

17 February 2011

Dear Councillor,

Please find enclosed the Belfast City Management Company's draft Business Plan 2011-2013.

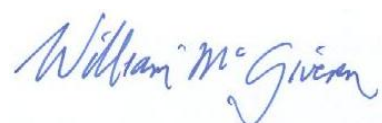
BCCM's focus is to deliver additional services into Belfast city centre, on behalf of its core funders, which contribute in a measurable way to a cleaner, safer and more accessible and economically vibrant city.

The enclosed Business Plan includes a number of cost efficiencies, including a reduction a reduction of £15,000 (8%) in salaries. This requires the small BCCM team to operate with two vacant staff positions. BCCM continues to delivers beyond its business plan, to a high standard, through the dedication and very hard work of its staff.

We would appreciate your input, and your party's input, to this draft Business Plan.

Thank you.

Yours sincerely,

A handwritten signature in blue ink that reads "William McGivern". The signature is written in a cursive style with a large 'W' and 'M'.

William McGivern
Chairman