast Var £000s	Var %	3 - 5
Economic Initiatives & Internat Devpt		(33)	(1.3)%		30	0.3%	
City Events and Venues		2	0.1%		0	0.0%	
Place and Economy Directorate		14	2.4%		10	0.4%	
City Regeneration		2	0.6%		0	0.0%	
Parks Estates		(63)	(31.1)%		0	0.0%	
Zoo		(19)	(24.4)%		50	5.5%	
Off-Street Car Parking		(46)	119.2%		0	0.0%	
<b>Total</b>		<b>(143)</b>	<b>(2.5)%</b>		<b>90</b>	<b>0.5%</b>	

## Committee Net Revenue Expenditure: Year to Date Position



The **City Growth and Regeneration Committee** budget is under spent by £143,291, or 2.5% of its net budgeted expenditure of £5.6m at the end of quarter 1 of the 2018/2019 Financial Year.

The Committee's budget is made up of the following profit centres:

- ✚ **Economic Initiatives** (P&E):- Tourism, Culture, Heritage and Arts; Economic Development; Markets; European Unit and International Relations
- ✚ **City Events and Venues** (P&E): City Events; Belfast Waterfront; Ulster Hall
- ✚ **Place and Economy Directorate** (P&E): Belfast Bikes; Business Research and Development; Directorate
- ✚ **City Regeneration and Development** (P&E)
- ✚ **Estates Management** (PKS/CNS): Malone House; Belfast Castle; Stables Restaurant; Adventure Playground
- ✚ **Zoo** (PKS/CNS)
- ✚ **Off Street Car Parking** (H&ES/CNS)

Economic Initiatives & International Development (EIID) is under spent by £33,275 (1.3%); Parks Estates Management are under spent by £62,923 (31.1%); the Zoo is under budget by £19,334 (24.4%) and Off Street Car Parking is under budget by £46,083 (119.2%); Place and Economy Directorate is over spent by £13,952 (2.4%) whilst City Events & Venues is over spent by £2,196 (0.1%) and City Regeneration and Development is also over spent by £2,176 (0.6%) at the end of quarter 1 of the 2018/2019 Financial Year.

There are five main areas that give rise to the current overall £143k (2.5%) under spend within the City Growth and Regeneration Committee budget at the end of quarter 1 of the 2018/2019 Financial Year. These are as follows:

1. Gross Income was £30k less than budgeted income to the end of June 2018. This variance relates to more income being received than planned in Off Street Car Parking £49k and Parks Estates £29k which are offset by less income than planned in the Zoo £37k, Directorate £42k, EIID £6k; City Events £17k and City Regeneration £6k
2. Employee costs are £50k less than budget with under spends in Place and Economy Directorate £32k; EIID £37k, City Regeneration £7k and Parks Estates £6k as a result of vacant posts which are offset by additional employee costs in City Events £5k and Off Street Car Parking £26k.
3. Premises expenditure was £40k less than budget with additional costs in EIID £24k and City Events £6k offset by under spends in Off Street Car Parking £13k, Parks Estates £40k and the Zoo £17k.
4. Supplies and Services expenditure was £74k under budget. Under spends in City Events £44k, the Zoo £36k and Off Street Car Parking £10k are offset by additional expenditure in Parks Estates £11k;
5. Subscriptions and Grants are £9k under budget. An under spend in EIID £28k is offset by an over spend of £17k in City Events.

## **Service Analysis**

**EIID are under spent by £33,275 at the end of period 3  
(Budgeted Net Expenditure: £2,633,017; Actual Net Expenditure: £2,599,742).**

Underspends in employee costs £37k and subscriptions and grants £28k are offset by overspends in premises costs £22k (health and safety related) and less income £6k than budgeted.

**City Events and Venues are currently overspent by £2,196  
(Budgeted Net Expenditure: £1,960,968; Actual Net Expenditure: £1,963,164).**

City Events are currently £2k overspent at the end of Quarter 1 as a result of an increase in the amount of Support for Sport event grants paid out against budget. This is a profiling issue that will self-correct in year.

The Belfast Waterfront & Ulster Hall is currently on budget at the end of Quarter1.

**Directorate are currently over spent by £13,952.  
(Budgeted Net Expenditure: £571,352; Actual Net Expenditure: £585,304)**

Within Directorate there is a current overspend of £14k. This is mainly the result of less than expected income for the Belfast Bike Scheme £45k due to an absence of sponsorship income as the new contract still to be awarded and a reduction in bike hire income year to date. This reduction in income is offset by an under spend in employee costs of £32k in relation to vacant posts.



**The Zoo is under spent by £19,334 at the end of quarter 1.  
(Budgeted Net Expenditure: £79275; Actual Net Expenditure: £60,041)**

Zoo net expenditure at Quarter 1 is £19,334 (24%) under budget due to underspends in supplies and services.

**Parks Estates are under spent by £62,923 at the end of quarter 1.  
(Budgeted Net Expenditure: £202,354; Actual Net Expenditure: £139,432)**

Estates net expenditure at Quarter 1 is £62,922 (31%) under budget due to underspends in supplies and services

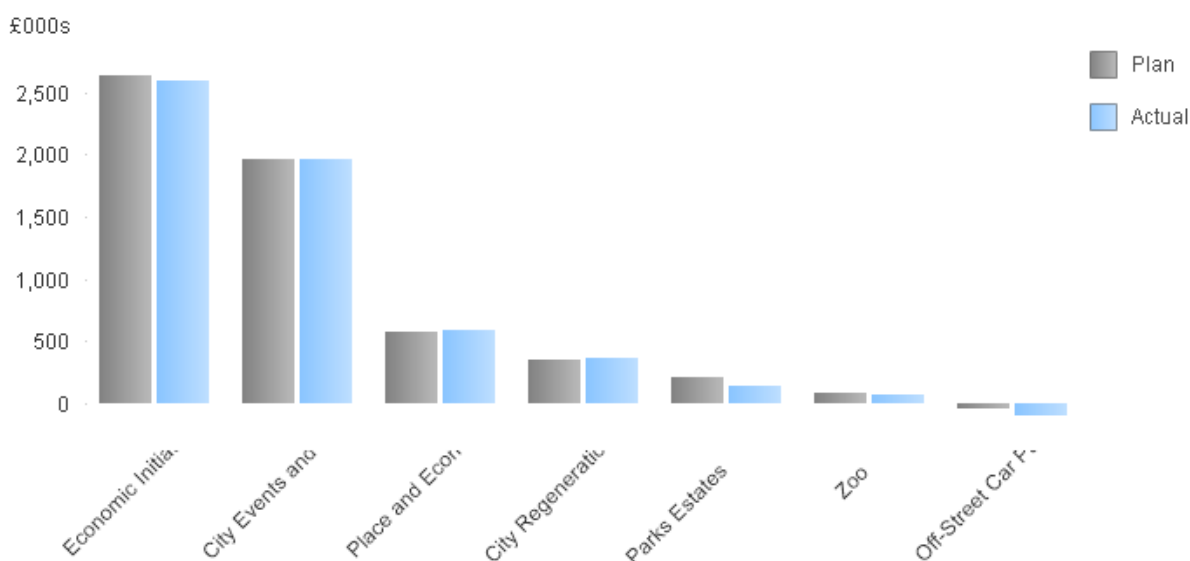
**Off Street Parking is under budget by £46,083 at the end of Quarter 1.  
(Budgeted Net Expenditure: -£38,661; Actual Net Expenditure: -£84,744)**

Off Street Car Parking Net Expenditure at Quarter One was £46,083 under budget due to higher than anticipated income as a result of NI Water's use of Little Victoria Street for sewer improvement works.

**City Regeneration and Development is over budget by £2,176 at the end of quarter 1 of the 2018 /2019 Financial Year.  
(Budgeted Net Expenditure: £352,168; Actual Net Expenditure: £354,344)**

City Regeneration and Development is on budget at the end of Quarter 1 2018 / 2019.

## Committee Net Revenue Expenditure: Year to Date Position



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City Regeneration and Development is on budget at the end of Quarter 1 2018 / 2019.

## City Growth and Regeneration Committee

### Section Expenditure Budgetary Analysis & Forecast

	Plan YTD £000s	Actuals YTD £000s	Variance YTD £000s	% Variance	Annual Plan 2018/2019 £000s	Forecast for Y/E at P3 £000s	Forecast Variance £000s	% Variance
Economic Initiatives & Internat Devpt	2,633	2,600	(33)	(1.3)%	8,994	9,024	30	0.3%
City Events and Venues	1,961	1,963	2	0.1%	4,163	4,163	0	0.0%
Place and Economy Directorate	571	585	14	2.4%	2,675	2,685	10	0.4%
City Regeneration	352	354	2	0.6%	1,409	1,409	0	0.0%
Parks Estates	202	139	(63)	(31.1)%	364	364	0	0.0%
Zoo	79	60	(19)	(24.4)%	911	961	50	5.5%
Off-Street Car Parking	(39)	(85)	(46)	119.2%	(1,098)	(1,098)	0	0.0%
<b>Total</b>	<b>5,761</b>	<b>5,617</b>	<b>(143)</b>	<b>(2.5)%</b>	<b>17,417</b>	<b>17,507</b>	<b>90</b>	<b>0.5%</b>

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## The Belfast Canvas Public Art Project

The Dublin canvas is an inclusive public art project. The main objective of the project is to 'colour in the city'.

A Belfast canvas could bring some colour to our city especially in our communities and the new BRT route linking west and east Belfast could offer a good starting point for a dynamic and colourful project such as this to be piloted.

I call on this council to work with the relevant utility companies, Department of infrastructure for communities to support and resource a Belfast canvas programme.

Proposed By Councillor Baker.

Last modified: 27 Jun 2018

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