



**City Growth and Regeneration
Committee Plan 2021-22**

End of year progress update

Introduction

The City Growth and Regeneration Committee is responsible for the development and implementation of strategies, policies, programmes and projects directed towards regeneration and growth of the city in the context of outcomes agreed in the community and corporate plans and other corporate strategy decisions.

Its specific functions include:

- Setting the overall strategic direction for the Council in the areas of cultural and economic regeneration and growth.
- Influencing and contributing to regional regeneration and growth strategies and activities.
- Developing and implementing city-wide economic strategies and policies.
- Managing and maximising the impact of major physical developments in the city.
- Coordinating and promoting major citywide events.
- Considering draft financial estimates for the Committee together with such statements, reports and recommendations as required.
- Monitoring quarterly performance and financial reports and year end reports.
- Approving all revenue purchases of works, goods or services relevant to this Committee which exceed or are likely to exceed the statutory amount (currently £30,000) and subject to tender.
- Monitoring reports on matters that are of direct relevance to the responsibility of this Committee.
- Sourcing and providing support to attract and utilise European and other grants which contribute to the growth of the city.
- Providing support for economic development initiatives.
- Supporting the development of culture, heritage and the arts.
- Working with other agencies to promote Belfast as a key investment and tourism opportunity.
- Developing programmes and actions to support local businesses and attract inward investment.
- Managing Council owned properties including the maintenance and repair of Council buildings, properties and vehicles.
- Managing the Council's markets and maximising their benefit to the city.
- Influencing and contributing to strategies policies and actions affecting skills, employability, transportation and energy in the City.

- Considering Year end and mid-year review of key corporate risks.
- Exercising the Council's functions in relation to:
 - Economic Development;
 - Tourism;
 - Culture and Arts;
 - European and International Relations;
 - City Markets;
 - City Events;
 - Belfast Castle;
 - Malone House;
 - Belfast Zoo; and
 - City Regeneration and Development.

City Growth and Regeneration Committee Key Programmes of work

End of year progress

Performance Indicators	Baseline	Target 21-22	Result
Number of jobs promoted through BCC employment academies	338	270	342 to date 572* estimated final figure
Number of participants on Employment academies	458	350	816
BCC Statutory Indicator Number of jobs promoted through the Go For it Programme	258	325	311
Number of business plans developed	419	560	518
Number of participants/businesses supported	698	800	731
Number of social enterprises and cooperatives accessing support to start up	11	45	52
Total number of people engaged with social enterprises and co-operative	-	-	711**

* 816 are enrolled on one of our academies in 2021-22. 454 people have successfully completed their academy (by end of March) and 342 have secured employment so far, representing an into-work rate of 75%. Using that 75% ratio, on the 307 people still going through a programme, gives an estimated 230 jobs for them. Adding that to the 342 jobs secured so far, gives an estimated 572 jobs will be created by the time this year's programmes complete.

** 711 comprised of 606 attending events(and 41 who requested core support), 11 who utilised the incentive scheme, and 94 young people who were involved in projects.

Inclusive Economic Recovery		
Area of work	Sub-area	Update
Belfast Region City Deal	n/a	<p>We continue to work with and inform the various strands of the Belfast Region City Deal. (See the SP&R reports for October and April for further details.) In particular, there has been ongoing engagement with the City Region Deal Employability work stream strand to clarify the respective roles and remit.</p> <p>We have also continued to work closely with the innovation strand with Catalyst and innovation team to ensure it aligns with local business needs. Project areas include: 'HUB-IN', 'XPAND' and 'Smart Cities in the UK & Republic of Korea'.</p> <p>We acquired the site for Belfast's flagship BRCD project Belfast Stories which will be housed in one of Belfast's most beloved heritage buildings, the art deco former Bank of Ireland building on Royal Avenue, along with the surrounding 4,000sq metres site. We have also continued to feed into and influence the Gasworks Bridge project, the BRT Phase 2 and the Smart and Innovation Districts through the Innovation City Belfast Partnership.</p>

Area of work	Sub-area	Update
Cultural Strategy	n/a	<p>On 8 November 2021, Belfast became a UNESCO City of Music, the first city on the island of Ireland to receive the accolade. To support the ambitions laid out in the UNESCO bid, we developed a music strategy with 4 strategic themes and 16 priorities to be delivered over the next 4 years. This will go to public consultation in April 2022.</p> <p>Provided £3.08m funding for Arts, Heritage, Festivals and Events through 117 grant awards under the cultural multi-annual funding and project funding including Community Festivals Funding; the development and delivery of new funding programmes including Pathfinder Awards and Creative Bursaries..</p> <p>Completed cultural mapping of the city including an infrastructure audit.</p> <p>Developed a Co-design Framework for culture, arts and heritage.</p> <p>Delivered meanwhile use at 2 Royal Avenue.</p> <p>Works continues to delivery Festival 2022 (Unboxed) including 5 projects in 2022, and we have employed a Senior Producer within the new Creative Programme Team.</p> <p>Work on the Year of Culture 2024 has involved brand development and programme development, along with a recruitment model, commission model, and governance model. However, risks remain in particular with regard to the impacts of Covid pandemic on the cultural sector.</p> <p>City events, including the Marathon and Christmas celebrations, have restarted since the easing of lockdown restrictions and have been delivered successfully.</p>

Area of work	Sub-area	Update
City Recovery, reopening the city and support for businesses	Business cluster and community capital grants scheme (BCCG)	<p>Delivery of £4.039m DfC Covid-19 Revitalisation Programme including Business and Community Cluster Programme Grant across the city, active travel measures, new social and placemaking projects across the city, and notably the award-winning Belfast Entries programme.</p> <p>In terms of physical and environmental schemes, 33 applicants were successful in obtaining grant funding from the DfC Covid Revitalisation Programme, along with a further 18 projects funded through the BCC direct allocation of supplement funding. Bringing the total funding to £1.067m. 23 of these groups have fully completed environmental schemes across the city. Work remains ongoing to deliver the remaining projects with full project delivery expected to be complete by September 2022</p>
	Revitalisation Fund: Physical interventions	<p>The majority of the interventions have been completed or due to complete by the end of May 2022. Some of these projects include two new Active Travel Hubs, a new fleet of Belfast Bikes, street closures and innovative reactivation of space on Adelaide St, Union St, Warehouse Lane and Church Lane. A draft final evaluation and monitoring report will be presented to CG&R Committee in Summer 2022. The remaining interventions are shown below:</p> <p>Castle Place: Officers continue to work through the challenge to the Planning Application and will provide updates to the CG&R Committee at the relevant stage.</p> <p>Entries: Entries Phase 1 is substantially complete with the final lighting (Crown) install due by end of May 2022. Entries Ph 2 approvals are well advanced, and procurement is underway.</p>
	Revitalisation Fund: Local Business	The scheme has been completed with 454 businesses claiming their funding allocations. There was a £801,609 total spend.
	City Reference Group and High Street Task Force	Engagement is ongoing and we are liaising with city stakeholders via the City Reference Group and internally via City Recovery Leadership Group.

Area of work	Sub-area	Update
<p>Increase tourism spend through sustainable tourism products</p>	<p>n/a</p>	<p>Produced a draft tourism plan for Belfast, 'Make Yourself at Home' and undertook a 12-week public consultation to refine the plan. Launched Green Tourism accreditation with industry partners and all three main pieces of work for the sustainable tourism work stream have been completed. These included: updating the Global Destination Sustainability Index including Environmental Impact Audit and Action Plan; completing the Impact of tourism research report; and launching Green Tourism Accreditation. We also developed a Belfast Visitor Experience Framework; completed research on impact of Belfast on regional visitor economy; completed market research of the Belfast's tourism narrative and review of Belfast positioning and brand. Additional areas of work included securing product development funding to pilot meanwhile use experiential tourism venues in the city centre and securing Belfast as host for the global summit, One Young World in 2023.</p>
<p>Encourage business start-ups and support indigenous business growth</p>	<p>Provide 'Growing a Business' services:</p>	<p>327 businesses accessed workshops to support their business growth, enhance tendering skills and develop digital capacity. 357 Businesses accessed 1-1 mentoring support. 40 businesses had EU exit support in sectors including retail, construction, ICT and manufacturing. Occupancy levels at the Innovation Factory at year end were 70%. The Way to Scale bootcamp engaged 20 Belfast based businesses, 10 of the companies will attend MIT's Entrepreneurship Development Programme starting March 2022. In January we launched Digital Transformation in partnership with the other councils. It will support over 1,000 businesses to achieve a significant shift in their business operations. We are supporting 'vibrant business destinations' across the city by working with local business associations outside of the city centre. We have secured resources from DfC to support delivery of this work.</p>

	<p>Provide 'Starting a Business' services:</p>	<p>We are continuing to play a leading role with the other councils across the region, Invest NI, and DfE to improve start up support across the region. To support this, we secured funding from Invest NI to develop a business case for the preferred option. Work on the business case commenced in January.</p> <p>Enterprise awareness activity engaged 760 individuals supporting them to progress to start a business. 656 individuals engaged in business start-up activity, 518 developed a business plan through the 'Go For It' programme supporting the creation of an estimated 311 jobs. This was slightly below target and we are investigating the causes and possible solutions. We also provided additional support to 75 individuals through 1-1 mentoring and access to incentives of £1,500 to help kick start their business. Test trading opportunities were provided for 49 new businesses through our dedicated start up space at St George's Market.</p> <p>In terms of specific groups:</p> <ul style="list-style-type: none"> • In partnership with Women in Business, we engaged with 143 female entrepreneurs providing them with mentoring and access to business networks. • We supported 40 individuals who were economically inactive. • 50 students and graduates also accessed support. • 52 organisations were supported with one-to-one mentoring, advice and guidance to start a new social enterprise or cooperative. 6 of these organisations were new co-operatives. • We organised 6 events to promote social enterprises and cooperatives, attracting 129 attendees in Q4 and 606 for the year. <p>The Social Economy Incentive Fund launched Oct 2021 and received 45 applications. We shortlisted 21 to pitch and chose 11 winners to receive a share of £60,000. We also provided opportunities for 13 social enterprises to test trade at social economy mini markets hosted at St George's Market.</p> <p>We have developed our outreach work and delivered two pilot projects for youth to explore social economy. The schools youth pilot began in Dec 2021 with 4 schools recruited city wide and attracting 59 students. The community pilot began in March 2022 with 5 community groups recruited (North/East/West). An application has also</p>
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Area of work	Sub-area	Update
		<p>been submitted to SENI to become the first Northern Ireland Social Enterprise Place, pending decision.</p> <p>Via Solace work is underway to identify the scale of replacement funding and potential options for councils to support delivery post 2023. Derry and Strabane DC have been nominated to lead on the development on research.</p>
	<p>Manage and support the city markets</p>	<p>St George’s Market is now operating at full capacity following the removal of Covid related restrictions. A new layout was implemented from 4 March. The next stage is to bring on board new stallholders, subject to further engagement with CHSU. A new payment system is now in place following bankruptcy of previous supplier.</p> <p>Smithfield Market has also benefited from the ease of restrictions and is now fully operational. The Continental/ Christmas Market returned after a two-year year absence. There has been positive overall feedback and it was seen as a good addition to the city centre. Work I snow under way on new contract development, which is likely to be appointed by July 2022.</p>

Area of work	Sub-area	Update
Promote and market the city internationally	Strategic Networks:	<p>CG&R Committee on the 12 Jan 2022 approved BCC entering into contractual arrangements on behalf of the Renewed Ambition Partnership with event organisers for UKREiiF - the UK's Real Estate Investment and Infrastructure Forum, which took place 17-19 May 2022 in Leeds, noting that attendance at this event will be funded through the Renewed Ambition Partnership. Our Marketing collateral was updated, including a design of a Belfast Stand and a comms strategy which maximised Belfast's presence at the event. An update by way of debriefing to Committee will be presented to the June 2022 Committee.</p> <p>Successfully launching RAP 2022/23 programme and working to secure sponsorship to deliver 5 pillared programme of activity focussed on attracting inclusive investment.</p> <p>A City Investment and Regeneration Narrative, is now being finalised.</p> <p>Strategic engagement workshop with Department for International Trade (DIT) on 7 April with members of RAP TF, BCC, INI and DIT overseas contacts in attendance</p> <p>Ongoing engagement via the RAP Taskforce including the finalisation of the Building Impact report, which seeks to examine the role the built environment / real estate plays in delivering Social, Economic and Environmental benefits to Belfast and the wider Belfast City Region.</p>
	Invest in Belfast Website	The Website has been successfully transferred in house and re-developed by Zesty, Council's main website provider. Development of CRM system is in final stages of testing and due to go live by early May.
	Provide the Investing in Belfast service	The Investment Service continues, though with fewer requests since Covid. We are continuing to reshape the investment service aligned with the work of the International and City Regeneration teams. We are considering how this service works alongside the Innovation District, Renewed Ambition and the Innovation and Inclusive growth commission.

Area of work	Sub-area	Update
Belfast Dublin Economic Corridor (DBEC)	n/a	To support the B-D Corridor, we are focusing on the development of the strategy and action plan for the partnership. In April 2022 the role of chair will be allocated to Newry Mourne and Down District Council (it is currently with Fingal). Work is underway to ensure regular meetings for the directors, chief executives and political advisory groups. The DBEC directors' group have identified a need for resources to support the partnership. Work is underway to scope this out to present a paper to the CX group at its next meeting.

<p>City Regeneration and Development</p>	<p>Future City centre programme</p>	<p>Regeneration & Connectivity:</p> <p>City Centre Living Vision: Work continues on the Vision following the closing of the public consultation and ongoing engagement with city partners. A key concept to emerge from the consultation was ‘Blurring the Line’ on what is the City Centre boundary. This included understanding what needs to be done to integrate inner city communities and to break down the long standing infrastructure barriers around the city centre. In particular, ensuring simultaneous uplift of access routes and connectivity including lighting, Garden Grid concepts, public realm, active and sustainable travel measures. This forms one of the Key Moves of the emerging Bolder Vision Strategy and Action Plan. Engagement has also highlighted the need to create the necessary community and social infrastructure in order to support city centre living.</p> <p>City Centre Greening and a “Grey to Green” project feasibility was agreed by CG&R on 06/04/2022. Locations for Family Centric Space are still being explored and officers are working with key city partners to deliver out these projects</p> <p>The Bolder Vision Strategy and Action Plan are progressing, with the Public Consultation complete in January 2022, and a number of Ministerial engagements through Q4 to gain collaborative agreement on the emerging Key Moves within the Strategy. The draft Strategy & Action Plan will be presented to Committee in Summer 2022 and following the SEA consultation, the final version will be presented to Committee in Nov.</p> <p>Vacant Premises programme: A report was presented to April Committee regarding the response received to the EoI process for the ‘Vacant to Vibrant Capital Grants Scheme.’ The recommendations for the final form of the capital grant programme were agreed. It is anticipated that applications for the grant programme will open in Summer 2022. A draft spec for the Matchmaking Service is also being finalised ahead of a procurement exercise. A Retail & Leisure Performance Strategy will be presented to the Special Committee in June 2022, building on the 2018 study by Pragma, the report will set out the evidence-base in relation to existing Retail / Leisure performance in the city centre, gaps, potential demand, challenges and opportunities.</p> <p>Strategic acquisition of 2 Royal Avenue, development of an asset strategy, supporting delivery of meanwhile uses and exploring opportunities to attract and secure funding.</p>
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Area of work	Sub-area	Update
		<p>Position the city to compete: As reported elsewhere in this report, the main focus is now on maximising the value of our attendance with the Renewed Ambition Partnership at the UKREiiF event and the outputs associated with this.</p> <p>Digital transformation programme: This launched in January in partnership with the other councils. It will support over 1,000 businesses to achieve a significant shift in their business operations.</p> <p>Digital innovation: We have continued to work closely with the Innovation team to ensure alignment with local business needs. Project areas include: 'HUB-IN' and 'XPAND'. The RSA Digital Badging scheme also launched with badges for Employment Academies in haulage, social care and childcare.</p>
	<p>Joint Regeneration Group</p>	<p>The Joint Regeneration Group continues to meet on a monthly basis. JRG key areas of focus include:</p> <ul style="list-style-type: none"> • Housing led regeneration opportunities • Wider Inner North West including the University area, Royal Avenue, and extending up to Castle Street. • South West Quarter • Greater Clarendon, Titanic Quarter, Queens Quay, Harbour area • Linen Qtr to include Lower Ormeau, Shaftesbury up to QUB, Gasworks etc • City wide major developments and regeneration priorities / projects.

Area of work	Sub-area	Update
<p>Belfast City Centre Regeneration & Investment Strategy (BCCRIS):</p>		<p>Key areas of work so far this year include:</p> <p>Cathedral Gardens: Agents have been appointed to prepare the Inner INW Open Space Framework (including Cathedral Gardens / St Annes / Writers Sq). This work will shape and inform placemaking and design within individual sites and across the area as a whole, including key links such as Academy St and Donegall St. Further engagement with stakeholders is now planned. Physical Programmes are leading on the Cathedral Gardens masterplan, which includes a recent Public Consultation Survey.</p> <p>Entries: Entries Phase 1 is substantially complete with the final lighting (Crown) install due by end of May 2022. Entries Ph 2 approvals are well advanced, and procurement is underway. A funding extension has been agreed to Sept 2022 and an additional contribution of £150k from DfC has been agreed.</p> <p>Tactical Regeneration & Lighting: Project proposals are under development for Great Victoria St (also referred to as Shaftesbury Sq) and the 5Cs & Castle St areas. A report was approved by April's CG&R. £162k funding from DfC has been secured, for 5Cs, to be spent by Sept 22. Standalone lighting schemes have been delivered in Castle St, Brunswick St and Church Lane, while bespoke feature lighting has also been a key component of the Entries scheme referred above.</p> <p>Underpass Projects: continuing to work with the Harbour and Maritime Belfast Trust with the potential to include this in the North- South Spine and to explore potential other locations, including sections of river walkway at Queens Quay.</p> <p>Corp Sq/North South Spine: following approval from Committee to match fund with BHC, work is underway to progress feasibility designs up to RIBA Stage 3 for the North South Spine concept, this includes integration with the City Quays Gardens design teams.</p>

Area of work	Sub-area	Update
	Major Regeneration Schemes:	<p>We continue to work with partners and input into major schemes. Developments for this period include:</p> <p>Ongoing facilitation of project reference groups and boards including The Sixth, Tribeca, Waterside, Belfast Transport Hub / Weavers Cross, Community Campus Regeneration Forum in the context of influencing and aligning development to BCCRIS and the Belfast Agenda.</p>
	Developer Contributions	<p>DfC are leading on the joint funded 5C's Public Realm scheme with completion of the final business case and RIBA Stage 2 report expected during May 2022 prior to advancing to stakeholder engagement and submission of a planning application during summer 2022.</p> <p>Work is progressing on concept designs for a catalyst project at Little Patrick St / Little York St utilising historic developer contributions with a value of c£1-1.3m.</p> <p>To improve the processing of developer contributions we are looking at options for DC budgets being assigned to relevant Service Areas, the recruitment of Monitoring posts, and developing a suite of Model Section 76 planning agreements.</p>
City Infrastructure	n/a	<p>A range of projects are currently being progressed in tandem addressing the city's infrastructure requirements which include:</p> <p>Progressing the Infrastructure Study, collating internal feedback and reviewing ahead of re-engagement with key stakeholders.</p> <p>Junctions Working Group – working with partners in relation to junctions issues including Fredrick St, Clifton St, Peters Hill and the inner ring road through the lens of the Bolder Vision.</p> <p>Belfast Rapid Transport - continuing to represent Council on the BRT Programme Board, including responding to BRT 2 consultation and ongoing monitoring of this in terms of progress and direction towards delivery through the lens of the Bolder Vision.</p> <p>Belfast Streets Ahead – continue to represent Council and input to the proposals for BSA, including advocating for interventions to come forward at pace.</p>

Area of work	Sub-area	Update
North Foreshore, Belfast Hills and Zoo	n/a	Work has continued to Improve existing animal enclosures in the zoo, whilst exploring development options for the Old Zoo site and integration of the zoo into the wider surrounding area. For further information, please refer to the Annual Zoo Performance update report presented to June’s City Growth & Regeneration Committee meeting.
Destination Hub	n/a	<p>The Destination Hub is now known as ‘Belfast Stories.’</p> <p>The City Region Deal bid, including Belfast Stories, was approved on 17th Dec. An initial review of Governance issues has been completed. Stage 2 will commence in April 22.</p> <p>A capital procurement strategy is now in place.</p> <p>The geothermal draft feasibility study has been completed and the findings are being reviewed.</p> <p>A draft framework for the ‘Stories Collection’ is being produced for member engagement.</p> <p>Consultants have been appointed to support equality, diversity and inclusion work.</p>
Active Travel and Connectivity	City Centre Connectivity Study – Bolder Vision	<p>The Bolder Vision Strategy and Action Plan are progressing, with the Public Consultation complete in January 2022, and a number of Ministerial engagements through Q4 to gain collaborative agreement on the emerging Key Moves within the Strategy. It is planned that the draft Strategy & Action Plan will be presented to Committee in Summer 2022 and that the final version will be presented in November following the SEA consultation.</p> <p>Work remains ongoing to finalise an MoU between BCC, DfI & DfC to bring forward an integrated approach to capital scheme delivery and prioritisation/attraction of funding in line with the Bolder Vision.</p>
	Belfast Urban Greenways (BUG)	We have commissioned the development of several visuals to support external stakeholder engagement and encourage feedback into the BUG. It is anticipated that engagement will re-commence in the coming months, including in conjunction with the Belfast Cycle Network and the Bolder Vision Action Plan.

Area of work	Sub-area	Update
	Sustainable Travel Initiatives	<p>E-bikes: An operator has been appointed for the e-cargo bike ‘last mile delivery’ project. They are working to secure clients and have leased a site in Weaver’s Cross that will help expand the reach of the e-cargo delivery.</p> <p>Active Travel Hub: QUB project is complete. Planning permission granted for Cathedral Gardens, and an operator has been appointed, with funding secured from DfI, PHA and UU. Capital works are scheduled to be underway during May 22 ahead of summer launch.</p>
	Belfast Bikes	<p>Cycle Parking and Scoping Study: The Scoping Study identified criteria for strategic locations and what type of bike parking should be implemented, considering existing and planned infrastructure, and the stakeholder engagement. Work has been completed to identify the locations for the initial 10 stands, an EoI has been launched to delivery secure cycling provision in the city centre, and we secured £207,500 funding for active travel enabling infrastructure through DfI’s blue and green infrastructure fund to deliver secure and covered cycle stands and cycle repair stands.</p>
Educational underachievement	n/a	<p>Since Sept. 2021, 362 young people, who are at risk of not achieving Grade C in English & Maths, have engaged on the GSCE programme. This includes workshops, classes and revision support.</p> <p>Our Youth Support Programme has 166 young people participating. These are young people who either already have, or are at risk of, dropping out of the education system, employment or training. Of those young people who complete the Youth Support Programme in 2021, 55% have progressed into positive outcomes such as employment and further education/training.</p> <p>Officers are currently designing a new approach to employability and programme-readiness of young people, which is based on the Boston Summer Scheme. This will be implemented in pilot form in summer 2022. While co-designed with youth training providers in the city, this is designed to sit within the wider ‘Bridges to Progression’ offer within the LMP.</p>

Area of work	Sub-area	Update
Access to employment	n/a	<p>Since April 2021, 816 people attended Employment Academies with an into-work rate of 75% for those who have completed. The Labour Market Partnership Action Plan provided capacity for an additional 330 places on Employment Academies for 2021/22. This level of demand, both from employers as well as those looking for a job or a better job, represents a significant increase on figures from previous years. eg. in 2019/20, we supported approximately 550 people through Employment Academies.</p>
Upskilling opportunities	n/a	<p>Through the Innovation & Inclusive Growth Commission, we are working with the Skills Champion to design an inclusive pathway to jobs in the Tech sector for those with aptitude but without the vocational skills normally required. A Delivery Agent has been appointed to undertake this work to start in early 2022/23.</p> <p>RSA Digital Badging: badges for Employment Academies have been written in haulage, social care and childcare. Employers engaged in co-design the scheme.</p> <p>UNESCO Learning City: a review was completed for the Steering Group. They will now consider decisions, actions and next steps at their next meeting.</p> <p>L&W Institute 'New Futures': this involves potential resources of up to £250,000 for those whose jobs have been impacted by Covid-19. This is with the agreement that the focus will be for employment pathways into the Tech sector.</p> <p>Green/Retrofit: we have secured £120k resources through the Community Renewal Fund and are working towards the development of new curriculum content in conjunction with BMC and local skills partners. We are also working closely with key anchor institutions such as NIHE to explore opportunities for upskilling and re-skilling within the construction sector.</p>

Community Recovery		
Area of work	Sub-area	Update
Maximising housing development & regeneration opportunities	BCC Housing Led Regeneration Programme	<p>Inner North West Development Brief: Housing Associations continue to work with Council and DfC to address various issues.</p> <p>Strategic Site Assessments (SSA) Phase 1: city centre cluster sites including regeneration concept plans progression to PAD stage on a number of sites, and the completion of the initial EoI stage to attract Institutional Investment.</p>
	City wide strategic opportunities	SSA Phase 2: City wide Strategic Site Assessments being progressed, through the joint public sector housing group as the agreed appropriate vehicle, chaired by the NIHE, to drive this forward through an agreed methodology. Continuing the comprehensive mapping of public sector assets in conjunction with partners, assessing these assets in line with the Urban Capacity Study and the Housing Monitor to identify and bring forward opportunities for Housing Led Regeneration.
	City Centre Living Vision (CCLV):	Bringing to a conclusion the work on developing a City Centre Living Vision through focused engagement with communities and other stakeholders to inform the City Centre Living Vision Document.