

5A. STRATEGIC BUSINESS COMMUNICATIONS

ACTION	DESCRIPTION	DATE	TARGET	STATUS	REMARKS
Customer Relations Management CRM	Respond to membership queries	Ongoing	Count queries received	38 queries received	
			Members satisfactions rating of 7/10 in mid-year Business Survey	Complete. Positive feedback received from Chamber members	
	Monthly direct mail shot / e-zine to all members, advising members of city centre initiatives and events	Ongoing	12 mail shots / e-zines	13 mail shots and 5 e-zines complete	
	3 editions of members magazines City Business - distribution 6,000	March, August, November 2008	3 editions x 6,000 copies distributed	2 editions complete	Due to current economic climate advertising to cover cost of 3 edition proved unsuccessful.
			Members satisfaction rating of 7/10 in mid-year Business Survey	Complete. Positive feedback received from Chamber members	
	On-line business support services. Upgrade BCCM website	March 2009	10% uplift on hits on 2007/08 year end statistics	Uplift of 291%	
		March 2009	Members satisfactions rating of 7/10 in mid-year Business Survey	Complete. Positive feedback received from Chamber members	
	Delivery specified BCCM/BCTC Membership package	May 2008	Branded membership package launched	Membership Package designed and currently under production. The new package will be launched during the first quarter (Apr - June).	
	Increase BCCM/BCTC membership base	March 2009	20% Uplift on 2007/08 year end statistics	10% uplift under difficult economic climate	
	Investigate 'Bluetooth' messaging in the City	March 2009	Cost/benefit report delivered to BCCM Board	Research Complete	Negative response received from city centre

	Centre				businesses.
Belfast Chamber of Trade and Commerce	6 x Chamber Council meetings per annum & sub groups, as appropriate	B-monthly	6 x meetings delivered	6 meetings delivered	
	Arranging AGM	June 2008	AGM delivered	Complete	
Retail Forum (Membership drawn from multiple and independent retailers in Belfast)	2 Retail Forums Held	1 st Qtr	120 Attendees	Complete - 1 st Qtr	
		4 th Qtr	Briefing delivered on: <ul style="list-style-type: none"> ▪ Evening Economy ▪ Streets Ahead public realm works ▪ North West Quarter Masterplanning ▪ South West Quarter Masterplanning ▪ North East Quarter Roll-Out ▪ City Council events ▪ City Beat roll-out ▪ Juvenile Retail Crime reduction initiative 	Complete - 4 th Qtr	
Developer Forum (Membership drawn from developers, commercial and retail property agents and owners)	1 Development Forum delivered	September 2008	40 Attendees Briefing delivered on: <ul style="list-style-type: none"> ▪ Considerate Contractors scheme ▪ North and South West Quarter Masterplanning ▪ Private Sector buy-in to Brighter Belfast ▪ Royal Exchange ▪ Public Realm Works ▪ Adopt a frontage ▪ 'Percent for Art' 	Developers Forum rescheduled to 1 st Quarter 09/10.	
Action Groups Aimed at delivering the BCCM Operating Plan. These groups engage key public and private sector	Co-ordination of public/private action groups: 5 x Urban Management	Bi-monthly meetings	Action Plan and key performance indicators for each of the Action Groups developed. (Attached breakdown)	5 meetings delivered to date for each group	

stakeholders to deliver city centre initiatives	5 x Character & Style 5 x Economic Activity 5 x Safer City				
Area Focus Groups These groups were set up to improve the trading environment within each of their geographical areas by developing action plans for improvement	Co-ordination of groups 2 x High Street (23.09.08 & 03.03.09) 2 x Fountain Street/Castle Street (30.09.08 & 24.03.09) 2 x Donegall Place/Royal Avenue (16.09.08 & 12.02.09) 2 x Ann Street/Victoria Square (25.06.08 & 28.10.08) 2 x North Street (19.08.08 & 03.02.09) 2 x Blackstaff Area (08.07.08 & 14.10.08)	March 2009	<ul style="list-style-type: none"> ▪ 2 x meetings delivered in each area ▪ Public and Private stakeholders represented ▪ Increasing attendance figures ▪ Specific improvement initiatives commenced ▪ Percentage delivery of agreed improvements 	8 meetings delivered to date. 3 meetings moved to 1 st quarter.	
Belfast Awards	Table Sales Awards/Trophies Awards Ceremony Planning Awards Media Pack	June - Nov 2008	<ul style="list-style-type: none"> ▪ 450 tickets to be sold ▪ Trophies to be produced with Thanksgiving Beacon design ▪ Entertainment ▪ Décor ▪ Catering ▪ After Party ▪ Staging ▪ Technical Support ▪ On Screen Visuals ▪ Script ▪ Branding ▪ Programmes/table plans/networking plans ▪ VIP tables / place cards ▪ Awards media pack to 	442 tickets sold Complete Complete Complete	

			all sponsors		
City Centre Neighbourhood Outreach	Engagement with City Centre Interest Groups specifically related to young people, homelessness and people with disabilities.	April 2008	<ul style="list-style-type: none"> Roll-out of NSPCC 'Safe Child' scheme with retail members 	Complete - ongoing	
		September 2008	<ul style="list-style-type: none"> Agree with Shopmobility specific performance indicators for accessibility. 	Data required complete. Attempting to source funding for publication.	
		September 2008	<ul style="list-style-type: none"> Commencement of Juvenile Crimewatch scheme 	Scheme policy being modified by PSNI	
		March 2009	<ul style="list-style-type: none"> Baseline then percentage decrease in retail crime by juveniles 	On hold by PSNI	
		March 2009	<ul style="list-style-type: none"> Number of first time juveniles reoffending 	On hold by PSNI	
		March 2009	<ul style="list-style-type: none"> Diversity Training for all BCCM staff 	On hold due to new PSNI training policies.	
		March 2009	<ul style="list-style-type: none"> 50% increase in number of shops participating in 'Child Safe' 	Scheme not taken up by retailers	
		March 2009	<ul style="list-style-type: none"> Influence statutory bodies to deliver a joined-up process for assisting 'rough sleepers' 	Ongoing	

5B. URBAN MANAGEMENT ACTIONS - 3RD QUARTER

ACTION	DESCRIPTION	LEAD AGENCIES	DATE	TARGET	STATUS	REMARKS
City Centre Inspections	Business Liaison Officers interagency reports to BCC / DSD / DRD / PSNI	BCCM	Ongoing	12 x monthly reports 52 x weekly reports Satisfaction rating of 7/10 on year end Business Survey	Complete	
Trade Waste & Public Waste	Liaise between businesses and Waste Collection services to improve presentation and collection of trade waste in the City Centre	BCCM with BCC & Private Sector Waste Companies	March 2009	<ul style="list-style-type: none"> ▪ Improved presentation of trade waste ▪ Measure BCC satisfaction rating on year end Business Survey ▪ Collection of 95% of trade waste by 11am 	Working with BCC and Private sector towards implementing a pilot scheme to improve waste management.	
	Addressing discarded chewing gum and cigarette butts	BCC & BCCM	Sept 2008	<ul style="list-style-type: none"> ▪ Build cleaning policy into 'Café Culture' code of conduct ▪ Investigate how else BCCM could assist BCC to reduce these particular difficult littering issues 	Awaiting DOE legal branch approval.	
	Investigate potential of a Separated Waste Facility in the city centre	BCC & BCCM	March 2009	Feasibility report to BCC's Head of Waste Management	Cannot identify suitable city centre site.	
Business Liaison & Co-ordination	Undertake business liaison with member businesses to: <ul style="list-style-type: none"> ▪ Facilitate 	BCCM with BCTC	On-going	Facilitate communications and inter-agency planning in respect to: <ul style="list-style-type: none"> ▪ Victoria Square 	Ongoing for city centre developments Complete	

	excellent inter-agency communication and problem solving / complaints handling during city centre developments.			build <ul style="list-style-type: none"> Fountain House refurbishment Queens Buildings Bedford House 	Complete Complete Complete	
	<ul style="list-style-type: none"> Encourage businesses to participate in City Centre Cleanliness and Accessibility initiatives 	BCCM with BCTC	On-going	<ul style="list-style-type: none"> Streets Ahead roll-out SWQ Masterplanning NWQ Masterplanning 	Ongoing weekly communication meetings, monthly maintenance meetings and management meetings Ongoing Ongoing	
				Meet targets specified against each initiative 2 x Retail Forums 2 x Developer Forums 2 x Area Focus Group meetings in each	Complete 1 Developer Forum will be delivered 9 meetings delivered to date. Remaining 3 to be delivered in 1st quarter.	2 nd in 4 th Quarter
Public Realm	Streets Ahead project: roll-out of area's 1 and 3	DSD with support of DRD, BCCM, BCTC, BCC, MD UK, Private Partners	Ongoing	Delivery of Business Communications Strategy via Area Focus Groups, Retail	Ongoing weekly communication meetings to reduce disruption	

				Forums and Developer Forums		
			Ongoing	Briefing sessions as necessary in partnership with DSD on disruption issues	Ongoing	
			Ongoing	Ongoing business liaison to reduce disruption during Phase One of the Streets Ahead project Area 1 Area 2 Area 3	Ongoing	
Evaluation on behalf of City Centre Stakeholder	Conduct post event / activity surveys as requested by BCC / DSD / BCTC	BCCM	April 2008	<ul style="list-style-type: none"> St Patrick's Day Lord Mayor's Carnival 	Complete	
			June 2008		Complete	
			March 2009	<ul style="list-style-type: none"> Public cleanliness and accessibility perception surveys of 200 business and 500 members of public on Belfast city centre. 	Complete	
			September 2008	<ul style="list-style-type: none"> Anti Clutter Audit 	Complete	

ACCESSIBILITY ISSUES

ACTION	DESCRIPTION	LEAD AGENCIES	DATE	TARGET	STATUS	REMARKS
Pedestrian Flow	Café Culture (tables and chairs on pavements) scheme	BCCM with DSD, BCC and DRD	September 2008	Develop and publish voluntary 'Code of Conduct' for café owners	Complete subject to DOE Legal Departments	
			March 2009	20 cafes participating in scheme	Awaiting DOE Legal Branch approval.	
Coach Access	Investigate Coach Parking options for the	BCCM with DRD, Translink, BCC.	Sept 2008	Report options to the BCCM Board	Data collated and report produced.	

	city centre				Report given to the Board at next meeting.	
Access Facilities and Services	Promote access facilities	BCCM with DRD, Translink	June 2008	Investigate most effective means of distributing access channel information	Bi-monthly meetings with DRD to identify traffic management issues	
	Park and Ride promotion		September 2008	Launch Park and Ride promotion	Complete	
	Parking Information		November 2008	Launch Parking Information by 1 November 2008	Complete	
Improved Access for People	Audit of city centre retail sector compliance with Disability Discrimination Act 1995	BCCM/Shopmobility	September 2008	Produce survey report with Shopmobility/Disability Action	Data required complete. Attempting to source funding for application.	
Anti-Clutter Audits	Undertake Anti-Clutter Audits	BCCM supported by DRD/Disability Action/Shopmobility/BCC	September 2008	2 x Audit complete Actions identified	Complete	

5C. CHARACTER & STYLE ACTIONS - 3RD QUARTER

ACTION	DESCRIPTION	LEAD AGENCIES	DATE	TARGET	STATUS	REMARKS
City Dressing	Festive Feature Installation. Manage the supply, installation and maintenance of festive lighting in Belfast City Centre	BCCM with BCC	Sep 2008	Achieve financial contribution from 20 new businesses for Christmas 2008	£50k sourced from BCTC £20k sourced from BCC £30k sourced from DSD	
			Jun -Dec 2008	Manage supply contract Inspect features daily during festive season Achieve 24 hour maximum repair time on all faults Install new additional features in the following geographical areas <ul style="list-style-type: none"> ▪ Dublin Road ▪ Chichester Street ▪ Adelaide Street ▪ Bedford Street ▪ Howard Street ▪ Wellington Place ▪ Queen Street ▪ Castle Street ▪ Gresham Street ▪ Ann Street ▪ Church Lane ▪ Arthur Street ▪ Chapel Lane ▪ Donegall Place 	Complete Complete Complete Complete	

				<ul style="list-style-type: none"> Royal Avenue King Street 		
	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 2008	75 Businesses Participating	71 participants	
	Vacant Window Information/Art Initiative	BCCM	Sept 2008 March 2009	Identify ground floor shop frontages vacant for over six months Investigate potential for using these windows for the display of city information or art and report to BCCM Board	Complete	
	City Banner Dressing Initiative	BCCM	March 2009	6 Banner Dressing Promotions Undertaken.	4 banner promotions complete. Severe difficulties obtaining Rds Service approval for banner campaigns.	
	Belfast in Bloom Encourage landlords and tenants to compliment roll-out of new public realm by enhancing their premises through participating in Belfast in Bloom	BCCM	March 2009	20 business joining Belfast in Bloom Castle Street premises to be particularly encouraged to take part	Complete Complete	

	Street Trading Stalls	BCC with BCCM, DSD and DRD	March 2009	Provide direct consultation on stall design	Complete	
				Liaise with Business Members to assist with wider consultation	Complete	
Strategy for Public Art	Reinforce the city as the culture and arts capital of Northern Ireland through: Providing a lead in the city centre and Cathedral Quarter (part of the strong University / city centre / Cathedral Quarter / Laganside axis)	BCCM, DCAL, DSD, BCC, Arts Council, Private Partners	June 2008	Recruit Cathedral Quarter	Complete	
			June 2008	Form Cathedral Quarter stakeholder group	Complete	
			September 2008	Investigate opportunity for a program of public performances in the city centre	Complete	
			March 2009	Investigate 'designated' and managed busking locations	Complete	
			March 2009	Assist BCC with planning for an open air/crafts market	Ongoing	
	Research & propose suitable sites for public art in new developments -Public Realm North East Quarter South West Quarter Titanic Quarter	BCCM, DCAL, DSD, BCC, Arts Council, Ewart Properties, Private Partners	March 2009	Leverage private sector funding to compliment public funds for city centre public art projects	Ongoing	
				Provide vehicle for joint public/private sector funding applications		
	Utility Box Scheme	BCCM	September 2008	Identify two gable sites within city	Complete	

				centre that could be mural painting		
City Centre Developments	North East Quarter	DSD with assistance of BCC, DRD, BCCM, BCTC and Developers	Ongoing	Cathedral Quarter Development Manager to encourage multi-sector engagement and buy-in	Ongoing	
				Provide communications link to business, arts and voluntary sector organisations in the area through the Cathedral Quarter stakeholder group	Ongoing	
				Briefing sessions as necessary in partnership with DSD	Ongoing	
				Ongoing business liaison to reduce disruption during roll-out	Ongoing	
	North West Quarter and South West Quarter Masterplanning	DSD, with assistance of BCC, DRD, BCCM, BCTC and Developers		Provide communications link to private sector organisations in the area.	Ongoing	
				Consultation and Briefing sessions as necessary in partnership with DSD	Ongoing	
				Ongoing business liaison.	Ongoing	
	Shop Frontage Facelift Scheme	BCCM with DSD, BCC and BCTC	March 2009	<ul style="list-style-type: none"> 20 shops participating in 'Streets Ahead' Area 	On hold	Delays with Streets Ahead completion.

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 - 20 Expressions of Intent 'Streets Ahead' Area 3

5D. ECONOMIC ACTIVITY ACTIONS - 3RD QUARTER

ACTION	DESCRIPTION	LEAD AGENCIES	DATE	TARGET	STATUS	REMARKS
Independent Retail Assistance	Assist BCC in role-out of Independent Retail Training initiative	BCC assisted by BCCM	June 2008	10 businesses signed up in phase 2	Complete	
				10 businesses signed up in phase 3	Ongoing	
Communicate Partnership Messages	Insert press articles <u>agreed by 3 core funders</u>	BCCM		1 x Estates Gazette - monthly publication 2 x BURA magazine 3 x Retail Week 1 x Business Eye 1 x Ulster Business 1 x Corporate NI	Board ratified EAAG decision not to proceed due to financial implications. Magazines only prepared to offer paid for advertising.	
Footfall	Track Footfall Measure, analyse and report on footfall counts to public/private sector stakeholders	BCCM	June / September / December / March	Quarterly report Statistical report fed into annual Healthcheck and Benchmarking report	Camera supplied has failed to deliver accurate counts. Counts now being obtained from retailers.	
Provide evidence for the promotion of Retail Floor Space	Retail Gap Analysis	BCCM	September 2008	Analysis report completed Target brands identified	BCTC decision not to undertake full Healthcheck & Benchmarking report. Update KPI's only. Retail Gap analysis now being conducted as part of BCC Retail	

	Publish a Retail Opportunity & Investment Guide	BCCM with BCTC, BCC and DSD	September 2008 March 2009	Distribution channels identified Guide produced	Study. BCC advised that work is to be completed by the Development Department	
	Attend investor shows including BCSC, Mopic & in association with funding partners	BCCM, BCTC, BCC and DSD	Nov 2008 Feb 2009	Satisfaction rating through post event evaluation with core funders	Complete	
Independent Retail Support	Survey needs of independent retailers in Belfast City Centre	BCCM & BCTC	September 2008	Needs analysis completed	Complete	
			March 2009	Twice annual 'mystery shop' of 5 multiple and 5 independent retailers	Complete	
	In partnership with BCC produce updated 'Belfast Loves Shopping' guide		November 2008	Updated guide produced Press launched focusing on Funders retail led regeneration strategy BCTC Independent retail members	BCC to advise if funding is available to publish revised guide	
Evening Economy To create a healthy balance of mixed users and an environment in which all ages may enjoy the city centre	To support BCC's Evening Economy initiative	BCC, BCTC and BCCM	Ongoing	▪ Chair Evening Economy Steering Group meetings	Ongoing	
				▪ Promote at Area Meetings for businesses	Ongoing	
				▪ Quarterly mail shots to all members	Ongoing	
				▪ Update businesses at 2 Retail Forums	Ongoing	
				▪ Lobby multiple retailers at	Ongoing	

				<p>national level through ATCM Key Cities network</p> <ul style="list-style-type: none"> Identify barriers to a 'Shutters-up' initiative and report to BCCM Board New initiatives identified where appropriate 	<p>Ongoing</p> <p>Ongoing</p>	
Children & Young People	Engage with children & Young People as significant portion of city centre population	BCCM with BCC	September 2008	Carry out customer survey amongst this population group to establish their needs and desires in the city centre	Interactive workshop organised for early new financial year. Representatives include, BCTC, BCC Community Service Team, BCC Youth Council and young people that frequent Lanyon Place and city Hall.	
Legislation & Policy	<p>Represent business members (and core funders upon request) in matters relating to:</p> <ul style="list-style-type: none"> City Centre Masterplanning Protection of city centre from out of town shopping developments Phasing of retail development Business Improvement Districts Independent Retailers / Clon Cities 	BCCM & BCTC	March 2009	Provide representation as required	Ongoing	

5E. SAFER CITY ACTIONS - 3RD QUARTER

ACTION	DESCRIPTION	LEAD AGENCIES	DATE	TARGET	STATUS	REMARKS
Crimewatch Initiative	Operation of a city centre retail crime network	BCCM with PSNI & Retailers	June 2009	<ul style="list-style-type: none"> ▪ 10% reduction in stock loss ▪ Measure number of 'first time' shop lifters re-offending ▪ 10% increase in number of retailers participating 	On target. Year end June 2009.	
Information for migrants to city	Introduction of a language poster stating retailer's 'Shop Lifting' policy in multiple languages	BCCM assisted by PSNI and Retailers	June 2008	Poster in 50 retail outlets	Complete	
Junvenile Crimewatch	Introduce new voluntary scheme for children and young people caught 'first time' shoplifting	BCCM with PSNI, Youth Justice Agency, Challenge for Youth, BCC and Retailers	September 2008	<ul style="list-style-type: none"> • Scheme launched • 50 retailers participating • Percentage reduction in stock loss • Number of 'first time' juvenile shop lifters re-offending 	Schemes policy being modified by PSNI	
Child Safe	Introduce Safe Child scheme to coordinate action around 'lost children' in city centre	BCCM with NSPCC, assisted by PSNI and Retailers		<ul style="list-style-type: none"> • Production of Safe Child literature • 50% increase in number of retailers participating in scheme 	Negative response from retailers. Scheme to be reinvestigated.	
Retail Radiolink	Provision of existing radio network linking retailers in Belfast	BCCM	Ongoing March 2009	<ul style="list-style-type: none"> • 10% increase in membership 	Zone 1 - 155 Zone 1a - 8 Zone 2 - 39	

	with each other and PSNI					
Publink	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"> 20% increase in membership 	Zone 3 - 84	
City Centre Policing	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 & ACC Duncan McCausland</p> <p>2008/9:</p> <ul style="list-style-type: none"> Illegal Street Trading 0% Incidence 10% reduction in ASB & environmental issues 1500 retail visits Traffics issues: Establish baseline of No. of vehicles reported in pedestrian precincts between 11am and 6pm by Sep 2008 10% reduction in No. of vehicles reported in pedestrian precincts between 11am and 6pm by Sep in second half of year Achieve funding for 6 PCSO's (£120,000.00) 	<p>Group disband by BCC CEO and PSNI</p> <p>Ongoing</p> <p>Ongoing</p> <p>635 Retail Visits DRD completed survey report one</p> <p>Survey of pedestrian areas 3rd & 4th quarter</p> <p>PSCO's not achievable by PSNI. Funding not provided by Police Board</p> <p>Victoria Sq-complete</p>	

				<ul style="list-style-type: none"> Negotiate and complete SLA's for new City Centre Beat areas (e.g. Victoria Square, Gasworks Business Park and Cathedral Quarter) 	PSNI unable to provide City Centre Beat resources for other areas. Other areas have not committed funding for city centre beat resource at this time.	
Emergency Contact Point	BCCM to manage Emergency Contact Point systems	BCCM with DSD, PSNI and BCC	Ongoing	<p>Weekly monitoring of system by CCR Team</p> <p>New branding at ECP points to link with BCC's 'Get Home Safe' campaign</p>	<p>Complete</p> <p>Complete</p>	
NBIS	Management of the National Business Information System, a crime pattern analysis system throughout GB. Input data from Belfast Safer City Initiatives and produce	BCCM with PSNI	Ongoing	Belfast information updated to NBIS weekly	Complete	
	Deliver reports for core funders benchmarking Belfast against other UK cities with regard to crime and perception of crime.	BCCM with PSNI	June, September, December, March	Quarterly Benchmarking reports issued to core funders and members quarterly.	Complete	
Emergency Planning	Support BCC's work to prevent/reduce disruption in the event of a major incident	BCC	March 2009	Facilitate Retail Training Seminar	BCC lead initiative. Awaiting request to assist once funding has been agreed.	

7. OUTLINE FINANCIAL STATEMENTS 2008/9

	2008/09 Actual	2009/10 Projected
Income		
BCC	190,000	190,000
DSD	140,000	140,000
BCTC/BCCM Membership/Radiolink/Crimewatch & Private Sector Funding	182,715	157,000
Community Safety Partnership/NIO Crimewatch Rollout/BAND	47,812	60,500
City Beat Initiative	181,651	55,000
Other Project Funding	190,653	75,000
Misc Income	30,392	
Total Income	963,223	677,500

Operating Costs		
Salaries	206,133	184,770
Rent/Rates/Electricity	42,978	42,000
Telephone	8,576	7,500
Insurance	2,156	2,750
Postage and Stationery	17,022	18,000
Office Equipment Rental & Purchases	17,869	7,000
Audit/Accountancy	16,032	15,000
Professional Fees	20,000	8,000
Conference Fees	31,020	5,000
Chairman's Costs	6,086	6,000
Printing/Photography	2,216	1,500
Equipment Repairs/Maintenance	5,968	3,500
Other Operating Costs	43,414	20,000
Total Operating Costs	419,470	321,020
BCTC Project costs	18,679	27,600
Cathedral Quarter	42,873	40,464
City Dressing & Performances	21,544	
City Safe Initiative/NIO Crimewatch Rollout/BAND	113,132	135,892
City Beat Initiative	152,150	55,000
Festive Lighting	79,960	50,000
Health check, Evaluations & Appraisals	10,522	10,000
Footfall/Website/Homesafe/Mag etc	7,940	10,000
Other Project Costs	100,742	10,000
Total Project Spend	547,542	338,957

Surplus/(Deficit)	(3789)	17,523
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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	STATUS
BCCM Board	Operation 6 x Board Meeting per annum	Ongoing	Finance & Audit Committee	6 meetings delivered
Finance & Audit Committee	Operation 6 x Finance & Audit Committee meetings per annum	Ongoing	BCC Internal Audit Section	6 meetings delivered
External Systems Audit & Procedures	Completion of external and internal audit	31 st March 2009	Completion of internal and external audit in line with best practice and company law requirements	Audit complete