



City Growth and Regeneration Committee Plan

2017/18



Belfast
City Council

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Introduction

The City Growth and Regeneration Committee's specific functions are listed in the Council's constitution¹. In summary the City Growth and Regeneration Committee is responsible for:

- The development and implementation of strategies, policies, programmes and projects directed towards regeneration and growth of the city in the context of outcomes agreed in the community and corporate plans and other corporate strategy decisions.
- Oversight of the exercise of Council functions in relation to economic development, urban development, tourism, culture & arts, European and international relations, car parks, city markets, city events, Belfast Castle, Malone House and Belfast Zoo.

This includes:

- Influencing and contributing to regional regeneration and growth strategies and activities.
- Influencing and contributing to strategies and policies affecting skills, employability, transportation and energy in the City.
- Setting the overall strategic direction for the Council in the areas of cultural and economic regeneration and growth.
- Strategic oversight of the city centre regeneration and investment strategy, including its physical, social and economic development, and the delivery of associated targets set out in the Belfast Agenda.
- Improving connectivity between the city centre and its surrounding communities, and progressing a comprehensive engagement strategy with key stakeholders.
- Approving the commission, public consultation and final recommendations of strategic masterplans, in particular those covering the special action areas of the city centre.
- Integrating key development areas with the City Centre, including the North-East Quarter, Titanic Quarter, Weaver's Cross, and the Sirocco Works.
- Oversee the development of a new destination hub visitor attraction.
- Develop city centre infrastructure and transport strategies, including the implementation of a car parking strategy.
- Develop a strategy to improve city centre living, including new mixed use housing developments in the city centre.
- Working with other agencies to promote Belfast as a key investment and tourism opportunity and overseeing the strategic marketing of the city, with the goal of attracting £1 billion of investment.
- Developing and implementing city-wide economic strategies and policies.

¹ <https://minutes3.belfastcity.gov.uk/documents/s2462/Belfast%20City%20Council%20Constitution.pdf>

- Developing programmes and actions to towards starting new businesses, supporting existing businesses and attracting inward investment.
- Coordinating and promoting major city wide events.
- Supporting the development of culture, heritage and the arts.
- Managing the Council's markets and maximising their benefit to the city.
- Approving projects for meanwhile use.
- Exercising the Council's functions in relation to:
 - Economic Development including enterprise and business start-up.
 - Urban Development
 - Tourism
 - Culture and Arts
 - European and International Relations
 - City Events
 - And the key assets: Car parks, City Markets, Belfast Castle, Malone House and Belfast Zoo.

Priorities

In developing this plan, Members considered the work that the council is already committed to deliver; reviewed progress made over the previous 12 months. They then agreed the following priorities that the Committee will focus on developing to deliver solutions based on a thorough understanding of city using new ways of working. The priorities are:

- City growth, regeneration and development.
- A skills and employability programme.
- Developing and delivering a comprehensive small business advice service.
- Revisiting the transfer of regeneration powers.
- Engaging and connecting communities.
- A new approach to events, festivals and culture.

Committee Members



Councillor
Mairéad O'Donnell (Chair)
Party: Sinn Fein
Ward: Titanic



Councillor
Jeffrey Dudgeon MBE
(Deputy Chair)
Party: UUP
Ward: Balmoral



Councillor Ciaran Beattie
Party: Sinn Fein
Ward: Black Mountain



Councillor Declan Boyle
Party: SDLP
Ward: Botanic



Councillor Aileen Graham
Party: DUP
Ward: Lisnasharragh



Councillor George Dorrian
Party: DUP
Ward: Titanic



Alderman
Chris McGimpsey
Party: UUP
Ward: Lisnasharragh



The High Sheriff of Belfast,
Alderman Tom Haire
Party: DUP
Ward: Ormiston



Councillor Deirdre Hargey
Party: Sinn Fein
Ward: Botanic



Councillor Carole Howard
Party: Alliance
Ward: Lisnasharragh



Councillor Peter Johnston
Party: UUP
Ward: Ormiston



Councillor John Kyle MRCGP
Party: PUP
Ward: Titanic



Councillor JJ Magee
Party: Sinn Fein
Ward: Oldpark



Councillor
Geraldine McAteer
Party: Sinn Fein
Ward: Balmoral



Councillor Emmet
McDonough-Brown
Party: Alliance
Ward: Botanic



Councillor Kate Mullan
Party: SDLP
Ward: Lisnasharragh



Councillor Charlene O'Hara
Party: Sinn Fein
Ward: Collin



Alderman Lydia Patterson
Party: DUP
Ward: Castle



Alderman Guy Spence
Party: DUP
Ward: Castle



Councillor Séanna Walsh
Party: Sinn Fein
Ward: Collin

Belfast Agenda Priorities for the City Growth and Regeneration Committee

The City Growth and Regeneration Committee Plan supports the delivery of the Belfast Agenda. The Agenda has four key themes at its core. These are:

Growing the economy	Living here	City development	Working and learning
<ul style="list-style-type: none"> • Create employment and opportunity • Attract investment into Belfast • Foster business growth in Belfast • Strengthen business relationships and make it easy to do business • Maximise the impact of the city region • Increase tourism spend • Reduce economic inequalities 	<ul style="list-style-type: none"> • Improve neighbourhoods • Improve the city living experience • Improve community relations • Reduce life inequalities • Enable active, healthy and empowered citizens • Provide fit-for-purpose city services • Support and care for people who face multiple challenges • Support younger and older people 	<ul style="list-style-type: none"> • Promote and position the city to compete • Develop the city's infrastructure and improve connectivity locally, nationally, and internationally • Drive the physical and cultural regeneration of the city centre • Deliver key strategic physical projects and policies • Attract more tourists • Protect and enhance our environment and built heritage 	<ul style="list-style-type: none"> • Address educational inequalities and increase skills attainment • Address barriers to employment at a structural and personal level • Enhance and increase the skill levels of our residents and attract and retain even more skilled people • Match people and skills to opportunities across Belfast • Reduce poverty and economic inactivity

Belfast will be a city re-imagined, a great place to live for everyone.

Belfast will be a city where everyone benefits from a thriving and prosperous economy

Belfast will be a city that is welcoming, safe, fair and inclusive for all

Belfast will be a city that is vibrant, attractive, connected and environmentally friendly

Belfast will be a city where everyone experiences good health and wellbeing

Belfast will be a city where everyone fulfils their potential

	Belfast Agenda Priority	Ref	Committee programmes of work
	Growing the economy		
1.1	Create employment and opportunity	1.1.1	Develop and deliver an integrated, sustainable approach to inclusive economic growth and investment
1.2	Attract investment into Belfast	1.2.1	Maximise the city's connections to drive growth
		1.2.2	Build the city's position as a magnet for Foreign Direct Investment (FDI)
1.3	Foster business growth in Belfast	1.3.1	Accelerate sector specific support (hotel, office development, financial tech, creative & digital and export for growth)
1.4	Strengthen business relationships and make it easy to do business	1.4.1	Make Belfast a great place to do business and supporting entrepreneurs and business starts
1.5	Maximise the impact of the city region	1.5.1	Drive city region sustainable growth
1.6	Reduce economic inequalities	1.6.1	Develop an economic and social policy to drive inclusive growth
	Living here		
2.2	Improve the city living experience	2.2.1	Deliver an integrated cultural and arts strategy
		2.2.2	Submit a joint bid with Derry & Strabane Council for the EU Capital of Culture 2023
	City development		
3.1	Promote and position the city to compete	3.1.1	Build citywide commitment to Belfast place positioning
3.2	Develop the city's infrastructure and improve connectivity locally, regionally and nationally	3.2.1	Create a partnership and plan for sustainable urban infrastructure
		3.2.2	Develop an integrated city transport plan
		3.2.3	Increase the supply of mixed tenure housing
3.3	Drive the physical and cultural regeneration of the city centre	3.3.1	Develop a further world-class visitor attraction
3.4	Deliver key strategic physical projects and policies	3.4.1	Deliver city centre regeneration and investment projects
3.5	Attract more tourists	3.5.1	Deliver the integrated tourism strategy
	Working & learning		
4.1	Address educational inequalities	4.1.1	Engage with schools to address educational inequalities
4.2	Address barriers to employment	4.2.1	Establish a city pledge for our young people and a commitment to being a learning city
4.3	Enhance & increase the skill levels of our residents & attract & retain even more skilled people	4.3.1	Deliver an integrated approach to employment and skills
		4.3.2	Maximise the benefits of our higher and further education offer
4.4	Match people and skills to opportunities across Belfast	4.4.1	Deliver an Employability Pathway Model (aka 'Belfast Works')
4.5	Reduce poverty and economic inactivity	4.5.1	Leverage the power of Belfast's anchor institutions and city partners

City Growth and Regeneration Committee Key Actions 2017-18

Ref	Belfast Agenda Workstream and Projects Milestones	Q1	Q2	Q3	Q4	Lead Director
	Growing the economy					
1.1	Create employment and opportunity					
1.1.1	Develop and deliver an integrated, sustainable approach to inclusive economic growth and investment					
.1	<i>Establish a Belfast Economic Growth Forum to create an effective economic strategy for Belfast and the city region</i>					Chief Executive / Development
.a	Lead quarterly meetings of the core partners to form a Belfast Economic Growth Forum, aligned to the Belfast agenda governance arrangements					
.b	Develop a programme of work with the Forum including the development of an Economic Strategy for the city region					
.2	<i>An economic and social policy approach to drive inclusive growth</i>					Chief Executive / Development
.a	Research to consider alternative economic models to enhance inclusive growth					
.b	Engage and inform the next stage of feasibility work on the city growth deal proposition including the specific deliverables (asks) and funding model.					
.c	Develop and implement a political lobbying strategy to inform the negotiations and forward planning around Brexit.					
.d	Engage with core cities (e.g. the City of London and Dublin) to identify opportunities of mutual benefit e.g. joint marketing, trade and investment.					
.e	Undertake analysis on the likely position of Belfast post Brexit to inform future interventions and support sustainable growth					
.f	Ongoing focus on an inclusive growth strategy to enable all Belfast residents to benefit from the developments in the city.					
1.2	Attract investment into Belfast					

1.2.1	Maximise the city's connections to drive growth					
.1	<i>Deliver the International Relations Framework</i>					
.a	Strengthen relationships locally and internationally focusing on our Sister Cities and strategic city relationships with London and Dublin					Development
.b	Work with key partners to promote Belfast as a place to trade, invest, study and visit					
.c	Deliver the Nashville Mission and host inward investors missions					
.d	Deliver Belfast in China Week and host inward investors missions					
.e	Deliver Belfast in Boston Week and host inward investors missions					
.f	Support the successful delivery of the Friendship Four Ice Hockey Festival 2017 and the Basketball Hall of Fame					
1.2.2	Build the city's position as a magnet for Foreign Direct Investment (FDI)					
.1	<i>Establish a City Investment Support scheme and Advice Service (conciierge)</i>					Development
.a	Design options for City Investment Support scheme and Advice Service					
.b	Develop and deliver implementation plan (Subject to Committee approval of preferred option)					
1.3	Foster business growth in Belfast					
1.3.1	Accelerate sector specific support (see also 3.1.2 Small Business Support Plan initiatives).					
.1	<i>Explore options to promote and incentivise office and hotel developments in the city</i>					City Centre
.a	Incentivise the development of Grade A office development through the new City Centre Investment Fund					
.2	<i>Develop a city strategy for the Digital and Financial tech sector</i>					Development
.a	Support the Centre for Secure Information Technology (CSIT) to develop a Cyber Security strategy for Northern Ireland					
.b	Work with Invest NI and other partners on action plans for other growth sectors including Financial Technology (Fin Tech), Legal Services, Life & Health Sciences and Creative Industries					

.3	<i>Creative & digital industries</i>					
.a	Work in partnership with InvestNI and stakeholders to position Belfast and its businesses at key events including the Great Escape Festival in Brighton, MIDEM, the International Music Conference in Cannes, and SxSW in Austin. The programme will include Council business bursaries to support businesses participation at events and programmes					Development
.b	Host the Cartoon Business Conference event					
.c	Develop a learning pilot for delivery of co-working space for Creative and Digital Sector Businesses and further explore the role for Council intervention in co-working space with commercial partners					
.d	Collaborate with public sector sponsors such as Invest NI, Tourism Ireland, TourismNI and Generator NI and private promoters such as Digital DNA, BelTech, TechXplore and Audio Visual Arts Conference to collectively deliver a programme of activity throughout 2017/18					
.4	<i>Export for Growth Strategy</i>					
.a	Collaborate with NI Chamber of Commerce to positively engage with the private sector. This will link to the International Chamber of Commerce Network to support Export Activity and engagement in NI Chamber events and missions					Development
.b	Engage with Invest NI to ensure that companies access their suite of programmes to develop export potential					
.c	Consider how this tri-partite arrangement can use the World Trade Centre licence and link to more than 300 similar centres all across the world					
.d	Put in place export mentor support to enable businesses to access business opportunities created through linkages with Belfast's Sister Cities					
.e	Work with London and Dublin partners to establish these linkages to promote B2B first time export opportunities					
1.4	Strengthen business relationships and make it easy to do business					
1.4.1	Make Belfast a great place to do business, supporting entrepreneurs and business starts					
.1	<i>Develop an Enterprise Framework for Belfast and implementation plan</i>					Development
.a	Commission research to identify under-represented groups in enterprise and					

	business start-up across Belfast and target marketing, programmes and sponsorship towards supporting them					
.b	Create an Enterprise Framework for the city in partnership with local economic development stakeholders					
.c	Scope the potential for new collaborative opportunities, partnerships and investment, building on relationships with strategic partners such as Belfast Chamber of Commerce and InvestNI					
.2	<i>Develop & deliver a comprehensive suite of programmes to support businesses to start</i>					
.a	Deliver an enhanced enterprise outreach and engagement programme, targeting under-represented groups					
.b	Research an appropriate Incentivisation Scheme to support small business start-up as part of the Enterprise Framework (2.1.1)					
.c	Deliver targeted support programme for high potential start-ups focusing on Creative & Digital industries, Financial & professional services, Advanced Engineering, Clean technology, ICT & Electronics and Life & health Sciences					Development
.d	Deliver the regional start-up programme (Go for It)					
.e	Pilot a City Business Start-up in addition to Go for It, focusing on key city centre based business start-ups e.g. retail, tourism, markets, and food to inform future ERDF applications					
.f	Deliver specific programmes aimed at supporting start-up business by graduates and the social enterprises and co-operatives					
.g	Continue to work with and enhance the operating model for the Innovation Factory, exploring opportunities to replicate the model across other parts of the city (city centre accelerators)					
.3	<i>Deliver a suite of programmes to support existing businesses to grow</i>					
.a	Deliver programmes to increase access to public procurement opportunities, including 'Meet the Buyer events' in partnership with Inter-Trade Ireland					Development
.b	Identify collaborative opportunities to deliver key actions in specific growth sectors e.g. Cyber Security, tech, creative and digital, finance, legal, etc.					
.c	Supporting exports and international trade activity in collaboration with NI Chamber of Commerce and engagement with invest NI					
.d	Explore and develop new business 'accelerator models' in partnership with economic stakeholders (aligned to 2.1.2g)					

.e	Provide generic business growth and mentoring support to meet the needs of existing Belfast Businesses					
.f	Review the Belfast City Centre Management services and future functions for consideration by Committee, and deliver dedicated retail support channelled via trade associations.					
1.5	Maximise the impact of the region					
1.5.1	Drive city region sustainable growth					
.1	<i>Shape the development of the Growth Deal for the City-Region</i>					
.a	Ongoing representation of economic information, programmes and progress at regional, city and council planning events to understand the city economy					Chief Executive
.b	Ongoing strategic sessions with key partners on major city issues such as infrastructure, transport, housing, skills, education etc.					
.2	<i>Seek devolution of comprehensive development powers</i>					
.a	Develop a joint programme of prioritised regeneration schemes with DfC and the City Development Forum					Chief Executive / City Centre Development
.b	Establish new joint governance and delivery arrangements with DfC and other partners building on the MOU					
.c	Feed 'development' issues into the emerging City Growth Deal proposition					
	Living here					
2.2	Improve the city living experience					
2.2.1	Deliver an integrated cultural and arts strategy/framework					
.1	<i>Deliver the 2017-18 actions in the Cultural Framework</i>					
.a	Deliver the 'Distinctly Belfast' programme theme including cultural animation, "Bringing Heritage to Life", heritage skills development, and a Public Art policy					Development
.b	Deliver the 'Attracting Audiences' programme theme including research undertaken by Audiences NI					
.c	Deliver the 'Inspiring Communities' programme theme including 'Artist in Residence' (PEACE IV) and supporting participation in voluntary and amateur arts activities					

.d	Deliver the 'Strengthening the Sector' programme theme including an MOU with key strategic partners, explore opportunities for joint initiatives with the Arts Council , and tailored skills and career development					
.e	Ongoing delivery of grants programmes and support for the Culture, Festivals and Visual Arts Forums					
2.2.2	Submit a joint bid with Derry & Strabane Council for the EU Capital of Culture 2023					
.a	Members workshop to inform the development of a bid					
.b	Develop partnership and governance arrangements with Derry City and Strabane Council					Chief Executive
.c	Phase 1 Submission of bid to DCMS					
.d	EU Panel announce shortlisted cities					
.e	Formal Creation of SPV Fixed Life Company					
.f	Development of Phase 1 Bid Book into a detailed Phase 2 Book					
	City development					
3.1	Promote and position the city to compete					
3.1.1	Build citywide commitment to Belfast place positioning					
.1	<i>Implement the Belfast place positioning approach</i>					
.a	Finalise and agree the Belfast narrative					Chief Executive / City Centre Development
.b	Develop an Implementation plan					
.c	Establish a City Ambassador programme					
.d	Strategic marketing piece to position Belfast in a post Brexit context as a place to live, visit and invest					
.2	<i>Deliver marketing programme to promote Belfast to Investment and FDI communities</i>					City Centre Development
.a	Develop marketing pack that promotes Belfast to the Investment and FDI communities, both domestically and internationally					
.b	Deliver events programme to promote Belfast Investment opportunities					
.c	Develop targeted advertising and PR campaign to promote Belfast investment					

	opportunities					
.3	<i>Deliver Belfast at MIPIM 2018</i>					City Centre Development
.a	Work with city partners to develop a MIPIM programme and marketing					
.b	Secure sponsorship and supporting collateral for MIPIM					
.c	Attend MIPIM 2018					
3.2	Develop the city's infrastructure and improve connectivity locally					
3.2.1	Create a partnership and plan for sustainable urban infrastructure					
.1	<i>Infrastructure strategy</i>					City Centre Development
.a	Work with stakeholders to develop a brief for city infrastructure					
.b	Secure committee approval to consider and progress					
.2	<i>Integrated Transport Strategy including York Street Interchange</i>					City Centre Development
.a	Work with stakeholders to develop a brief for integrated transport					
.b	Secure committee approval to consider and progress					
3.2.2	Develop an integrated city transport plan					
.1	<i>Develop a City Centre Car parking strategy</i>					City Centre Development
.a	Work with DfI, Translink and others to consider key city car parking issues such as Tariffs for on-street parking, variable pricing, ticketing and payment systems, a pilot of on-street bay monitoring, and improved enforcement					
.b	Secure Committee approval for the City Car Parking Strategy and next steps					
.c	Encourage car park operators to invest in their facilities to achieve the Park Mark standard and improve spaces for disabled and family parking					
.d	Review BCCs off-street parking provision and BCC owned surface car parking provision					
.e	Establish the city's Parking Forum to agree priorities for action					
2	<i>Further refine and expand the Belfast Bike Scheme</i>					Development
.a	Complete a workshop with Members to review the scheme and future options					
.b	Complete a pilot exercise to reduce vandalism and theft in conjunction with the					

	Smart Cities Team and key partners					
.c	Complete a strategic review of the scheme and develop options for its future					
3.2.3	Increase the supply of mixed tenure housing					
.1	<i>Develop a City Centre Liveability strategy</i>					
.a	Scoping study to examine the issues to be considered in a city centre liveability strategy e.g. infrastructure					City Centre Development
.b	Engage with key stakeholders					
.c	Working with Planning & Place, develop an agreed approach for sustainable model for mixed tenure housing					
.d	Identify suitable sites and opportunities for vacant space					
.e	Develop and agree an action plan					
3.3	Drive the physical and cultural regeneration of the city centre					
3.3.1	Develop a further world-class visitor attraction					
.1	<i>Develop a further world-class visitor Belfast Story destination hub</i>					City Centre Development
.a	Complete a concept study with stakeholder consultation					
.b	Complete procurement and create a feasibility team					
.c	Identify potential sites					
.d	Produce full business					
3.4	Deliver key strategic physical projects and policies					
3.4.1	Deliver city centre regeneration and investment projects					
.1	<i>Lead regeneration activity in the city centre and deliver City Centre Masterplans and Frameworks</i>					City Centre Development
.a	Establish and lead a City Development Forum					
.b	Initiate and support a regular Developer & Agents Forum					
.c	Develop and deliver the City Centre Regeneration Engagement Strategy					
.d	Launch and deliver the new £18.7m City Centre Investment Fund to stimulate market demand					
.e	Deliver masterplans and improvements for the 5 identified Special Action Areas					

	and investigate options for further Masterplans/Frameworks					
.f	Work with DfC to bring forward the BT1 Gateway and Queens Quay developments					
.g	Support and deliver key City Centre projects- Belfast Telegraph building, Belfast Story Destination hub, Transport Hub					
.h	Complete and release the VUCITY model and monitor effectiveness					
.i	Ongoing support, input and coordination across council teams and external partners via the Joint Regeneration Board					
.2	<i>East Bank Masterplan: maximising the riverfront, development sites and connecting people and spaces</i>					
.a	Finalise the draft East Bank action plan					City Centre Development
.b	Public consultation on the draft plan					
.c	Secure Committee approval on the revised East Bank plan and agree implementation plan					
.3	<i>Linen Quarter Masterplan: creating a more vibrant business and leisure area</i>					
.a	Procure and deliver the planning and design proposals					
.4	<i>Deliver City Centre Animation projects</i>					
.a	Internal review to identify city animation provision and opportunities to coordinate, improve and align it					City Centre Development
.b	Identify a mix of suitable activities and priority locations across the city to align with the longer term special action areas					
.c	Present proposals for committee consideration and approval					
.d	Commence the city animation programme					
.5	<i>Deliver the City Centre Investment Fund (CCIF)</i>					
.a	Launch Fund and seek application					City Centre Development
.b	Evaluate applications					
.c	Approve funding for successful applications					
3.5	Attract more tourists					
3.5.1	Deliver the integrated tourism strategy.					

.1	<i>Deliver the actions for 2017-18 in the Tourism Strategy</i>					Development
.a	Enhance the Business Tourism offer by developing new guidelines for the conference subvention scheme and, with Tourism NI, put in place a new Conference Subvention fund for 2017-18					
.b	Develop Local Tourism Infrastructure by exploring opportunities with key partners to develop tourism assets across the city such as tourism trails, support for marketing and customer service improvements, online presence, etc.					
.c	Tailor and improve the city's tourism Research and Analysis to generate improved visitor insights and support for initiatives such as hotel development; utilising the emerging Smart City framework					
.d	Improve Visitor Management by working with Visit Belfast to provide suitable secure overnight coach parking					
.e	Maximise the city's Food Tourism offer in partnership with Tourism NI by developing a food and drink plan and delivering a number of food-related events					
.2	<i>Deliver three Twilight Markets in St George's Market</i>					Development
.3	<i>Carry out a Mid-term review of Tourism Strategy</i>					Development
.a	Commission a review of the strategy to align with impending Regional Tourism Strategy, the growth in hotel developments and to take account of the position of Belfast post Brexit and to support delivery of the Belfast Agenda ambitions					
.b	Engage with key stakeholders					
.c	Develop the Tourism Strategy and next steps in line with the review recommendations					
.4	<i>Deliver the annual City Events Programme</i>					Development
.a	Deliver the Spring programme of events including: the World Series Ice Hockey Championships, Belfast City Marathon; Lord Mayor's Day; and the UK National Pipe Band Championships					
.b	Deliver the Summer programme of events including: the World 24 Hour Endurance Race; the 2017 UEFA U19 Women's Euro's, the 2017 Women's Rugby World Cup and the Autumn Fair					
.c	Deliver the Autumn programme of events including: Halloween and the Christmas Lights Switch-On					
.d	Deliver the St Patrick's Day events					

.5	<i>Develop a new approach to events, festivals and culture</i>					
.a	Agree specification and scope of this project					Development
.b	Commence Project					
.c	Identify best practice in other cities through relevant case studies					
.d	Engage with key city stakeholders					
.e	Develop options and secure committee approval					
Working & learning						
4.1	Address educational inequalities					
4.1.1	Engage with schools to address educational inequalities					
.1	<i>Address educational underachievement of young people</i>					Development
.a	Consult with the education sector & key stakeholders, particularly career services					
.b	Engage with and understand the experience of those who are furthest from the labour market, and specifically young people who are or are at risk of becoming NEET and develop new early intervention programmes					
.c	Develop options to help address the challenges around low skills and poor educational attainment e.g. share learning from schools that are performing well; using community facilities for educational workshops, careers advice etc					
.d	Deliver early engagement interventions for those who are furthest removed from the labour market					
4.2	Address barriers to employment					
4.2.1	Establish a city pledge for our young people and a commitment to being a learning city					
.1	<i>Develop and agree a City Pledge</i>					Development
.a	Undertake feasibility work to explore options for the introduction of a “city pledge” for young people.					
.b	Continue to contribute to the Belfast Strategic Partnership’s Lifelong Learning Group					

.c	Explore the potential of the Belfast Strategic Partnership advancing a UNESCO City of Lifelong Learning					
4.3	Enhance and increase the skill levels of our residents and attract and retain even more skilled people					
4.3.1	Deliver an integrated approach to employment and skills					
.1	<i>Deliver Year 2 of the Employability and Skills Framework</i>					Development
.a	Continue support for the five European Social Fund (ESF) and two match-funded employability projects into their third and final year of delivery targeting the unemployed and economically inactive					
.b	Independently review ESF financially supported by the Council to assess their value for money and alignment to Belfast Agenda and Employability and Skills Framework priorities					
.c	Collaboratively, across the Employability & Skills network recommend a Council approach to future ESF					
.2	<i>Employability and Skills Board</i>					Development
.a	Establish a city-wide Employability & Skills Forum, or working groups, aligned to the Belfast Agenda governance arrangements and Economic Growth Forum					
4.3.2	Maximise the benefits of our higher and further education offer					
.1	<i>Attract talent to FHE institutions</i>					Development
.a	Work with Invest NI to engage with new employers to identify specific skills challenges and invest in support services to ensure that there is an adequate skills pipeline					
.b	Work with the major further and higher education institutions to ensure alignment of course provision to meet industry needs					
4.4	Match people and skills to opportunities across Belfast					
4.4.1	Deliver an Employability Pathway Model (aka 'Belfast Works')					
.1	<i>Employability Pathway</i>					Development
.a	Further develop & secure support for the Belfast employability pathway model					
.b	Scope resources and potential alignment to existing programme activity					

.c	Co-design an Employability Pathway Model					
.d	Deliver Phase 1 of the Belfast Employability Pathway model identifying key sectors for intervention and engaging employers					
4.5	Reduce poverty and economic inactivity					
4.5.1	Leverage the power of Belfast’s anchor institutions and city partners					
.1	<i>Harness public sector procurement power</i>					
.a	Continue to screen and include social clauses in appropriate council contracts in accordance with Council policy					Property & Projects / Development
.b	Review the current Social Clause Policy					
.c	Work with key city partners to develop a “Social Value Procurement Framework”					
.d	Work with Planning & Place to generate opportunities for employment-related developer contributions					

City Growth & Regeneration Committee Corporate Risk

There is one corporate risk for the City Growth & Regeneration Committee to manage as follows:

RISK	Fail to deliver the City Centre Regeneration Strategy	RISK OWNER	N Gallagher
		COMMITTEE	CG&R
CONTROLS IN PLACE	<ul style="list-style-type: none"> ▪ Approved City Regeneration and Investment Strategy ▪ Agents' Forum ▪ Governance & Decision Making Structure (inc Advisory Board) ▪ Written guidelines for Deployment of CC Investment Fund ▪ Due Diligence process ▪ Member / officer codes of conduct ▪ Programme Governance Board 		
PROPOSED ACTIONS TO MITIGATE	1. Need to develop a means of measuring the success of the programme (linked to wider Belfast Agenda).		
	2. Establish and agree a protocol with the Council's Planning Service for consultation on City Centre planning applications (including pre-application discussions).		
	3. Establish permanent team to deliver strategy.		
	4. Review and Re-enforce Codes of Conduct / Guidance for Officers involved in consultation / decision making relating to Regeneration and Investment Strategy and related interventions.		
	5. Ensure effective risk management in place to help manage programme and specific projects under the strategy.		
	6. Develop CCIF procedures/ governance i.e. management of the fund.		
	7. Programme governance board (and proposed risk / issue log).		

City Growth & Regeneration Committee Belfast Agenda Targets to 2021

	Stretch Goals 2017-2021
Growing the economy	
	Create 15,000 new jobs
	Attract £1billion of private sector foreign direct investment
	Support 4,000 small business start-ups
	Double the value of out of state tourism
	Welcome 1.5million overnight tourist stays per year
City development	
	Grow the city's rate base by 5%
	Create 1.5million square feet of Grade A office accommodation
	Create 2,500 new hotel bed spaces
	Move to 14 or higher in the UK retail ranking
Working and learning	
	Reduce the gap between Belfast's economic inactivity rate and the NI average
	Reduce the proportion of the working age population with no qualifications to fewer than 14 per cent
	Increase the proportion of the working age population with Level 2 qualifications and above to more than 82 per cent
	Increase the percentage of school-leavers entering employment, education or training to 98 per cent
	Reduce the gap in educational attainment* between those entitled to free school meals and those who aren't, from 33 per cent to less than 30 per cent (*at Level 2 or above, including English and maths)