

APPENDIX 1

# **Belfast City Centre Management Company**

## **Performance Report April to September 2008**



**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*

## 5A. STRATEGIC BUSINESS COMMUNICATIONS

Action	Target	Date	Measured by	Status	Remarks	
<b>Customer Relations Management CRM</b>	Respond to membership queries	Ongoing	<ul style="list-style-type: none"> <li>Count queries received</li> </ul>	25 queries received		
	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>Members satisfaction rating of 7/10 in mid-year Business Survey</li> <li>12 mail shots / e-zines</li> </ul>	To be delivered Qtr 3		
	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> </ul>	5 mailshots completed	2 editions complete	
	Delivery specified BCCM/BCTC Membership package	May 2008	<ul style="list-style-type: none"> <li>Branded Membership package launched</li> </ul>	To be delivered Qtr 3		

Action	Target	Date	Measured By	Status	Remarks
<b>Belfast Chamber of Trade &amp; Commerce</b>	6x Chamber Council meetings per annum & sub groups as appropriate	Bi-Monthly	6 x meetings delivered	5 meetings delivered to date	
<b>Retail Forum</b> (Membership drawn from multiple and independent retailers in Belfast)	2 Retail Forums Held	2nd Quarter	<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>○ Business Continuity Management</li> <li>○ The Belfast Brand</li> <li>○ Christmas Opening Hours</li> </ul> </li> </ul>	Complete 2 <sup>nd</sup> Retail Forum held at Freemasons Hall, Belfast 02/09/09	
<b>Developer Forum</b> (Membership drawn from developers, commercial and retail property agents and owners)	1 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>	Development Forum to be delivered February 2009	
<b>Action Groups</b> Aimed at delivering the BCCM Operating Plan. These groups engage key public and private sector	Co-ordination of public/private action groups: - 5x Urban Management 5x Character & Style 5x Economic Activity	Bi-monthly meetings	Action Plan and Key Performance Indicators for each of the Action Groups developed and <b>presented in Section 5.</b>	8 meetings taken place in 2 <sup>nd</sup> quarter	Actions for each group being addressed prior to subsequent

stakeholders to deliver city centre initiatives	5x Safer City				meeting
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<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 (23.9.08 &amp; 3.3.09)</p> <p>2 x Fountain Street/Castle Street Area (30.9.08 &amp; 24.3.09)</p> <p>2 x Donegall Place/Royal Avenue (16.9.087 &amp; 17.2.09)</p> <p>2 x Ann St/Victoria Square (25.6.08 &amp; 28.10.08)</p> <p>2 x North Street (19.8.08 &amp; 3.2.09)</p> <p>2 x Blackstaff Area (8.7.08 &amp; 14.10.08)</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>	<p>5 meetings taken place</p> <p>High St          Fountain St          Donegall Pl          North St          Blackstaff</p>	
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<b>Belfast Awards</b>	Table Sales	June – Nov 2008	45 tables to be sold	219 seats sold to date
	Business Recruitment Undertaken	Aug – Sept 2008	Goal 200+entrants	All entrants received.
	Mystery Shopping Competitions Complete	Aug – 13 <sup>th</sup> October 2008	Mystery shopping reports completed for Customer Service categories	External company Stakeholder selected to perform mystery shopping
	Speakers Secured & Briefed	Aug 2008	BBC, N.I. speakers to be booked	Mr Jim Fitzpatrick and Sarah Travers booked and briefed
	Judging process for paper based applications complete	Sept 2008	Judging of 18 categories completed and finalists chosen	Judging panel selected. Judging to take place on 2 <sup>nd</sup> and 13 <sup>th</sup> October.
	Awards/Trophies	Aug – Nov 2008	Nuala trophies to be designed and produced	Prototype approved. Final production delivered.
		Sept 2008		

	Awards Ceremony Planning	Oct 2008	Entertainment Décor Catering After Party-entertainment Staging Technical support Presentation Branding Programmes/table plans	Entertainment booked, including after party. Presentation under design	
	Select and agree menu	Sept	Select and agree menu	Menu agreed and booked	

Action	Target	Date	Measured By	Status	Remarks
<b>City Centre Neighbourhood Outreach</b>	Engagement with City Centre Interest Groups specifically related to young people, homelessness and people with disabilities.	September 2008	<ul style="list-style-type: none"> <li>Agree with Shopmobility specific performance indicators for accessibility.</li> </ul>	To be delivered Qtr 3	
		September 2008	<ul style="list-style-type: none"> <li>Commencement of Juvenile Crimewatch scheme</li> </ul>	To be delivered Qtr 3	
		April 2008	<ul style="list-style-type: none"> <li>Roll-out of NSPCC 'Safe Child' scheme with retail members</li> </ul>	Complete - Ongoing	

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

Action	Description	Lead Agencies	Date	Measured By	Status	Remarks
<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>	On-going	
<b>Trade Waste &amp; Public Waste</b>	<b>Addressing discarded chewing gum and cigarette butts</b>	BCC & BCCM	Sept 2008	<p>Build cleaning policy into 'Café Culture' Code of Conduct.</p> <p>Investigate how else BCCM could assist BCC to reduce these particular difficult littering issues.</p>	Complete subject to BCC Legal Department	
<b>Business Liaison &amp; Co-ordination</b>	<p><b>Undertake business liaison with member businesses to:</b></p> <p>Facilitate excellent inter-agency communication and problem solving / complaints handling during city centre developments.</p>	BCCM with BCTC	On-going	<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> </ul>	<p>Ongoing</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Weekly comms meetings, monthly maintenance meetings and management meetings</p>	



	Encourage businesses to participate in City Centre Cleanliness and Accessibility initiatives	BCCM with BCTC	On-going	<ul style="list-style-type: none"> <li>▪ SWQ Masterplanning</li> <li>▪ NWQ Masterplanning</li> </ul> <p>Meet targets specified against each initiative</p> <ul style="list-style-type: none"> <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</li> </ul> </li> </ul>	<p>Ongoing Ongoing</p> <p>Retail forum held 02/09/09</p> <p>Only 1 will be delivered</p> <p>Ongoing (App 1)</p>	<p>Developers have indicated that one meeting is sufficient</p> <p>Schedule of Area Focus Group meetings</p>
<b>Public Realm</b>	<b>Streets Ahead project:</b> roll-out of area's 1 and 3	DSD with support of DRD, BCCM, BCTC, BCC, MD UK, Private Partners	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Delivery of Business Communications Strategy via Area Focus Groups, Retail Forums and Developer Forums.</p> <p>Briefing sessions as necessary in partnership with DSD on disruption issues</p> <p>Ongoing business liaison to reduce disruption during Phase One of the 'Streets Ahead' project</p>	<p>Ongoing – weekly communication meetings to reduce disruption</p> <p>Ongoing</p> <p>Ongoing</p>	

			Ongoing	Area 1: <ul style="list-style-type: none"> <li>Ann St/Cornmarket</li> <li>Arthur St/Arthur Sq</li> <li>Castle Lane</li> </ul>	Ongoing	
			Ongoing	Area 3: <ul style="list-style-type: none"> <li>Fountain St/Castle St</li> <li>College St</li> <li>Queen St</li> </ul>	Ongoing	
	<b>Fly-posting' on street furniture</b>	BCCM with DSD, DRD and BCC	Mar 2009	<ul style="list-style-type: none"> <li>Investigate option for stippled anti fly-posting surfaces on new street furniture</li> <li>Report to BCCM Board</li> </ul>	DSD/EDAW to deposit anti graffiitti surfaces on new street furniture	
<b>Evaluation of behalf of City Centre Stakeholders</b>	<b>Conduct post event \ activity surveys</b> as requested by BCC \ DSD \ BCTC	BCCM	Apr 2008 Jun 2008 Sep 2008	St Patrick's Day Lord Mayor's Carnival Anti clutter audit	Complete Complete To be delivered in Qtr 3	

Action	Description	Lead Agencies	Date	Targets	Status	Remarks
<b>Accessibility Issues</b>						
<b>Pedestrian Flow</b>	<b>Café Culture (tables and chairs on pavements) Scheme</b>	BCCM with DSD, BCC and DRD	Sep 2008	<ul style="list-style-type: none"> <li>Develop and publish voluntary 'Code of Conduct' for café owners</li> </ul>	Complete subject to BCC Legal Department	
<b>Access Facilities and Services</b>	<b>Promote access facilities</b>	BCCM with DRD, Translink	Jun 2008	<ul style="list-style-type: none"> <li>Investigate ,most effective means of distributing access channel information</li> </ul>	Bi-monthly meetings with DRD to identify traffic management issues	
			Sep 2008	<ul style="list-style-type: none"> <li>Launch Park and Ride promotion</li> </ul>	To be delivered Qtr 3	
<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>	BCCM attempting to source partners / funders	
<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>	Locations identified Great Victoria St Dublin Road	

## 5C. Belfast City Centre Action Plan 2008/9 – Character & Style

Action	Description	Lead Agencies	Date	Targets	Status	Remarks
City Dressing	<b>Festive Feature Installation.</b> 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>	Letters issued to all Chamber members. Invoices to be submitted in due course	
			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>Howard Street</li> <li>Upper Queen 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>	Ongoing	
		<b>Vacant Window Information/Art Initiative</b>	BCCM	Sept 2008 Mar 2009	<ul style="list-style-type: none"> <li>Identify ground floor shop frontages vacant for over six months</li> </ul>	Complete

	<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>	<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>2 banner promotions completed</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>	
<p><b>Strategy for Public Art</b></p>	<p><b>Reinforce the city as the culture and arts capital of Northern Ireland</b> through:</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> </ul>	<p>BCCM, DCAL, DSD, BCC, Arts Council, Private Partners</p> <p>BCCM</p>	<p>Sep 2008</p> <p>Mar 2009</p> <p>Sep 2008</p>	<ul style="list-style-type: none"> <li>Investigate opportunity for a program of public performances in the City Centre</li> <li>Assist BCC with planning for an open air arts/crafts market</li> <li>Investigate 'designated' and managed 'busking' locations</li> <li>Identify two gable sites within City Centre that could be improved by mural painting</li> </ul>	<p>Complete</p> <p>Ongoing</p> <p>Complete</p> <p>Complete</p>	

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Action	Description	Lead Agencies	Date	Target	Status	Remarks
<b>City Centre Developments</b>	<ul style="list-style-type: none"> <li>▪ <b>North East Quarter</b></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> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>▪ <b>North West Quarter</b></li> <li>▪ <b>South West</b></li> </ul>	DSD, with assistance of BCC, DRD, BCCM, BCTC and Developers		<ul style="list-style-type: none"> <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> <li>• Provide communications link to private</li> </ul>	Ongoing Ongoing Ongoing	

	<b>Quarter Masterplanning</b>			sector organisations in the area. <ul style="list-style-type: none"> <li>• Consultation and Briefing sessions as necessary in partnership with DSD</li> <li>• Ongoing business liaison.</li> </ul>	Ongoing	
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## Belfast City Centre Action Plan 2006/7 – Economic Activity

Action	Description	Lead Agencies	Date	Targets	Status	Remarks
<b>Independent Retail Assistance</b>	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 1</li> <li>• 10 Businesses signed-up in phase 2</li> </ul>	<p>Complete</p> <p>Ongoing</p>	
<b>Communicate Partnership Messages</b>	<b><u>Insert press articles agreed by three core funders</u></b>	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>	<p>Board ratified EAAG decision not to proceed due to financial implications</p>	



Action	Description	Lead Agencies	Date	Targets	Status	Remarks
<b>Footfall</b>	<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>	Camera supplier has failed to deliver accurate counts. Investigating potential counts from key retailers	
<b>Provide evidence for the promotion of Retail Floor Space</b>	Retail Gap Analysis  Publish a Retail Opportunity & Investment Guide	BCCM  BCCM with BCTC, BCC, DSD.	Sep 2008  Sep 2008 Mar 2009	<ul style="list-style-type: none"> <li>Analysis Report completed</li> <li>Target Brands Identified</li> <li>Distribution channels identified</li> <li>Guide Produced</li> </ul>	To be delivered Qtr 3  BCC advised that work is to be completed by the Development Department	
<b>Independent Retailer Support</b>	Survey needs of independent retailers in Belfast city centre (updated)	BCCM & BCTC	Sep 2008	<ul style="list-style-type: none"> <li>Needs analysis completed</li> </ul>	Complete	

Action	Description		Date	Target	Status	Remarks
<p><b>Evening Economy</b> To create a healthy balance of mixed users and an environment in which all ages may enjoy the city centre</p>	<p><b>To support BCC's Evening Economy initiative</b></p>	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>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
<p><b>Children &amp; Young People</b></p>	<p><b>Engage with Children &amp; Young People</b> as significant portion of City Centre population</p>	BCCM with BCC	Sept 2008	<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> </ul>	<p>Working with BCC Youth Council</p>	

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

Action	Description	Lead Agencies	Date	Targets	Status	Remarks
<b>Safety Issues</b>						
<b>Roll-out of Retail Crimewatch to 6 policing districts in N Ireland</b>	Citysafe Retail Crimewatch will be replaced by Retail Crimewatch and 6 policing districts will be involved	BCCM assisted by PSNI & Retailers	October 2008	<ul style="list-style-type: none"> <li>• Launch on 28 Oct by security minister Paul Goggins</li> <li>• Preparation for 300 folders</li> <li>• Preparation for laminates</li> </ul>	Ongoing	
<b>Information for migrants to city</b>	<b>Introduction of a language poster</b> stating retailer's 'Shop Lifting' policy in multiple languages	BCCM assisted by PSNI & Retailers	June 2008		Complete	
<b>Juvenile 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>• 5 retailers participating</li> <li>• Percentage reduction in stock loss</li> <li>• Number of 'first time' juvenile shop lifters re-offending</li> </ul>	Final comments received 29 Sept from Children's Law Centre and to be incorporated into policy. Dorothy Perkins interested in pilot period	
<b>Child Safe</b>	<b>Introduce Safe Child scheme to</b>	BCCM with NSPCC,		<ul style="list-style-type: none"> <li>• Production of Safe Child literature</li> </ul>	Ongoing	

	coordinate action around 'lost children' in city centre	assisted by PSNI and Retailers		<ul style="list-style-type: none"> <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>	<p>Zone 1 154 users Zone 1A 11 users Zone 2 38 users</p>	
<b>Publink</b>	Provision of existing Evening Economy time radio system linking pubs and clubs with each other and PSNI	BCCM	Ongoing March 2009	<ul style="list-style-type: none"> <li>20% increase in membership</li> </ul>	<p>Zone 3 87 users</p>	
<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> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>1<sup>st</sup> Qtr - 117 visits</p>	

				<ul style="list-style-type: none"> <li>▪ Traffics 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>	<p>DRD to complete 3<sup>rd</sup> Qtr</p> <p>Not achievable by PSNI - Funding not provided by Police Board</p> <p>Victoria Sq complete</p> <p>Gasworks &amp; cathedral Qtr to be reviewed by VFM sub-group</p>	
<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>	<p>Complete</p> <p>Complete</p>	
<b>NBIS</b>	Management of the National Business	BCCM with PSNI	Ongoing	<ul style="list-style-type: none"> <li>• Belfast information updated to NBIS weekly</li> </ul>	<p>Complete</p>	

	<p>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>		<p>June, September, December, March</p>	<ul style="list-style-type: none"> <li>Quarterly Benchmarking reports issued to core funders and members quarterly.</li> </ul>	<p>Complete</p>	
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## 6. 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	Status
BCCM Board	Operation 6 x Board Meeting per annum	Ongoing	Finance & Audit Committee	3 meetings delivered
Finance & Audit Committee	Operation 6 x Finance & Audit Committee meetings per annum	Ongoing	BCC Internal Audit Section	3 meetings delivered
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	Audit complete

