

# Belfast City Centre Management Company

## Operating Plan 2008-2009



Belfast City Centre Management Company will deliver additional services into Belfast city centre,  
on behalf of its core funders,  
which contribute in a measurable way to a cleaner, safer and more accessible city.

*BCCM Mission Statement*

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## 1. INTRODUCTION

Belfast is the Capital City of Northern Ireland and the second largest city in the whole of Ireland. The city centre has a unique role to play within this context as the city's economic health and vitality is a major determinant of the economic health not only of the Belfast urban area, but also of the whole of the Northern Ireland region.

**This Operating Plan has been developed to take account of the priorities of the company's core funders.** Particularly the plan has been developed in conjunction with our core funders the Department for Social Development (DSD), Belfast City Council (BCC), and the private sector through a strategic alliance with the Belfast Chamber of Trade and Commerce and area based focus group meetings. We have taken into account the views and aspirations of city centre users, including businesses, residents and visitors and have incorporated the recommendations of the independent evaluation of BCCM, jointly undertaken by BCC and DSD.

The Operating Plan recognises that there are a wide number of public and private sector agencies and stakeholders already operating in the city centre. **The management company does not in any way seek to duplicate their activity but rather to provide additional added-value services which contribute in a measurable way to a cleaner, safer, more accessible city. BCCM also seeks to provide a co-ordination mechanism for all stakeholders in the city centre for the benefit of the city centre for all the citizens and users of the city.**

The BCCM Board has recognised that the city centre faces increasing competition from within Northern Ireland, from other cities throughout the UK and the Republic of Ireland and that this will continue to challenge Belfast's ambition to be recognised as a major European regional capital. **The focus of BCCM will be to contribute to the competitiveness of Belfast city centre, by providing an efficient and effective vehicle delivering additional operational services for our public and private sector core funders.**

We propose to focus on our core business of the main shopping area, geographically in-line with the City Council's "Centre City" concept as identified by BMAP.

**Under the new BCCM Board Chairman and new City Centre Manager, we have adopted a new focus to ensure that the organisation is customer driven, striving for innovative practices that are focused on the timely delivery of high quality initiatives that measurably contribute to our core funders strategic and operating plans and contribute in a real way to a more competitive city centre**

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## 2. ROLE OF BCCM

**BCCM will act as a delivery vehicle for city centre issues.** We will work for and with BCC, DSD, other statutory agencies and the business and voluntary sectors.

BCCM will be involved in city centre issues by:

- ***Delivering Direct city centre services:***  
BCCM will continue to deliver its own services, which add value to the city centre, e.g. City Centre Representatives, City Beat Policing, Radiolink, City Safe Crimewatch scheme.
  
- ***Facilitating and assisting in the delivery of our funders City Centre Initiatives:***  
Assisting when requested with initiatives such as the Evening Economy, Belfast in Bloom, Streets Ahead.
  
- ***Direct liaison with City Centre Businesses:***  
BCCM will provide strong communication links between the private sector businesses in the city centre and central and local government.

### Vision for Belfast City Centre

Belfast City Centre Management's vision is:

“A vibrant, exciting, clean, safe, attractive, cosmopolitan city centre with a unique character and style which places people at its heart”

### BCCM Guiding Principles

The BCCM Board has adopted the following guiding principles for the company's operation:

**“People at its heart”** we seek to deliver a clean, attractive and safe city centre, **which people will choose to work, shop, visit and live in;**

**“Innovation”** by adopting best practice and innovation in our working practices to do our part to ensure that Belfast city centre is seen as a major European regional capital;

**“Rapid Delivery”** We recognize that the city centre faces significant challenge in terms of competition from other regional, national and international investment locations. To capitalize on Belfast's opportunities we will provide a delivery vehicle which can respond at speed to market opportunities.

**“Open and Transparent Working”** We will maximize public/private sector buy-in through open and transparent partnership working.

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### 3. KEY ISSUES FACING THE CITY CENTRE TO 2015

The interrelationship between the economic performance of Northern Ireland and of Belfast is demonstrated by the high percentage of inward investment within Belfast, with 50% of foreign owned businesses in Northern Ireland being located within the city. Belfast also remains the administration capital with over 70% of all public sector employment located here and more than half of the top ten Northern Ireland companies being sited here. The city centre has a critical role to play within this context; however it continues to face a number of key challenges and opportunities, in particular:

- **City Centre Expansion:** as Belfast Metropolitan Area Plan and Belfast City Council's Capital City document both recognize that the traditional city centre retail core must be joined up more fully with the Laganside area. BMAP also zones a 91.11 hectare site for mixed use development. BCCM recognises that it must also take account of proposed developments at St Anne's Square, Donegall Quay, and completion of Lanyon Place.
- **Major Opportunity for Retail Development:** Belfast city centre is ranked as number 1 retail destination in Northern Ireland by Verdict, Management Horizons and CACI Consulting. Each of these pieces of research also identifies strong retail investor demand in Belfast and in particular that there is an opportunity for retail inward investment by European brands not currently represented in the city. Notably, DSD identified demand and floor space capacity for two major retail led schemes and a further department store, in addition to the House of Frazer anchor store already secured for Victoria Square. The Victoria Square and Royal Exchange schemes together represent 1.2million sq ft of retail and leisure development to be on-site in Belfast city centre by 2012.

The city now needs to be geared up for the retail-led inward investment opportunities to bring together existing retail property development and inward investment experience to present a seamless approach to the targeting of and responding to investors.

- **Competitive Positioning:** The Verdict, Management Horizons and CACI retail research demonstrate that over the last ten years Belfast has been losing its competitive position both in terms of NI out-of-town retail centres and when compared with GB regional capitals such as Glasgow, Manchester and Birmingham, with growth in these centres outstripping the Belfast experience. This is a primary city centre concern for public and private sector interests alike and is reflected in the draft Belfast Metropolitan Area Plan.
- **Public Realm:** Belfast city is scheduled to have seen £1bn investment in the Laganside Waterfront area by 2007. The initial public investment in infrastructure, including weir management and public space improvements has resulted in significant leverage of multi-national inward investment in the waterfront area. By contrast the retail core is now in clear need of substantial works to create an improved city environment for residents and visitors to Belfast. The need is being addressed by the DSD's £14m 'Streets Ahead' Public Realm Strategy, which commenced in the city centre in March 2007 and is due to be completed by 2010
- **Public Private Sector Partnerships:** BCCM will promote integration of the public and private sectors to maximize the contribution made by all stakeholders to the development of the city centre.

## 4. BCCM MISSION STATEMENT AIMS & OBJECTIVES

Belfast City Centre Management's vision is:

*"To deliver additional services into Belfast city centre, on behalf of its core funders, which contribute in a measurable way to a cleaner, safer and more accessible city."* BCCM Mission

### Strategic Priorities 2006/09

BCCM will work with BCC, DSD and Belfast Chamber of Trade & Commerce to deliver in the following strategic priority areas:

1. Urban Management & Environment;
2. Safety;
3. Character & Style;
4. Economic Activity.

**We will monitor delivery, measure BCCM's results, and report BCCM's contribution to our core funders.**

### Strategic Objective 2006/09

The strategic objectives for BCCM for the period 2006/9 are measured against 2005 baseline statistics as set out in the Belfast 5. Healthcheck & Benchmarking Report and are outlined in the following paragraphs.

#### Urban Management & Environment

- 10% Improvement in Urban Management (measured by cleansing indices);
- 10% Improvement in perceptions of Urban Management by the business community and the general public;
- Disabled Access: Identify and report accessibility barriers and improvement opportunities in the city centre
- Produce and 'Accessibility Guide' to Belfast City Centre

#### Safer City

- 5% reduction in reported crime;
- 10% Improvement in perceptions of safety by the business community and the general public;

#### Character & Style

- Through dressing the city achieve a 10% Improvement in business and public perceptions of Character & Style, (with a baseline established in 2006);
- Public Realm: Provide an interface between the business and government sectors during the roll out of 'Streets Ahead' public realm revitalisation project in Belfast City Centre.

#### Economic Activity & Retail Expansion

- 10% increase in footfall;
- 10% increase in retail sales;
- Dwell Time: Establish a baseline for average visitor/shopper stay;
- Working with developers and core funders to secure tenants to take up new retail floor space;
- Work with others to promote the retail expansion and offer;

## ACTION PLANS 2007/8

BCCM has developed four Action Plans for 2007/8, to reflect its four strategic themes of Urban Management, Character & Style, Economic Activity and Accessibility.

### Strategic Business Communications

*Strategic Business Communications*, reflects the importance that key city centre stakeholders from the public and private sectors place on their need to communicate with each other.

*Customer Relationship Management*, (CRM), to maintain and grow the joint membership BCCM/Belfast Chamber membership base. This involves responding to member queries and providing information on the city centre trading environment and any matters related to urban management, accessibility, safety or character and style. It also requires BCCM to deliver against challenging private sector revenue targets as detailed in Section 7.

*Delivering Retail and Property Developer Forum*, where developers and retailers are briefed by city centre stakeholders on issues affecting the city centre trading environment, e.g. the roll out of the Streets Ahead public realm works, retail initiatives such as Crimewatch, and the Evening Economy; utility work affecting the city centre or events occurring in the city centre. These forums also provide a platform for business input into city centre projects.

*Area Based Focus Groups*, formed by businesses with an interest in improving their area. These groups may be considered as being

at pre-pilot Business Improvement District stage and are generally made up of independent retailers or small business owners with a specific interest in improving their immediate trading environment by working with Belfast City Council, DSD and other government agencies, e.g. Roads, PSNI etc to introduce public realm works, community safety initiatives to reduce anti-social behaviour etc. They often also have an interest in being briefed on city centre events or promotional opportunities, (e.g. the Independent Retailer Guide).

*City Business*: The delivery of a strategic publication aimed at promoting the Belfast city centre to key influencers within the public and private sector. This self-financing publication acts as a selling tool for Belfast to potential retail investors as well as an opportunity to promote city centre initiatives to key influencers.

*Business Awards*, aimed at encouraging business excellence across a range of categories including customer excellence in the retail and leisure sectors, property development that leaves a legacy for the city, and export.

*On-going Business Liaison*, undertaken by our City Centre Representatives through a focused customer service approach with multiple and independent businesses within the city centre.

*Secretariat Support for the Belfast Chamber of Trade & Commerce*: As our Strategic Alliance Partner, BCCM have committed to providing a secretariat service for the Chamber, taking responsibility for managing the Chamber operations, (Chamber Council meetings, subcommittees etc) under the direction of the Chamber Council.

## 5A. STRATEGIC BUSINESS COMMUNICATIONS

Action	Target	Date	Measured by
Customer Relations Management CRM	Respond to membership queries	Ongoing	<ul style="list-style-type: none"> <li>Count queries received</li> <li>Members satisfaction rating of 7/10 in mid-year Business Survey</li> </ul>
	Monthly direct mail shot / e-zine to all members, advising members on city centre initiatives and events	Ongoing	<ul style="list-style-type: none"> <li>12 mail shots / e-zines</li> <li>Members satisfaction rating of 7/10 in mid-year Business Survey</li> </ul>
	3 editions of members magazines City Business - distribution 6000	March, August, November	<ul style="list-style-type: none"> <li>3 editions x 6000 copies distributed</li> <li>Members Satisfaction rating of 7/10 in mid-year Business Survey</li> </ul>
	On-line business support services Upgrade BCCM website	March 2008	<ul style="list-style-type: none"> <li>Measure satisfaction rating on year end Business Survey</li> <li>10% uplift on hits on 2007/8 year end statistics</li> </ul>
	Delivery specified BCCM/BCTC Membership package	May 2008	<ul style="list-style-type: none"> <li>Branded Membership package launched</li> </ul>
	Increase BCCM/BCTC membership base.	March 2009	<ul style="list-style-type: none"> <li>20% uplift on 2007/8 year end statistics</li> </ul>
	Investigate 'Bluetooth' messaging in City Centre	March 2009	<ul style="list-style-type: none"> <li>Cost / benefit report delivered to BCCM Board</li> </ul>



Action	Target	Date	Measured By
<b>Belfast Chamber of Trade &amp; Commerce</b>	Organising Chamber Activities as documented in the BCCM/ Chamber Council Strategic Alliance including: -	On-going	Evaluation by Chamber Council at the annual systems and financial review undertaken as part of the Strategic Alliance scheduled for Feb 2009.
	6x Chamber Council meetings per annum & sub groups as appropriate	Bi-Monthly	6 x meetings delivered
	Delivering Belfast Chamber AGM	July 2008	AGM delivered
<b>Retail Forum</b> (Membership drawn from multiple and independent retailers in Belfast)	2 Retail Forums Held	May 2008 & Feb 2009	<ul style="list-style-type: none"> <li>• 120 Attendees</li> <li>• Briefings Delivered on: <ul style="list-style-type: none"> <li>○ Evening Economy</li> <li>○ Streets Ahead public realm works</li> <li>○ North West Quarter Masterplanning</li> <li>○ South West Quarter Masterplanning</li> <li>○ North East Quarter Roll-Out</li> <li>○ City Council events</li> <li>○ City Beat roll-out</li> <li>○ Juvenile Retail Crime reduction initiative</li> </ul> </li> </ul>
<b>Developer Forum</b> (Membership drawn from developers, commercial and retail property agents and owners)	2 Development Forum Delivered	September 2008	<ul style="list-style-type: none"> <li>▪ 40 Attendees</li> <li>▪ Briefings Delivered on: <ul style="list-style-type: none"> <li>○ Considerate Contractors scheme</li> <li>○ North and South West Quarter Masterplanning</li> <li>○ Private Sector buy-in to Brighter Belfast</li> <li>○ Royal Exchange</li> <li>○ Public Realm Works</li> <li>○ Adopt a Frontage Scheme</li> <li>○ 'Percent for Art'</li> </ul> </li> </ul>

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<p><b>Action Groups</b> Aimed at delivering the BCCM Operating Plan. These groups engage key public and private sector stakeholders to deliver city centre initiatives</p>	<p>Co-ordination of public/private action groups: -</p> <p>5x Urban Management 5x Character &amp; Style 5x Economic Activity 5x Safer City</p>	<p>Bi-monthly meetings</p>	<p>Action Plan and Key Performance Indicators for each of the Action Groups developed and <b>presented in Section 5.</b></p>
<p><b>Area Focus Groups</b> These groups were set up to improve the trading environment within each of their geographical areas by developing action plans for improvement.</p>	<p>Co-ordination of Groups</p> <p>2 x High Street 2 x Fountain Street/Castle Street Area 2 x Donegall Place/Royal Avenue 2 x Ann St/Victoria Square 2 x North Street 2 x Blackstaff Area</p>	<p>By March 2009</p>	<ul style="list-style-type: none"> <li>• 2 x meetings delivered in each area</li> <li>• Public and Private stakeholders represented</li> <li>• Increasing attendance figures</li> <li>• Specific improvement initiatives commenced</li> <li>• Percentage delivery of agreed improvements</li> </ul>

<b>Belfast Business Awards</b>	Business Awards Project	May 2008	<ul style="list-style-type: none"> <li>▪ 250 businesses participating</li> <li>▪ 400 attendees at gala awards ceremony</li> <li>▪ £40k raised in sponsorship</li> <li>▪ Awards and certificates issued</li> <li>▪ Number of media and press PR hits pre and post event highlighting winners and sponsors</li> </ul>
	Business Sponsorship Breakfast	May 2008	
	Business and Public Sector Sponsors Secured	May 2008	
	Official Launch	June 2008	
	Multi-sectoral Organising Panel Appointed	June 2008	
	Critical Path for event management complete	May-August 2008	
	Business Recruitment Undertaken	August 2008	
	Mystery Shopping Competitions Complete	August 2008	
	Speakers Secured & Briefed	August 2008	
	Judging process for paper based applications complete (CIM, CBI, Media, Business Panel)	Sept 2008	
Staging/Running Order etc complete	October 2008		

Action	Target	Date	Measured By
<b>City Centre Neighbourhood Outreach</b>	Engagement with City Centre Interest Groups specifically related to young people, homelessness and people with disabilities.	March 2009	<ul style="list-style-type: none"> <li>• Diversity training for all BCCM staff</li> </ul>
		September 2008	<ul style="list-style-type: none"> <li>• Agree with Shopmobility specific performance indicators for accessibility.</li> </ul>
		September 2008	<ul style="list-style-type: none"> <li>• Commencement of Juvenile Crimewatch scheme</li> </ul>
		March 2009	<ul style="list-style-type: none"> <li>• Baseline then percentage decrease in retail crime by juveniles</li> </ul>
		March 2009	<ul style="list-style-type: none"> <li>• Number of 'first time' juvenile shop lifters reoffending</li> </ul>
		April 2008	<ul style="list-style-type: none"> <li>• Roll-out of NSPCC 'Safe Child' scheme with retail members</li> </ul>
		March 2009	<ul style="list-style-type: none"> <li>• 50% increase in number of shops participating in 'Child Safe'</li> </ul>
		March 2009	<ul style="list-style-type: none"> <li>• Influence statutory bodies to deliver a joined-up process for assisting 'rough sleepers'.</li> </ul>

## 5B. Urban Management Action Plan 2008/9

A clean and accessible environment is a basic human need, additionally, urban management is essential as it underpins the economic health of the city centre. This Action Group has been restructured to include two of the Action Groups previously managed by BCCM, which were the Cleaner and Accessibility Action Groups. The rationale for this structure is **the management of our urban space requires delivery of both a cleaner and fully accessible city.**

The issues of city centre cleanliness and accessibility for all are fundamental for citizens, and for destination marketing, both for tourism and inward investment. Whilst statutory responsibility for street cleaning is the responsibility of Belfast City Council, other agencies, including DRD Roads Services and DSD have responsibilities in the maintenance of public realm, street furniture and some public spaces. The Council has also recognised the importance of engaging city centre businesses in the delivery of a cleaner city, given the potential negative impact of presentation of trade waste and littering by retail and leisure customers.

### Stakeholders on the Urban Management Action Group

BCCM has drawn together representatives from the following agencies to work collaboratively on the Urban Management Action Group:

- BCC Director of Health & Environmental Services, (Chair);
- DSD, Belfast City Centre Regeneration Directorate;
- DRD Roads Service;
- Odyssey;
- Belfast Chamber, including representatives of BIFFA Waste Services, Debenhams, WH Smith and independent retailers;
- Castlecourt.
- Northern Ireland Transport Holding Company
- PSNI
- Planning Service
- Disability Action
- Shop Mobility
- Sustrans

### Belfast City Centre Managements Role in Urban Management

The public and private sector stakeholders represented on the Urban Management Group have agreed that they will work collaboratively to promote enhanced urban management broadly in two ways:

- Engaging with businesses and service providers to improve the maintenance and cleanliness in Belfast city centre.
- Addressing access barriers in the City Centre

### **Overarching City Centre Strategic Objectives 2006/09**

BCCM's baseline data in the area of urban management has been provided by Belfast City Council for cleanliness indices. Baseline statistics

- 10% Improvement in Urban Management (from 65 in 2004/5 to 70 in 2009) as measured by BCC and Tidy NI cleansing indices
- 10% Improvement in perceptions of Urban Management by the business community and the general public as measured against 2005 Health check and Benchmarking baseline.
- Public Realm: Provide an interface between the business and government sectors for the roll out of public realm in Belfast City Centre.
- Improvements in Walkability
- Accessibility for people with disabilities

BCCM will play its part in contributing towards the City Centre Strategic Objectives in 2008/9 by undertaking the activities detailed in the attached City Centre Action Plan.

## 5B. Belfast City Centre Action Plan 2008/9 - Urban Management

Action	Description	Lead Agencies	Date	Targets
<b>Maintenance &amp; Cleansing - Cleaner Issues</b>				
<b>City Centre Inspections</b>	City Centre Representative interagency reports to BCC \ DSD \ DRD \ PSNI.	BCCM	Ongoing	<ul style="list-style-type: none"> <li>▪ 12 x Monthly Reports</li> <li>▪ 52 x Weekly Reports</li> <li>▪ Satisfaction rating of 7/10 on year end Business Survey</li> </ul>
<b>Trade Waste &amp; Public Waste</b>	<b>Liaise between businesses and Waste Collection services to improve presentation and collection of trade waste in City Centre</b>	BCCM with BCC & Private Sector Waste Companies	March 2009	<ul style="list-style-type: none"> <li>▪ Improved presentation of trade waste</li> <li>▪ Measure BCC satisfaction rating on year end Business Survey</li> <li>▪ Collection of 95% of trade waste by 11am</li> </ul>
	<b>Addressing discarded Chewing Gum and Cigarette Butts</b>	BCC & BCCM	Sept 2008	<ul style="list-style-type: none"> <li>▪ Build cleaning policy into 'Café Culture' Code of Conduct</li> <li>▪ Investigate how else BCCM could assist BCC to reduce these particular difficult littering issues.</li> </ul>
	<b>Investigate potential of a Separated Waste Facility in city centre</b>	BCC & BCCM	Mar 2009	<ul style="list-style-type: none"> <li>▪ Feasibility Report to BCC's Head of Waste Management</li> </ul>



<b>Business Liaison &amp; Co-ordination</b>	<p><b>Undertake business liaison with member businesses to:</b></p> <ul style="list-style-type: none"> <li>▪ Facilitate excellent inter- agency communication and problem solving / complaints handling during city centre developments.</li>   <li>▪ Encourage businesses to participate in City Centre Cleanliness and Accessibility initiatives</li> </ul>	<p>BCCM with BCTC</p> <p>BCCM with BCTC</p>	<p>On-going</p> <p>On-going</p>	<p>Facilitate communications and inter-agency planning in respect to:</p> <ul style="list-style-type: none"> <li>▪ Victoria Square build</li> <li>▪ Fountain House refurbishment</li> <li>▪ Queens Buildings</li> <li>▪ Bedford House</li> <li>▪ Streets Ahead roll-out</li> <li>▪ SWQ Masterplanning</li> <li>▪ NWQ Masterplanning</li> </ul> <ul style="list-style-type: none"> <li>▪ Meet targets specified against each initiative</li>   <li>▪ Deliver: <ul style="list-style-type: none"> <li>○ 2 x Retail Forums</li> <li>○ 2 x Developer Forums</li> <li>○ 2 x Area Focus Group meetings in each of the areas stipulated in Section 5A (page 10)</li> </ul> </li> <li>• Meet targets specified in Section 5A (page 10)</li> </ul>
<b>Public Realm</b>	<p><b>Streets Ahead project:</b> roll-out of area's 1 and 3</p>	<p>DSD with support of DRD, BCCM, BCTC, BCC, MD UK, Private Partners</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Sep 2008</p>	<ul style="list-style-type: none"> <li>• Delivery of Business Communications Strategy via Area Focus Groups, Retail Forums and Developer Forums.</li> <li>• Briefing sessions as necessary in partnership with DSD on disruption issues</li> <li>• Ongoing business liaison to reduce disruption during Phase One of the 'Streets Ahead' project <ul style="list-style-type: none"> <li>○ Area 1: <ul style="list-style-type: none"> <li>▪ Ann St/Cornmarket</li> <li>▪ Arthur St/Arthur Sq</li> <li>▪ Castle Lane</li> </ul> </li> </ul> </li> </ul>

	Fly-posting' on street furniture	BCCM with DSD, DRD and BCC	Mar 2009  Mar 2009	<ul style="list-style-type: none"> <li>○ Area 3: <ul style="list-style-type: none"> <li>▪ Fountain St/Castle St</li> <li>▪ College St</li> <li>▪ Queen St</li> </ul> </li> <li>▪ Investigate option for stippled anti fly-posting surfaces on new street furniture</li> <li>▪ Report to BCCM Board</li> </ul>
Evaluation on behalf of City Centre Stakeholders	Conduct post event \ activity surveys as requested by BCC \ DSD \ BCTC	BCCM	Apr 2008 Jun 2008 Jan 2009  Mar 2009  Sep 2008 Mar 2009	<ul style="list-style-type: none"> <li>• St Patrick's Day</li> <li>• Lord Mayor's Carnival</li> <li>• Christmas Switch-on and New Years Eve</li> <li>• Public Realm Strategy</li> <li>• Anti clutter audit</li> <li>• Public cleanliness and accessibility perception surveys of 200 business and 500 members of public on Belfast City Centre.</li> </ul>
<b>Action</b>	<b>Description</b>	<b>Lead Agencies</b>	<b>Date</b>	<b>Targets</b>
<b>Accessibility Issues</b>				
Pedestrian Flow	Café Culture (tables and chairs on pavements) Scheme	BCCM with DSD, BCC and DRD	Sep 2008  Mar 2009	<ul style="list-style-type: none"> <li>• Develop and publish voluntary 'Code of Conduct' for café owners</li> <li>• 20 Cafes participating in scheme</li> </ul>

<b>Coach Access</b>	<b>Investigate Coach Parking options for City Centre</b>	BCCM with DRD, Translink, BCC	Sep 2009	<ul style="list-style-type: none"> <li>▪ Options Report to BCCM Board</li> </ul>
<b>Access Facilities and Services</b>	<b>Promote access facilities</b>	BCCM with DRD, Translink	<p>Jun 2008</p> <p>Sep 2008 Nov 2008</p>	<ul style="list-style-type: none"> <li>• Investigate ,most effective means of distributing access channel information</li> <li>• Launch Park and Ride promotion</li> <li>• Launch Parking Information by 1<sup>st</sup> November 2008</li> </ul>
<b>Improved Access for People with Disabilities</b>	<b>Audit of city centre retail sector compliance with Disability Discrimination Act 1995</b>	BCCM/ Shopmobility	Sep 2008	<ul style="list-style-type: none"> <li>▪ Produce survey report with Shopmobility/Disability Action</li> </ul>
<b>Anti-Clutter Audits</b>	<b>Undertake Anti-Clutter Audits</b>	BCCM supported by DRD /Disability Action/Shopmobility/BCC	Sept 2008	<ul style="list-style-type: none"> <li>▪ 2 x Audit complete/Actions identified</li> </ul>

## 5C. Character & Style City Centre Action Plan 2008/2009

Like all capital cities, there is a need in Belfast to identify a unique character and style that will attract visitors to the city and promote city living. At the BCCM Strategy Away Day sessions, key public and private sector stakeholders identified the following programmes for the period of BCCM's Strategic Business Plan 2006/9:

- City Dressing: by delivering City Banner Dressing, Festive Lighting and Festive Window initiatives. Additionally, support BCC's Belfast Bloom initiative through achieving buy-in of businesses members.
- Public Art: work with DSD and BCC to source additional funding for city centre art projects
- South West Quarter Masterplanning: work on behalf of DSD to engage business members in the consultation process
- North West Quarter Masterplanning: work on behalf of DSD to engage business members in the consultation process
- North East Quarter: Facilitate excellent inter- agency communication and problem solving / complaints handling during city centre developments.
- City living: To Identifying opportunities for 'Living Over the Shop' scheme (LOTS) and actively promote this scheme to business members

### Overarching City Centre Strategic Objectives 2006/09

- Establish baseline for business perceptions of Character and Style in 2006/7
- *Existing Belfast Product*: Work with others to identify and preserve existing Belfast Character & Style;
- *Product Development*: Work with others to identify and introduce best practice to enhance Belfast's Character & Style;

### BCCM'S Role in 2008/2009

BCCM will play its part in contributing towards the City Centre Strategic Objectives by undertaking the activities detailed in the attached City Centre Action Plan.

The BCCM Board has identified where BCCM is the lead agency in these programmes. The purpose of this process is to demonstrate where BCCM is adding value to the work of our core funders

### Belfast City Centre Action Plan 2008/2009 - Character and Style

Each of the actions outlined will be co-ordinated by BCCM and supported by a range of stakeholders which will include:

Belfast City Council  
Belfast Chamber of Trade & Commerce  
DRD Roads Service  
DSD Belfast City Centre Regeneration Directorate  
Ulster Architectural Heritage Society  
HEARTH  
Department of Culture, Arts & Leisure  
Arts Council of NI  
Civic Trust  
Translink  
Multi Development Corporation  
William Ewart Properties  
WDR & RT Taggart  
Robinson McIlwaine Architects  
Hamilton Architects

## 5C. Belfast City Centre Action Plan 2006/7 - Character & Style

Action	Description	Lead Agencies	Date	Targets
City Dressing	Festive Feature Installation. Manage the supply, installation and maintenance of festive lighting in Belfast City Centre	BCCM with BCC	Sep 2008	<ul style="list-style-type: none"> <li>Achieve financial contribution from 20 new businesses for Christmas 2008</li> </ul>
			Jun -Dec 2008	<ul style="list-style-type: none"> <li>Manage supply contract</li> <li>Inspect features daily during festive season</li> <li>Achieve 24 hour maximum repair time on all faults</li> <li>Install new additional features in the following geographical areas                             <ul style="list-style-type: none"> <li>Bradbury Place</li> <li>Glengall Street</li> <li>Bedford Street</li> <li>Castle Place</li> <li>North St</li> <li>Gt Victoria Street</li> <li>Ormeau Avenue</li> <li>Blackstaff Square</li> <li>Linenhall Street</li> <li>½ Bridge Street</li> <li>½ High Street</li> </ul> </li> </ul>
	Festive Window Competition to encourage retailers to invest in footfall generating Christmas Window displays. Three categories: Multiple Retailer, Independent Retailer and Shopping Centre / Mall / Arcade.	BCCM	Nov-Dec 08	<ul style="list-style-type: none"> <li>75 Businesses Participating</li> </ul>
	Vacant Window Information/Art Initiative	BCCM	Sept 2008 Mar 2009	<ul style="list-style-type: none"> <li>Identify ground floor shop frontages vacant for over six months</li> <li>Investigate potential for using these windows for the display of city information or art and report to BCCM Board</li> </ul>

	<p><b>City Banner Dressing Initiative.</b></p> <p><b>Belfast in Bloom.</b> Encourage landlords and tenants to compliment roll-out of new public realm by enhancing their premises through participating in Belfast in Bloom</p> <p><b>Street Trading Stalls</b></p>	<p>BCCM</p> <p>BCC supported BCCM</p> <p>BCC with BCCM, DSD and DRD</p>	<p>Mar 2009</p> <p>Mar 2009</p> <p>Mar 2009</p>	<ul style="list-style-type: none"> <li>• 6 Banner Dressing Promotions Undertaken.</li> <li>• 20 business joining Belfast in Bloom.</li> <li>• Castle Street premises to be particularly encouraged to take part</li> <li>• Provide direct consultation on stall design</li> <li>• Liaise with Business Members to assist with wider consultation.</li> </ul>
<p><b>Strategy for Public Art</b></p>	<p><b>Research &amp; propose suitable sites for public art in new developments</b></p> <ul style="list-style-type: none"> <li>- Public Realm</li> <li>- North East Quarter</li> <li>- South West Quarter</li> <li>- Titanic Quarter</li> </ul> <p><b>Reinforce the city as the culture and arts capital of Northern Ireland through:</b></p> <ul style="list-style-type: none"> <li>▪ Providing a lead in the City Centre and Cathedral Quarter (part of the strong University / City Centre / Cathedral Quarter / Laganside axis)</li> <li>▪ Utility Box Scheme</li> </ul>	<p>BCCM, DCAL, DSD, BCC, Arts Council, Ewart Properties, Private Partners</p> <p>BCCM, DCAL, DSD, BCC, Arts Council, Private Partners</p>	<p>Mar 2009</p> <p>Mar 2009</p> <p>Sep 2008</p> <p>Jun 2008</p> <p>Jun 2008</p> <p>Mar 2009</p> <p>Mar 2009</p>	<ul style="list-style-type: none"> <li>• Leverage private sector funding to complement public funds for City Centre public art projects</li> <li>• Provide vehicle for joint public/private sector funding applications</li> <li>▪ Investigate opportunity for a program of public performances in the City Centre</li> <li>▪ Recruit Cathedral Quarter Development Manager</li> <li>▪ Form Cathedral Quarter stakeholder group</li> <li>▪ Assist BCC with planning for an open air arts/crafts market</li> <li>▪ Advocate ‘percent for art’ principle in Developer Forums</li> <li>▪ Investigate ‘designated’ and managed ‘busking’ locations</li> </ul> <p>Extend existing scheme to include 20 new Utility Boxes</p>

	<ul style="list-style-type: none"> <li>Gable Mural Scheme</li> </ul>	BCCM	Sep 2008	<ul style="list-style-type: none"> <li>Identify two gable sites within City Centre that could be improved by mural painting</li> </ul>
		BCCM	Mar 2009	<ul style="list-style-type: none"> <li>Two murals painted</li> </ul>

Action	Description	Lead Agencies	Date	Target
City Centre Developments	<ul style="list-style-type: none"> <li>Shop Frontage Facelift Scheme</li> </ul>	BCCM with DSD BCC and BCTC	Mar 2009	<ul style="list-style-type: none"> <li>20 Shops participating in 'Streets Ahead' Area 1</li> <li>20 Expressions of Intent 'Streets Ahead' Area 3</li> </ul>
	<ul style="list-style-type: none"> <li>North East Quarter</li> </ul>	DSD, with assistance of BCC, DRD, BCCM, BCTC and Developers	Ongoing	<ul style="list-style-type: none"> <li>Cathedral Quarter Development Manager to encourage multi-sector engagement and buy-in</li> <li>Provide communications link to business, arts and voluntary sector organisations in the area through the Cathedral Quarter stakeholder group</li> <li>Briefing sessions as necessary in partnership with DSD</li> <li>Ongoing business liaison to reduce disruption during roll-out</li> </ul>
	<ul style="list-style-type: none"> <li>North West Quarter and South West Quarter Masterplanning</li> </ul>	DSD, with assistance of BCC, DRD, BCCM, BCTC and Developers		<ul style="list-style-type: none"> <li>Provide communications link to private sector organisations in the area.</li> <li>Consultation and Briefing sessions as necessary in partnership with DSD</li> <li>Ongoing business liaison.</li> </ul>

## 5D. Economic Activity City Centre Action Plan 2007/8

BCCM is committed, through its public / private partnership structure, to assisting our core funders in their efforts to encourage increasing economic performance in the city centre, as the showcase for Belfast, and a major economic driver for the whole Northern Ireland region.

The BCCM Board has prioritised retail led regeneration during the period 2008/9 in line with the strategies of our funders, and similar to those adopted by similar regional capitals such as Edinburgh, Glasgow and Manchester.

### Overarching City Centre Strategic Objectives 2006/09

- Establish a baseline dwell time
- 10% increase in footfall
- 10% increase in retail sales

Economic Summarized Targets 2006-9				
	2005 (Baseline)	2006/7	2007/8	2008/9
Average Footfall, (Donegall Place)	806	818	846	888
City Centre Retail Sales	£265m	£269m	£278m	£292m
% Increase in Retail Sales & Footfall	-	+1.5%	+3.5%	+5%

*Baseline Source: Management Horizons*

### BCCM's Role in 2008/9

BCCM will play its part in contributing to the city centre strategic objectives in 2008/9 by undertaking the activities detailed in the attached City Centre Action Plan.

### Economic Activity Action Group Members 2008/9

Senior Vice-President Belfast Chamber (Chairman)  
 Bank of England (Deputy Chairman)  
 Multi Development Corporation  
 Jermon Developments  
 Belfast Visitor & Convention Bureau  
 Belfast City Council  
 Marks & Spencer  
 Dunnes Stores  
 Argos  
 DRD NI  
 DSD Belfast City Centre Directorate  
 Grand Opera House  
 BCCM



## Belfast City Centre Action Plan 2006/7 - Economic Activity

Action	Description	Lead Agencies	Date	Targets
Independent Retail Assistance	Assist BCC in role-out of Independent Retail Training initiative	BCC assisted by BCCM	Jun 2008	<ul style="list-style-type: none"> <li>• 10 Business signed-up in phase 2</li> <li>• 10 Businesses signed-up in phase 3</li> </ul>
Understand and support future needs of city centre businesses	Produce annual <b>Belfast Retail Health check &amp; Benchmarking Report</b> highlighting economic activity indicators.	BCCM and BCTC	Jan 2009	Research Complete including: <ul style="list-style-type: none"> <li>▪ Vacancy levels</li> <li>▪ Retailer Demand</li> <li>▪ Property yields</li> <li>▪ Rental levels</li> <li>▪ Retail rankings</li> <li>▪ Retail floor space</li> <li>▪ Footfall</li> <li>▪ Retail Spend</li> <li>▪ Business (200) and Public Perception Survey (500) Complete</li> </ul>
Communicate city centre performance	Produce summary fact sheet of Retail Health check & Benchmarking report.	BCCM	Mar 2009	<ul style="list-style-type: none"> <li>• Launch publication</li> </ul>
Communicate Partnership Messages	Insert press articles <u>agreed by three core funders</u>	BCCM		<ul style="list-style-type: none"> <li>▪ 1 x Estates Gazette - monthly publication</li> <li>▪ 2 x BURA magazine</li> <li>▪ 3 x Retail Week</li> <li>▪ 1 x Business Eye</li> <li>▪ 1 x Ulster Business</li> <li>▪ 1 x Corporate NI</li> </ul>

Action	Description	Lead Agencies	Date	Targets
Footfall	<b>Track Footfall</b> Measure, analyse and report on footfall counts to public/private sector stakeholders	BCCM	Jun, Sep, Dec, Mar	<ul style="list-style-type: none"> <li>▪ Quarterly Report</li> <li>▪ Statistical report fed into annual Health check &amp; Benchmarking Report</li> </ul>
Provide evidence for the promotion of Retail Floor Space	Retail Gap Analysis	BCCM	Sep 2008	<ul style="list-style-type: none"> <li>▪ Analysis Report completed</li> <li>▪ Target Brands Identified</li> </ul>
	Publish a Retail Opportunity & Investment Guide	BCCM with BCTC, BCC, DSD.	Sep 2008 Mar 2009	<ul style="list-style-type: none"> <li>▪ Distribution channels identified</li> <li>▪ Guide Produced</li> </ul>
	Attend investor shows including BCSC, MAPIC & in association with funding partners.	BCCM, BCTC, BCC, DSD	Nov 2008 Feb 2009	<ul style="list-style-type: none"> <li>▪ Satisfaction rating through post event evaluation with core funders</li> </ul>
Independent Retailer Support	Survey needs of independent retailers in Belfast city centre (updated)	BCCM & BCTC	Sep 2008 Mar 2009	<ul style="list-style-type: none"> <li>▪ Needs analysis completed</li> <li>▪ Twice annual 'mystery shop' of 5 multiple and 5 independent retailers</li> <li>▪ Report to core funders highlighting required actions identified</li> </ul>
	In partnership with BCC produce updated 'Belfast Loves Shopping' guide		Nov 2008	<ul style="list-style-type: none"> <li>▪ Updated guide produced</li> <li>▪ Press launch focusing on <ul style="list-style-type: none"> <li>○ Funders retail led regeneration strategy</li> <li>○ BCTC Independent retail members</li> </ul> </li> </ul>

Action	Description		Date	Target
<b>Evening Economy</b> To create a healthy balance of mixed users and an environment in which all ages may enjoy the city centre	<b>To support BCC's Evening Economy initiative</b>	BCC, BCTC, BCCM	Ongoing	<ul style="list-style-type: none"> <li>▪ Chair Evening Economy Steering Group meetings</li> <li>▪ Promote at Area Meetings for businesses</li> <li>▪ Quarterly mail shots to all members</li> <li>▪ Update businesses at 2 Retail Forums</li> <li>▪ Lobby multiple retailers at national level through ATCM Key Cities network</li> <li>▪ Identify barriers to a 'Shutters-up' initiative and report to BCCM Board</li> <li>▪ New initiatives identified where appropriate</li> </ul>
<b>Legislation &amp; Policy</b>	<b>Represent business members</b> (and core funders upon request) in matters relating to: <ul style="list-style-type: none"> <li>▪ City Centre Masterplanning</li> <li>▪ Protection of city centre from out of town shopping developments</li> <li>▪ Phasing of retail development</li> <li>▪ Business Improvement Districts</li> <li>▪ Independent Retail / Clone Cities</li> </ul>	BCCM, BCTC	Mar 2008	Provide representation as required
<b>Children &amp; Young People</b>	<b>Engage with Children &amp; Young People</b> as significant portion of City Centre population	BCCM with BCC	Sept 2008  Mar 2009	<ul style="list-style-type: none"> <li>• Carry-out Customer Survey amongst this population group to establish their needs and desires in City Centre</li> <li>• Engage Members with above survey results and identify opportunities for youth engagement in city centre economy. Report to BCCM Board</li> </ul>

## 5E. Safer City Action Group

Whilst responsibility for community safety rests with PSNI and other statutory agencies, including Belfast City Council, these statutory providers have recognised the importance of engaging the private sector in service delivery. Consequently the issues of a safer Belfast remain a key priority for BCCM with BCCM activity in this areas managed by the Safer City Action Group.

### Stakeholders on the Safer City Action Group

BCCM has drawn together representatives from the following agencies to work collaboratively on the Safer City Action Group:

- Northern Ireland Office, (Community Safety Unit);
- Belfast Community Safety Partnership;
- Police Service for Northern Ireland;
- Department of Social Development
- Belfast City Council
- Translink
- Westfield Shopping Towns Centre Management;
- Victoria Square Centre Management
- Department of Regional Development
- Cobra Security

### BCCM's Role in City Safety

The public and private sector stakeholders represented on the Safer City Action Group have agreed that they will work collaboratively to promote enhanced safety through:

Coordinating and developing BCCM's existing crime reduction initiatives such as:

- Crimewatch retail theft scheme
- City Centre Beat Policing
- Retail Radio Link and Pub Link
- Emergency Contact Points

Introducing new crime reduction initiatives such as:

- A juvenile Crimewatch retail theft scheme
- The introduction of Police Community Safety Officers to the City Centre
- A 'Child Safe' scheme for retailers to coordinate lost children in shops
- BAND (Belfast Against Nuisance & Disorder)

Supporting our core funders' safety initiatives as requested and directed, in 2007/2008 these included:

- Belfast City Council's 'Get Home Safe' campaign
- Belfast City Council's Antisocial Behaviour Strategic Group

## Overarching City Centre Strategic Objectives 2006/09

Targets 2006- 2009				
	2005 (Baseline)	2006/7	2007/8	2008/9
Total Recorded Crimes	9,270	9,049	8,950	8,807
Shoppers Perceptions of Safety	49%	50%	52%	54%
Business Perceptions of Safety Personal	30%	31%	32%	33%
Business Perceptions of Safety, Business	33%	34%	35%	36%

*Baseline Source: PSNI & City Centre Health Check & Benchmarking*

- 5% Improvement in crime statistics as measured against 2005 Health check & Benchmarking baseline
- 10% Improvement in perceptions of safety by the business community and the general public as measured by the 2005 Health check & Benchmarking Report

## 5E. Belfast City Centre Action Plan 2008/9 - Safer City

Action	Description	Lead Agencies	Date	Targets
<b>Safety Issues</b>				
<b>Crimewatch Initiative</b>	<b>Operation of a city centre retail crime network</b>	BCCM with PSNI & Retailers	March 2009	<ul style="list-style-type: none"> <li>• 10 % reduction in stock loss</li> <li>• Measure number of 'first time' shop lifters re-offending</li> <li>• 10% increase in number of retailers participating</li> </ul>
<b>Information for migrants to city</b>	<b>Introduction of a language poster stating retailer's 'Shop Lifting' policy in multiple languages</b>	BCCM assisted by PSNI & Retailers	June 2008	<ul style="list-style-type: none"> <li>• Posters in 50 retail outlets</li> </ul>
<b>Junvenile Crimewatch</b>	<b>Introduce new voluntary scheme for children and young people caught 'first time' shoplifting</b>	BCCM with PSNI, Youth Justice Agency, Challenge for Youth, BCC and Retailers	September 2008	<ul style="list-style-type: none"> <li>• Scheme launched</li> <li>• 50 retailers participating</li> <li>• Percentage reduction in stock loss</li> <li>• Number of 'first time' juvenile shop lifters re-offending</li> </ul>
<b>Child Safe</b>	<b>Introduce Safe Child scheme to coordinate action around 'lost children' in city centre</b>	BCCM with NSPCC, assisted by PSNI and Retailers		<ul style="list-style-type: none"> <li>• Production of Safe Child literature</li> <li>• 50% increase in number of retailers participating in scheme</li> </ul>

<b>Retail Radiolink</b>	Provision of existing radio network linking retailers in Belfast with each other and PSNI	BCCM	Ongoing March 2009	<ul style="list-style-type: none"> <li>• 10% increase in membership</li> </ul>
<b>Publink</b>	Provision of existing Evening Economy time radio system linking pubs and clubs with each other and PSNI	BCCM	Ongoing March 2008	<ul style="list-style-type: none"> <li>• 20% increase in membership</li> </ul>
<b>City Centre Policing</b>	BCCM and BCTC project to provide dedicated City Centre Beat Policing through a SLA with the PSNI	BCCM and BCTC with PSNI	On-going March 2009	<p>Evaluation by BCC ASB Group jointly chaired by the BCC Chief Executive &amp; ACC Duncan McCausland</p> <p>2008/9:</p> <ul style="list-style-type: none"> <li>▪ Illegal Street Trading 0% Incidence</li> <li>▪ 10% reduction in ASB &amp; environmental issues</li> <li>▪ 1500 retail visits</li> <li>▪ Traffic issues: Establish baseline of No. of vehicles reported in pedestrian precincts between 11am and 6pm by Sep 2008</li> <li>▪ 10% reduction in No. of vehicles reported in pedestrian precincts between 11am and 6pm by Sep in second half of year</li> <li>▪ Achieve funding for 6 PCSO's (£120,000.00)</li> <li>▪ Negotiate and complete SLA's for new City Centre Beat areas (e.g. Victoria Square, Gasworks Business Park and Cathedral Quarter)</li> </ul>

<b>Emergency Contact Points</b>	BCCM to manage Emergency Contact Point systems	BCCM with DSD, PSNI and BCC	On-going  September 2008	<ul style="list-style-type: none"> <li>• Weekly Monitoring of System by CCR Team</li> <li>• New Branding at ECP points to link with BCC's 'Get Home Safe' campaign</li> </ul>
<b>NBIS</b>	<p>Management of the National Business Information System, a crime pattern analysis system throughout GB. Input data from Belfast Safer City Initiatives and produce</p> <p>Deliver reports for core funders benchmarking Belfast against other UK cities with regard to crime and perception of crime.</p>	BCCM with PSNI	Ongoing  June, September, December, March	<ul style="list-style-type: none"> <li>• Belfast information updated to NBIS weekly</li> <li>• Quarterly Benchmarking reports issued to core funders and members quarterly.</li> </ul>
<b>Emergency Planning</b>	Support BCC's work to prevent/reduce disruption in the event of a major incident	BCC	Mar 2009	<ul style="list-style-type: none"> <li>• Facilitate Retail Training Seminars</li> </ul>

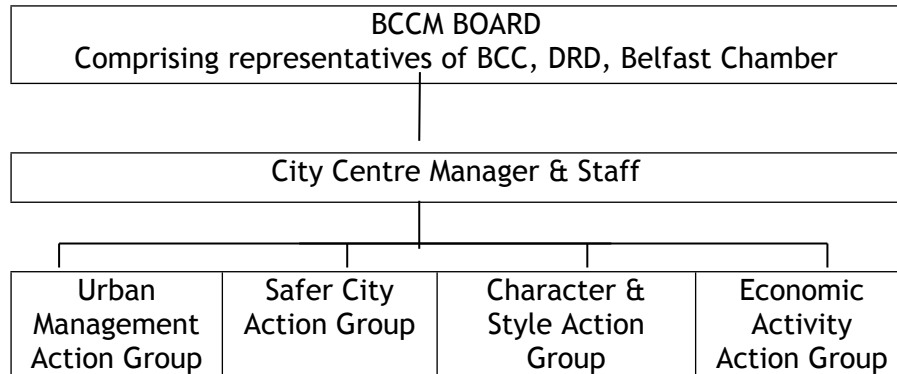


## 6. DELIVERY

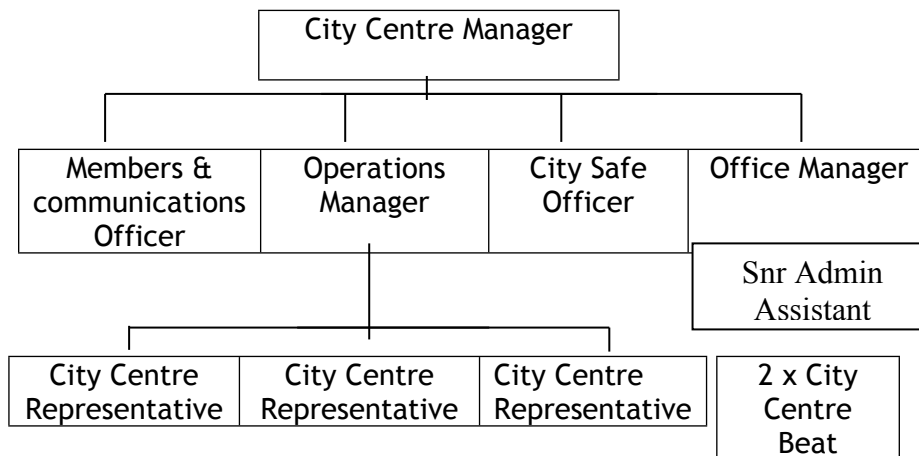
### Board Structure & Action Groups

The BCCM Board comprises a chairman, representatives from BCC, DSD, DRD, BCTC, Translink, property developers and city centre businesses. The overall and staffing structures are depicted below.

### Overall Board/Action Group Structures



### Staffing Structure



The Belfast City Centre Management team is led by the City Centre Manager, and comprises an Operations Manager, Assistant Operations Manager, Office Manager City Safe Officer, Members & Communications Officer, Three City Centre Representatives and a Senior Administrative Assistant. The team is completed by the two City Centre Beat PSNI Constables working through a Service Level Agreement. The team, led by the City Centre Manager, is responsible for:

- Delivering additional services into Belfast city centre, on behalf of its core funders, which contribute in a measurable way to a cleaner, safer and more accessible city.
- Development and delivery of projects and initiatives approved by the Board and contained in this plan;
- Monitoring and evaluating projects and initiatives;
- Managing resources;
- Developing strategic partnerships;
- Managing projects within set timeframes and budgets;
- Servicing the Board, Committees and Activity Groups;
- Fundraising and promoting the company;
- Representing BCCM & BCTC;
- Operational Issues relating to the Service Level Agreement with the PSNI
- Operational issues related to the Strategic Alliance with the BCTC;
- Supporting the BCTC President and Council of the BCTC

## 7. OUTLINE FINANCIAL STATEMENTS 2008/9

	<b>2007/8 Actual</b>	<b>2008/9 Projected</b>
<b><u>Income</u></b>		
BCC	140,000	180,000
DSD	140,000	180,000
BCTC/BCCM Membership, Private Sector	165,500	180,000
Other Business Funding	94,500	30,000
Community Safety Partnership	25,000	10,000
Sponsorship	25,000	30,000
<b>Total Income</b>	<b>590,000</b>	<b>580,000</b>

<b><u>Operating Costs</u></b>		
Salaries	170,000	250,250
Rent/Rates/Electricity	38,000	38,000
Telephone	8,500	7,000
Insurance	2,000	2,000
Postage and Stationery	15,500	17,000
Office Equipment Rental & Purchases	6,000	7,000
Audit/Accountancy	13,000	12,000
Professional Fees	18,000	15,000
Conference Fees	10,000	8,000
Chairman's Costs	2,000	2,000
Recruitment Costs	15,000	
Other Operating Costs	18,000	16,000
<b>Total Operating Costs</b>	<b>316,000</b>	<b>287,000</b>
<b><u>Project Spend</u></b>		
4 Key Objectives	22,000	10,000
Strategic Alliance Projects	26,000	26,000
City Dressing & Performances	10,000	25,000
City Safe Initiative	90,000	87,750
Festive Lighting	80,000	80,000
Health check, Evaluations & Appraisals	36,000	20,000
Footfall/Website/Homesafe/Mag etc	10,000	7,000
<b>Total Project Spend</b>	<b>274,000</b>	<b>293,000</b>

## 8. CORPORATE GOVERNANCE

To ensure that the delivery of the business plan is in line with public sector accountability requirements, Belfast City Centre Management Company will provide 'open book' accounting, independent assurance through the Finance & Audit Committee (formed on the recommendation of BCC Internal Audit Section), and the highest possible levels of performance reporting, in terms of:

- delivery of the strategic business plan by the City Centre Management Company to its key funders, Belfast City Council, the Department for Social Development and the private sector;
- Changes to city centre performance measured against baseline information, (established in the annual City Centre Health check & Benchmarking Report).
- public sector audit requirements, in particular compliance with the internal audit practices adopted by BCC and DSD;
- Robust and transparent financial reporting.

### Corporate Governance

Action	Target	Date	Measured by
BCCM Board	Operation 6 x Board Meeting per annum	Ongoing	Finance & Audit Committee
Finance & Audit Committee	Operation 6 x Finance & Audit Committee meetings per annum	Ongoing	BCC Internal Audit Section
External Systems Audit & Procedures	Completion of external and internal audit	31 <sup>st</sup> March 2009	Completion of internal and external audit in line with best practice and company law requirements