



8 August 2018

Chairman: Alderman W A Leathem
Vice-Chairman: Alderman A G Ewart MBE
Aldermen: W J Dillon MBE, D Drysdale T Jeffers & S Martin
Councillors: J Baird, S Carson, A P Ewing, J Gallen, J Gray MBE,
B Hanvey, T Morrow, A Redpath & S Skillen

Ex Officio The Right Worshipful the Mayor, Councillor U Mackin
Deputy Mayor, Councillor A Grehan

A **Special Meeting** of the **Development Committee** will be held in the **Council Chamber, Island Civic Centre, The Island, Lisburn, on Tuesday, 14 August 2018** immediately following the conclusion of the Special Joint Meeting of the Development Committee and the Leisure & Community Development Committee (which commences at 6.00 pm) for the transaction of business on the undernoted Agenda.

You are requested to attend.

DR THERESA DONALDSON
Chief Executive
Lisburn & Castlereagh City Council

Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Report of the Director of Service Transformation

Items for Decision

- 3.1 Rural Development - Additional Funding Opportunities within 2018/2019 Financial Year
- 3.2 Lisburn City Centre Light Festival – Update and Financial Appraisal
- 3.3 Eastern Economic Corridor

Items for Noting

- 3.4 Tree Preservation Order (Provisional) between 53-63 Dromore Road, Hillsborough
- 3.5 Financial Appraisals: Landscape Character Assessment (LCA) and Housing Growth/Methodology Review

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To: Members of Lisburn & Castlereagh City Council

LISBURN & CASTLEREAGH CITY COUNCIL
MEETING OF THE SPECIAL DEVELOPMENT COMMITTEE – 14th August 2018

REPORT BY DIRECTOR OF SERVICE TRANSFORMATION

PURPOSE AND BACKGROUND

The purpose of this report is to set out for Members' consideration a number of recommendations specifically relating to the operation of the Council.

The following decisions are required:

1.	To consider information regarding Rural Development – Additional Funding Opportunities
2.	To consider information regarding the Lisburn City Centre Light Festival
3.	To agree to support the Eastern Economic Corridor and for representatives to attend the collaborative workshop
4.	To note the Tree Preservation Order at Dromore Road, Hillsborough
5.	To note the financial appraisals for the LCA and Housing Growth/Methodology Review

ITEMS FOR DECISION

1. RURAL DEVELOPMENT – ADDITIONAL FUNDING OPPORTUNITIES WITHIN 2018/19 FINANCIAL YEAR

Members should note that DAERA are expecting a £9 million underspend under the NI Rural Development Programme for the financial period 2018/19.

As a consequence DAERA have requested that all Local Action Groups (LAGs) revise their implementation plan grant spend projections with a view to uplifting in-year projected grant allocations by identifying new potential projects for grant award which will be required to be completed and paid for by March 2019.

These projects would need to be at an advanced stage of development in order to draw down the grant in such a short timescale.

Working across the Departments of the Council, officers have identified only two projects from the Leisure and Community Wellbeing Directorate that would meet the DAERA criteria and could be delivered within this most ambitious timeline. These two projects have already been identified within the Council's Capital Development Programme and therefore will provide opportunity for Members' consideration with other capital proposals including the Festival of Lights. The two projects identified are:

1. Health & Wellbeing Programme of Activities – Billy Neill Playing Fields – Total Cost = £583,733, Potential DAERA Grant Request @ 75% = £437,800
2. Green Gym Scheme – Bells Lane Allotments – Total Cost = £360,000, Potential DAERA Grant Request @ 75% = £270,000

The above projects amount to a combined total cost of £943,733 which would require overall grant award of £707,800 from the LAG to the Leisure and Community Wellbeing Directorate.

At the meeting of Lagan Rural Partnership LAG on Monday 18th June 2018 it was agreed that delegated authority be given to the LAG Board Chairman to negotiate with DAERA regarding drawing down additional grant for distribution.

As a consequence Lagan Rural Partnership LAG has requested an additional £629,300 (over and above the LAG's original grant allocation of £2.6M) of unallocated funds from DAERA within this financial year on the basis that both projects are considered for assessment and grant award.

It is expected that DAERA will approve this request and therefore mitigate the risk of the LAG not securing future funding for all other programmed grant commitments to include those under the current Village Renewal Scheme which has a grant allocation of £847,600 attributed to programme end.

It is further expected that the award of additional grant allocation will be based on the completion in full by the Leisure and Community Well Being Directorate and payment of both projects by March 2019. If this is not achieved the LAG would have to re-enter discussions with DAERA to secure additional funds from the 2019/2020 budget which DAERA has confirmed will be much more competitive to the extent that further funds may not become available.

It is therefore imperative for both the Council and the LAG that both projects complete by March 2019 in order to secure funding.

In terms of project one, all pre application requirements are in place (procurement, planning permissions) and the project would be ready for immediate LAG assessment and letter of offer award.

In terms of project two, outstanding procurement and planning issues would be required to be resolved by November 2018 at the latest to allow for assessment, letter of offer award and completion for March 2019.

In Summary, members should note that agreeing the proposed way forward as outlined above would mean that the Council area will benefit from a net gain in Rural Development Grant of £707,800, with all Implementation Plan

Commitments being honoured (including all village renewal projects previously agreed) to programme end.

Recommendation

It is recommended that the Council agrees to submit applications for assessment and grant award for project one (Health & Wellbeing Programme of Activities – Billy Neill Playing Fields) and project two (Green Gym Scheme – Bells Lane Allotments) to Lagan Rural Partnership LAG upon confirmation from DAERA that additional grant funds of £629,300 are allocated to the LAG.

It is further recommended that if both projects are assessed and accepted for grant award, officials from the Leisure and Community Wellbeing Department ensure that both projects will be completed and paid for by March 2019 to secure full funding entitlement.

2. LISBURN CITY CENTRE LIGHT FESTIVAL – UPDATE AND FINANCIAL APPRAISAL

Members will recall that it was agreed that a ‘Light’ Festival should be developed for delivery in Lisburn City Centre in December 2018 with a budget allocated of £250,000.

At the same meeting Members were presented with examples of lighting installations and festivals from across the world, that had been delivered on a much larger scale, with a view that the festival to be delivered in Lisburn City Centre this year could be produced to a high level delivering elements of a range of ideas but also have potential to grow in future years.

Through further market research and in speaking to a range of potential suppliers it was clear that a range of options were available for Members to consider. A recommendation from this research is that to ensure that the lighting installations included in the Lisburn City Centre Festival are unique and truly impactful something bespoke would need to be designed and built. The research also indicates the current budget may not be adequate to enable this. A tender specification was therefore developed and issued to the market requesting options on the delivery of:

- A light archway similar to, but on a much larger scale, than the tunnel delivered in Norwich City Centre to be installed along Bow Street
- A fully animated LED Christmas tree to be installed at the location of the previous natural tree in Market Square
- Smaller light installations at particular locations, namely, Haslems Lane and Market Square

Tender submissions are due to be returned on Friday 10th August when assessment will take place and a tender report prepared. This tender report

will be issued to Members in advance of the Development Committee meeting for consideration.

As stated, through the research it has become apparent that the likely level of investment required is above the original budget. To this end an option was included in the tender specification to look at costs over a three year period in order to ensure the scale and scope of the Festival met expectations that it will deliver a full impactful experience and support the City Centre economy over the Christmas period. The relevant financial appraisal has been prepared accordingly and is attached at **APPENDIX 1**. The appraisal is being assessed by the Council's Financial Services Unit in line with the emerging capital programme approach, however they have confirmed the affordability within this year's investment capital programme.

Members should be aware that the City Centre Management team have been working with the businesses in the City Centre to advise them of the proposals at this stage and to assess their potential 'buy in' to the project. To date it has been received very positively with a number of them considering reviewing trading hours etc to fall in line with the Light Festival operating hours. A trader meeting has been scheduled for later in August to advise of the option that will be delivered and the detail once it is agreed by Committee.

Members are reminded that authority for this project and this decision was delegated by the Council to the Development Committee in July 2018.

Recommendation

It is recommended that Members agree the attached financial appraisal for the Lisburn City Centre Light Festival, subject to feedback from Financial Services, and agree the appropriate options and the appointment of the Most Economically Advantageous Tender when presented.

3. EASTERN ECONOMIC CORRIDOR

The Belfast-Dublin Economic Corridor has existed as a concept for some 20 years. In March 2014, the Lord Mayors of Belfast and Dublin signed a Memorandum of Understanding to work collaboratively to maximise the economic opportunities between both cities.

Following discussions in April 2018, to discuss collaborative working between five local authorities to progress the future development of the corridor, a coordinating Steering Group was set up in May 2018. This group comprises representatives from the economic development departments of eight local authorities, Ulster University and Dublin City University. Lanyon Communications also sit on the Steering Group to support collaborative branding and initiatives. The eight local representing authorities are:

1. Lisburn & Castlereagh City Council
2. Belfast City Council

3. Dublin City Council
4. Fingal County Council
5. Newry, Mourne & Down District Council
6. Louth County Council
7. Armagh City, Banbridge and Craigavon Borough Council
8. Meath County Council

The first meeting of this Steering Group was held on 15th June 2018 to agree roles and consider undertaking an economic study for the Eastern Economic Corridor as well as a joint conference with the key aim to identify and deliver a collective and measurable economic vision for the corridor. A second meeting was held on 4th July 2018 and a Terms of Reference is attached at **APPENDIX 2** outlining the Steering Groups purpose and scope.

Following on from these meetings actions include:

- A collaborative workshop provisionally planned for Wednesday 19th September 2018 to be held in the City North Hotel, Gormanstown, will, amongst other areas, identify a basis for collaboration and direction of the research in relation to potential interventions and actions that may assist in the development of an Eastern Economic Corridor;
- Undertake an economic study to identify the economic opportunities along the corridor around infrastructure;
- Planning for a joint conference possibly later in the year to launch the plans for long-term collaborative working on the Eastern Economic Corridor.

In order to progress with an economic study all local authorities have been asked to financially contribute to a maximum of £6,500 each.

Recommendation

It is recommended that the Committee:

- support the economic study to a maximum cost of £6,500, which will establish an evidence base for potential local government-led collaboration along the corridor; and
- nominate up to 3 representatives from the Council, including an officer to attend the collaborative workshop on 19th September 2018.

ITEMS FOR NOTING

4. TREE PRESERVATION ORDER (PROVISIONAL) BETWEEN 53-63 DROMORE ROAD, HILLSBOROUGH

The site in question received outline planning approval for 2 dwellings (Planning Application reference LA05/2016/0670/O.)

The Planning Unit were first made aware of the site being cleared by a member of the public. The member of the public expressed some concerns about the clearance of significant trees on the site and in subsequent correspondence the

appointed arboriculturist also confirmed that there were significant trees (300 year old oaks) on the site which offered a high amenity value.

Given the concerns raised, a provisional TPO dated 3rd July 2018 was placed on the site for a period of 6 months. Land owners and neighbours have also been informed. Any representations received during this period will be considered prior to confirmation of the TPO. Attached at **APPENDIX 3** is the provisional TPO on the lands between 53-63 Dromore Road, Hillsborough and the associated map outlining the site.

The Council has requested an arboriculturist to carry out a detailed survey on the site to identify any specific trees which may benefit from a TPO. These will not preclude or affect the approved development, but enhance the amenity value of the site.

Recommendation

Members are asked to note the provisional TPO on the said lands between 53-63 Dromore Road, Hillsborough and the associated map outlining the site.

5. FINANCIAL APPRAISALS: LANDSCAPE CHARACTER ASSESSMENT (LCA) AND HOUSING GROWTH/METHODOLOGY REVIEW

Members will be aware of the above two studies which were approved at the previous June Special Committee. Minor modifications were made to the Financial Appraisals following further discussion with Finance Unit, and attached at **APPENDIX 4** and **APPENDIX 5** are the Financial Appraisals for the LCA and Housing Growth/Methodology Review.

Recommendation

Members are asked to note the attached Financial Appraisals for the LCA and Housing Growth/Methodology Review.

DONAL ROGAN
DIRECTOR OF SERVICE TRANSFORMATION
8 August 2018

Appendix E Financial Appraisal Pro Forma for Use on Projects with an Estimated Cost between £100,000 & £1,000,000

Important Note: All the boxes in this form can be expanded and the size of the box bears no relation to the amount of information required. Sufficient information should be included in each box.

If any assistance is required in filling in this form please contact Financial Services Department.

- **Introduction**

Please provide a brief introduction/background to the proposed programme or project.

A concept for a 'light themed festival' has been developed to be delivered in Lisburn City Centre over the Christmas periods of 2018/2019, 2019/2020, 2020/2021. The concept behind the theme is to build on the bespoke light installations that are already part of the events space in Market Square, including the interactive LED light floor and lighting columns in Market Square. Following a site visit to research a similar installation in Norwich City, reports were taken to Development Committee in Feb 2018 and April 2018 and it was agreed to develop the concept further and include costs in the Council Capital Investment Programme.

Developing on the idea of an interactive LED Light Installation similar to the installation in Norwich City Centre, which included a light tunnel through part of the City Centre, it is proposed that a bespoke lighting installation is produced to be installed at a location in the heart of the City Centre which will also include the provision of a 3D Sphere Christmas Tree in Market Square. Using the tunnel idea there is potential to work with the appointed supplier to develop designs and ideas for something unique and suitable for Lisburn City Centre that will create a spectacle for visitors and increase potential footfall over the Christmas period.

A core element of the Integrated Marketing Campaign each year is focused on the Christmas period. In this context the objective is to drive shoppers into Lisburn City Centre to do the bulk of their Christmas shopping. This initiative will support and complement the LCCC Christmas Campaign providing a focal point in Lisburn City Centre to promote as an additional reason to visit.

The attraction in Norwich saw visitors come to the tunnel to walk through to enjoy the experience; take selfies and videos and post them on social media platforms using a specific hashtag linked to the overall marketing campaign. This ensured wide coverage across the UK and a positive message promoted for Norwich as an attractive, exciting place to visit. The Norwich BID which managed the light tunnel project have reported an increase in footfall of some **200,000** people across the Christmas period.

Norwich BID have reported that almost **2 million** media 'hits' were recorded over social media platforms with people posting about visiting the tunnel including many photos and videos. The light tunnel was also covered in a story by the BBC and other news outlets providing wider promotional opportunities.

Bow Street is the main pedestrian shopping area in Lisburn City Centre and as such Lisburn & Castlereagh City Council wish to enhance this area of the City Centre by delivering a unique quality festive lighting installation experience which will complement Lisburn's offer as an attractive visitor destination during the Christmas and New Year period of 2018/2019.

In addition to the light canopy arch the Council wish to procure a 12 metre animated artificial Christmas tree which will incorporate 13,168 individual RGB pixels and a suitable control system. The tree will be installed in the existing Christmas tree location in Market Square.

Through the installation of the lighting features the Council hopes to achieve:

- Increased footfall in Lisburn City Centre
- Increased sales for local businesses
- An enhanced environment; building on the completed public realm works
- Greater civic pride among all town centre users

A key event on the Lisburn City Centre Christmas events calendar is the Lights 'Switch On' Event. The 'Light' Festival initiative will be launched following the 'switch-on' main event and run until early January 2018 to maximise impact.

In order to plan and integrate the activity across the City Centre during the Christmas season an Officer Working Group has been set up to co-ordinate the delivery of all elements of the 'Switch-On' event; 'Light' Festival and the Festive Lighting including the City Centre Christmas Tree to ensure an integrated approach to Christmas across the Council.

• **Strategic Context**

Explain the strategic relevance of the proposed, programme or project. For example, the particular strategic aims and objectives to which it will contribute should be highlighted, and an explanation of how it is expected to contribute to them should be given

Reference should be made to relevant statutes, strategy or policy documents e.g. Corporate Plan, Regional Transport Strategy, Belfast Metropolitan Transport Plan, Regional Development Strategy, DoE Corporate Plan, Health and Safety legislation, Disability Discrimination Act, The Roads (NI) Order 1980, Transport (Amendment) Act (NI) 1971, Planning (NI) Order 1991, Road Traffic (NI) Order 1981, etc.

The 'Festival of Light' Initiative achieves a sound strategic fit with the relevant policies and strategies as follows:

The project is consistent with the Lisburn and Castlereagh City Council Corporate Plan 2018/2022 and Beyond; **Strategic Theme No. 2 – The Economy, building on our reputation as a place to visit, promoting the natural and historic assets of our city, towns, villages and countryside to attract greater numbers of international and national tourists;** The initiative aims to drive footfall to the City Centre over the Christmas period, increased visitor numbers and spend in the city centre will be to the benefit of city centre businesses primarily in the retail and hospitality sectors. The initiative will aim to increase the perception of Lisburn City Centre as a visitor destination over the Christmas period.

The **Lisburn 2022 Lisburn Urban Area Economic Review** Summary Report & Recommendations, January 2015, which was completed by the Lisburn Strategic Economic Review Team and commissioned in 2014. It states that "One of the major disappointments has been the current trend for local inhabitants to actually shop outside the City Centre using other areas such as Belfast's Lisburn Road. Any strategy that is developed must address this leakage and positively influence retention, particularly by the promotion of niche offering from our retail sector. It should also

examine the extent to which we can attract some of the residents in the Castlereagh area to shop in Lisburn on a regular basis, without impacting on Forestside” and “The Team recognised that across UK and more recently in NI, Cities have sought to differentiate themselves and create a unique identity to underpin all marketing communications and positioning. The proposed initiative will help differentiate Lisburn City Centre from neighbouring towns and cities.

Through the City Centre Management Team the Council last year developed and promoted the Love Lisburn brand, this was built on last year through City Centre Events, fashion shows and promotional material such as loyalty cards. The Festival of Life aims to build on this brand and strengthen the perception of Lisburn as a Visitor destination for Christmas shopping, dining and overall festive experience.

Strategic Context in Northern Ireland

The project complements key balancing measures outlined in the recent NI Executive Economic Strategy, in particular, priorities for business growth and increase in visitor numbers and revenue.

Strategic Planning Policy Statement (SPPS) – Town Centres and Retailing

Government Policy supports the concept of sustaining vibrant town centre across Northern Ireland through the promotion of established town centres as the appropriate first choice location of retailing and other complementary functions, consistent with the Regional Development Strategy 2035.

The Strategic Planning Policy Statement recognises the wide-ranging importance of town centres: hubs for a range of land uses and activities, and can have a positive impact on those who live work, and visit them. They provide a wide variety of retailing and related facilities, including employment, leisure and cultural uses. Our town’s high streets also play an importance role in bringing people together and can foster a sense of community and place.

The SPPS goes on to suggest that the vitality of town centres should be monitored by undertaking ‘health-checks’ focusing on a number of key indicators including accessibility; customer views; diversity of uses; environmental quality; pedestrian flow; retailer profile; retailers views; shop rents; and vacancy rates. The results of which will be important in the consideration of the town centre strategy, the retail and leisure strategy for the plan area and the role of each town centre. With this in mind it is imperative that LCCC promote the town centre to encourage visitors and help sustain not only the economic development of the area but also the sense of community pride and culture.

The Draft Local Development Plan, when agreed, will continue to maintain support for the concept of a vital and viable town centre. One of the Sustainability Appraisal Objectives for LCCC in the LDP is to ‘enable sustainable economic growth’ and one way to assist with this is to encourage people inside and outside the area to visit and spend money.

As mentioned in another section of this document, the public are bombarded with messages enticing them into other areas so it is imperative that LCCC are proactive in developing initiatives and events that will enhance the appearance of the City Centre, retain current footfall and attract new visitors to Lisburn City Centre and improve the perception of the City Centre as a Christmas shopping destination.

One of LCCC's Performance Improvement Plan objectives is to: "support Economic Development through working with local businesses, social enterprises and their representative organisations to help identify and address issues and to capitalise on the opportunities that the coming year brings". An important element of this initiative is to encourage the City Centre Businesses to get involved and open late over the Christmas period by providing an attractive, supported by events that will entice people to the centre.

More people and higher spend will play an important part in developing a Vibrant Economy (one of the themes in the Community Plan) and in obtaining one of the strategic objectives in the Performance Improvement Plan "Driving sustainable economic growth, growing our cities, town centres and retailing".

- **Assessment of Need**

Use this section to establish that expenditure is needed. The proposed service provision or financial assistance needs to be justified and the following points should be considered:

- Where appropriate, details should be given of deficiencies in current services, or in the assets or other resources used to deliver them. If possible you should try and quantify the problem.
- Relevant projections of the future nature, and levels, of demand for services over time should be provided and be suitably quantified.
- These future projections should be set in context by providing historical evidence of the development of need e.g. data for the past three to five years.
- If this is recurrent funding or a recurring project please use the results from the evaluation of the last scheme to inform the assessment of need and detail here what improvements, if any, are being proposed compared to the last round of funding.
- What are the implications of not going ahead with this project?
- Would this project go ahead, even if reduced in scope, in the absence of funding from the Department?

The current economic climate means that more than ever it is vital that Lisburn City Centre continues to be positioned as a key visitor destination over the Christmas period. The 'Festival of Light' will build upon the successes of previous years of activity, build on engagement with City Centre businesses and complement events hosted both by LCCC and City Centre businesses.

One of the threats identified in the Socio Economic Research carried out in 2015 is that the 'large retail sector is vulnerable to consumer confidence changes'. In other words, if consumers are not confident that Lisburn can meet their needs then they will not come. Positive promotion and provision of innovative initiatives such as the 'festival of light' (the first of its kind in NI) is key to building confidence and consumer spend as it keeps the area in the mind of the consumer and gives them a taste of what's on offer.

Getting a bigger share of the retail, tourism and visitor market in Northern Ireland is challenging, with consumers bombarded by messages from other towns and cities, Shopping Centres, and Visitor Attractions all competing for a share of shopping and leisure spend. This means that in this competitive marketplace Lisburn City Centre must maximise their efforts to position Lisburn City Centre as a key player in the Christmas Market.

To enable the Council to understand where consumers are coming from and when changes occur in their visiting habits LCCC commissioned research to be carried out. This research takes the form of gathering data from visitors to Lisburn on a weekly basis. In this way, the Council can understand how events and marketing initiatives influence consumer use of the town centre. This will be used to measure the success of the marketing campaign as it is rolled out.

The key aim of the 'Festival of Light' is directed towards increasing the number of new customers for Lisburn City Centre, improving people's perception of Lisburn as a visitor/shopping destination and allow the Council to promote the City Centre as a primary retail and leisure destination.

Although Lisburn City Centre is deemed to be a regional shopping hub with much to offer visitors and shoppers, a recent 'Oxford Economics' report highlighted the significant challenges facing the retail sector in Lisburn and Castlereagh; one of the major challenges facing retail in Lisburn City Centre is the formidable competition from nearby Belfast with iconic developments such as Victoria Square, selection of restaurants and Odeon Cinema. Also there is increased shopping choice from Junction One in Antrim and the Outlet in Banbridge, along with the continuing shift towards online shopping.

For many in the retail trade, their business success can be directly linked to the availability of disposable income, and the negative effect of the job losses resulting from the recession upon consumer confidence. As the recession took hold in 2008, the retail sector in Lisburn and the comparator Councils of Banbridge, Craigavon and Newry (given their proximity to the border) reaped the benefits brought by the ROI shopper albeit primary grocery purchase based. A weakening of sterling, and temporary cuts in VAT attracted ROI shoppers in significant numbers.

However, the recent weakening of the euro, rising fuel costs and increase in the UK VAT rate from 17.5% to 20% has seen a steady decline in the number of cross border shoppers. This has had an impact on Lisburn City's retail sector.

According to the Oxford Economics report 1 in 5 jobs in Lisburn are in the retail sector, and the number of retail jobs per 1,000 working age population is above the Northern Ireland average. Recent retail closures has meant that the number employed in retail locally is on the decline. The increased choice in shopping along with the continuing shift towards online shopping, and the housing market decline after the recession have all had a negative impact on retail demand in the area, with employment in the sector falling as a result.

In recent years Lisburn City Council has been successful in developing the partnerships necessary to create an improved built environment and public realm. However through the City Centre traders forum retailers and City Centre stakeholders have indicated that the extent and duration of the public realm works has had a negative impact on trade and footfall in the City Centre. The proposed 'Festival of light' will be the first of its kind in Northern Ireland. Investment in the lighting structures and animated artificial Christmas tree associated with the 'Festival of light' initiative provides a clear opportunity for the Council to work to generate new footfall and trade in the City Centre.

There is no doubt that Lisburn City Centre's current 'customer' base is primarily local. The focusing of efforts and the creation of a strong city centre offering is a worthwhile use of resources in raising awareness of Lisburn City Centre in the National and International marketplace.

Although steady growth is expected in tourist visitor numbers and spend in Lisburn City Centre in general, there is particular focus and expectation on the Christmas period as the opportunity for businesses to maximise their profits. LCCC need to deliver an offering that sets it apart from neighbouring towns and cities and provides a reason to come into Lisburn City Centre apart from shopping. The festival of light will provide a 'memorable experience' for visitors to the city centre.

A core element of the Integrated Marketing Campaign each year is focused on the Christmas period. In this context the objective is to drive shoppers into Lisburn City Centre to do the bulk of their Christmas shopping. This initiative will support and complement the LCCC Christmas Campaign providing a focal point in Lisburn City Centre to promote as an additional reason to visit.

The attraction in Norwich saw an increase in footfall of some **200,000** people across the Christmas period and a reported **2 million** media 'hits' were recorded over social media platforms. If the delivery of a similar scheme in Lisburn City Centre provides a percentage of that exposure it will deliver a positive impact on the City Centre and help to change people's perception of the City Centre as a destination.

Bow Street is the main pedestrian shopping area in Lisburn City Centre and as such Lisburn & Castlereagh City Council wish to enhance this area of the City Centre by delivering a unique quality festive lighting installation experience which will complement Lisburn's offer as an attractive visitor destination during the Christmas and New Year over a three year period.

In addition to the light canopy arch the Council wish to procure a 12 metre animated artificial Christmas tree which will incorporate 13,168 individual RGB pixels and a suitable control system. The tree will be installed in the existing Christmas tree location in Market Square.

Through the installation of the lighting features the Council hopes to achieve:

- Increased footfall in Lisburn City Centre
- Increased sales for local businesses
- An enhanced environment; building on the completed public realm works
- Greater civic pride among all town centre users

Implications of not going ahead

Currently there is no other provision for such an initiative in the City Centre, and if this project isn't funded by the Council, Lisburn City Centre will not have a 'Festival of Light' as there is no private sector match funding forthcoming in 2018-2021. An object of this initiative is to increase footfall in the City Centre and increase sales for local businesses. If the initiative does not go ahead it may result in a drop in footfall in the City Centre, an equilibrium in sales for City Centre businesses and the general perception of the City Centre, particularly at Christmas, remaining low.

- **Objectives, Targets and Constraints**

In this section the overall objectives of the proposal should be set out. Targets should also be identified to enable an evaluation of the extent to which objectives have/have not been achieved. Targets need to be well defined in order to aid with evaluating the project. Finally, a

series of constraints should be identified to ensure that anything which could impede the successful delivery of the project can be considered at this stage.

4.1 Objectives

The following questions may help to set suitable objectives:

- What are we trying to achieve? What are our objectives? What would constitute a successful outcome or set of outcomes?
- Have similar objectives been set in other contexts that could be adapted?
- Are our objectives consistent with strategic aims and objectives as set out, for example, in the council's service agreements?
- Are our objectives defined to reflect outcomes e.g. improved health, crime reduction or enhanced sustainable economic growth; rather than the outputs e.g. operations, prosecutions or job placements, which will be the focus of particular projects?

For further information on identifying the objectives and targets please go to <http://eag.dfpni.gov.uk/steps/step3.htm>

Please identify the objective(s) in the table below.

Table 4.1: Objectives

Objective(s)
• Increase footfall by 5% in Lisburn City Centre over the 5 week period (on a 3 year basis)
• Highlight and promote Lisburn City Centre as a positive lifestyle destination e.g. shopping, entertainment, arts and culture
• Deliver a light festival across the City Centre once a year for a three year period
• Increased sales for local businesses in the run up to Christmas and beyond
• Animate the City Centre over the Christmas period
• Create an enhanced environment; building on the completed public realm works
• Change perception of the City Centre as a Christmas visitor destination
• Greater civic pride among all town centre users

4.2 Targets

It is extremely important that a series of targets are included below. It is important to set out how objectives are measured. The following questions may help to set suitable targets:

- How might our objectives and outcomes be measured?

- Are our objectives defined in such a way that progress toward meeting them can be monitored?
- What factors are critical to success?
- What SMART (*Specific, Measurable, Achievable, Relevant, Time bound*) targets can we then set? What targets do we need to meet?

Please identify targets in the table below.

Table 4.2: Targets

Targets
<ul style="list-style-type: none"> • Increase footfall by 5% in Lisburn City Centre over the 5 week period (on a 3 year basis) - this will be monitored through; <ul style="list-style-type: none"> - City Centre footfall counters - Business Surveys and visitor Surveys to be carried out before and after the installation to monitor the impact on people’s perception of the event and the impact it had on the City Centre. - Working with the City Centre businesses City Centre Management to evaluate impact on spend
<ul style="list-style-type: none"> • Increase Sales for Local Businesses; <ul style="list-style-type: none"> - We will work with the City Centre businesses to include them in the initiative and monitor if there is an increase in spend in the businesses directly impacted by the Festival. - City Centre Management will liaise with City Centre businesses to ensure buy in through shop opening times and complementary in-store events
<ul style="list-style-type: none"> • Positive Promotion of the Light Festival before and during the event; <ul style="list-style-type: none"> - active promotion of the festival through the use of social media - active promotion through the Council Christmas campaign ensuring wide and impactful coverage of the activities planned for the Christmas period. The impact will be monitored and evaluated through the tourism marketing evaluation tool.
<ul style="list-style-type: none"> • Delivery of a successful ‘Festival of Light’ event in the first year which has a positive impact on the perception of the City Centre and results in continued delivery over a 3 year period.

4.3 Constraints

Important constraints upon the proposals should be explained. These may be technical, legal, financial or political in nature, or they may have to do with timing or location.

Please identify constraints in the table below.

Table 4.3: Constraints

Constraints
<ul style="list-style-type: none"> • Failure to achieve Council funding: Lisburn and Castlereagh City Council applies a robust analytical procedure to the financing of projects, particularly of this scale. The appropriate mechanisms must be applied, including this appraisal, and a final Council decision taken thereafter. The proposed timescale applied to seek the necessary Council approvals to secure the Council funding and to deliver the project is acceptable, so this will offset the stated risk.

<ul style="list-style-type: none"> Over running on costs: It is critical that the cost structure identified as part of the new tender process for 2018-2021 is adhered to during the implementation of the project - the Council will ensure strict monitoring controls will be in place.
<ul style="list-style-type: none"> Failure to deliver on key performance indicators: The project will be subject to monitoring procedures throughout its duration and delivery, with any issues identified at an early stage, and appropriate action taken at that time to mitigate this risk.
<ul style="list-style-type: none"> Failure to deliver the 'Festival of Light' initiative: Through the project tender process the Council will ensure that the delivery agent has scored against pre-determined criteria in relation to their experience and previous project examples. The delivery agent will be closely monitored throughout the project to ensure all project targets are being met.

N.B. do not be restricted by the number of rows in the tables above. It is important to add or remove rows in order to identify all factors relevant to the circumstances of **your** particular project.

- Identification of options**

It is useful to begin by identifying a 'long list' of options, containing all the initial ideas about possible solutions. This should include not only the conventional solutions, but also any more innovative suggestions, however outlandish they may at first appear.

The options selected for in-depth appraisal should include a baseline or benchmark option. This will usually be the "status quo" option, representing the genuine minimum input necessary to maintain services at, or as close as possible to, their current level.

Alternatives to the status quo are referred to as the 'do-something' options. These should generally cover a range of levels of provision, for example, from 'minimum acceptable provision' to the highest standards of provision. They could reflect variations in the scale, content, timing and location of services.

For further information on this section, go to <http://eag.dfpni.gov.uk/steps/step4.htm>. The link also provides examples of strategic and operational options and gives a flavour for the information to be considered when designing options.

Give each option a title and provide a short description of the option. Make sure you have at least identified the status quo and one other viable option. Any other option that has been identified can be rejected but an explanation as to why you rejected the option should be given.

Status Quo:

This option assumes **no** 'Festival of Light' will take place. This option would not meet any of the objectives detailed. In addition it has previously been agreed at Council that a light festival is to be delivered, therefore doing nothing is not a consideration.

As per HMT Green Book, this option must be brought forward for further analysis

Option 1: Deliver just the artificial Christmas tree

Reject? Yes X No

If yes please explain why?

Option 2: Deliver just the LED arch

Reject? Yes X No

If yes please explain why?

Option 3: Deliver a lesser 'Festival of light' show.

Reject? Yes X No

If yes please explain why?

Important note: This pro forma includes four options above, please add additional options if required. This document is protected; therefore, if it is necessary to include additional options for your project, please contact Financial Services Department who will assist you with this procedure.

Option 4: Deliver the tree and LED lighting display and arch.

Reject? Yes X No

If yes please explain why?

- **Assessment of Monetary Costs and Benefits**

6.1 Monetary Costs and Benefits

Appraisals should account for **all** the costs and benefits to NI and UK residents, (i.e. consider the total costs of the project not just the cost to the Council). Examples of the costs are:

- Capital cost of carrying work out (e.g. new building, new equipment).
- Cost of contract
- Researchers
- Transport Costs
- In-house cost of managing the project
- Overheads (e.g. electricity, rent, etc)

For each option you have brought forward from the previous section identify a detailed breakdown of the costs and the benefits (revenue) in the tables below.

Please provide details above each table about how the cost and benefits were estimated (i.e. the assumptions).

STATUS QUO

Assumptions for Status Quo

If no 'Festival of Light' initiative is undertaken there will be no associated costs.

Table 6.1: Status Quo Monetary Costs and Benefits

Status Quo			
Costs and Benefits	Year 1	Year 2	Year 3
	Select Yrs	*Select Yrs*	*Select Yrs*
Capital Costs			
Total Capital Cost			
Recurrent Costs			
Total Recurrent Cost			
Total Cost (A)			
Benefits			
Total Benefits (B)			
Total Costs (A-B)*			

* A negative total denotes a total benefit

OPTION 1

Assumptions for Option 1

Option 1 of just the artificial Christmas Tree would be £20k per year for the tree and recurrent management costs of £6,000 for erection, dismantling and storage of the tree based on a 3 year contract. This cost is based on costs provided by a Council in Norwich who have a similar installation. The Council visited Norwich and met with the Council early 2018. The costs are split across a three year payment schedule and the asset will belong to LCCC at the end of the 3 year period.

Whilst the option delivers a 12 metre animated artificial Christmas tree purchased for annual use installed in Market Square (life span of approx. 8 years) the option of just the Christmas tree is not preferred as it will not create the desired impact of the full scheme. The equipment will be in the ownership of LCCC at the end of the 3 year period.

Table 6.2: Option 1 Monetary Costs and Benefits

Option 1			
Costs and Benefits	Year 1	Year 2	Year 3
	2018/ 2019	2019/ 2020	2020/ 2021
Capital Costs			
Purchase of an artificial Christmas tree based on a 3 year contract	£20,000	£20,000	£20,000
Total Capital Cost			
Recurrent Costs			
Erection, dismantling and storage of the tree	£2,000	£2,000	£2,000
Management and Marketing	£3,000	£3,000	£3,000
Total Recurrent Cost	5,000	5,000	5,000
Total Cost (A)	£25,000	£25,000	£25,000
Benefits			
Total Benefits (B)			
Total Costs (A-B)*			

* A negative total denotes a total benefit

OPTION 2

Assumptions for Option 2

Option 2 of the lighting arch on Bow Street would be £280k per year based on a 3 year contract and recurrent maintenance and management costs of £8,000 for erection, dismantling and storage of the installation based on a 3 year contract. This cost is based on costs provided by a Council in Norwich who have a similar installation. The Council visited Norwich and met with Norwich Council early 2018. The costs are split across a three year payment schedule and the asset will belong to LCCC at the end of the 3 year period.

Whilst option 2 delivers a lighting arch along Bow Street, the lighting won't fully impact on Market Square therefore it will not create the desired impact of the full

scheme. The equipment will be in the ownership of LCCC at the end of the 3 year period.

Table 6.3: Option 2 Monetary Costs and Benefits

Option 2			
Costs and Benefits	Year 1	Year 2	Year 3
	2018/ 2019	2019/ 2020	2020/ 2021
Capital Costs			
Purchase of lighting arch and associated sound system over a 3 year period	£280,000	£280,000	£280,000
Total Capital Cost			
Recurrent Costs			
Management and Marketing	£5,000	£5,000	£5,000
Erection, dismantling and storage of the lighting arch	£3,000	£3,000	£3,000
Total Recurrent Cost	8,000	8,000	8,000
Total Cost (A)	£288,000	£288,000	£288,000
Benefits			
Total Benefits (B)			
Total Costs (A-B)*			

* A negative total denotes a total benefit

OPTION 3

Assumptions for Option 3

Option 3 is a reduced 'Festival of Light' provision in the City Centre. Associated costs would be £150k per year based on a 3 year contract with recurrent maintenance and management costs of £8,000 for erection, dismantling and storage of the installation based on a 3 year contract. This cost is based on costs provided by a Council in Norwich who have a similar installation. The Council visited Norwich and met with Norwich Council early 2018. The costs are split across a three year payment schedule and the asset will belong to LCCC at the end of the 3 year period.

Whilst option 3 delivers a reduced lighting scheme, it will not create the desired impact of the full scheme. The equipment will be in the ownership of LCCC at the end of the 3 year period.

Table 6.4: Option 3 Monetary Costs and Benefits

Option 3			
Costs and Benefits	Year 1	Year 2	Year 3
	2018/ 2019	2019/ 2020	2020/ 2021
Capital Costs			
Purchase of lighting arch and associated sound system of a lesser value over a 3 year period	£150,000	£150,000	£150,000
Total Capital Cost			
Recurrent Costs			
Management and Marketing	£5,000	£5,000	£5,000
Erection, dismantling and storage of the lighting arch	£3,000	£3,000	£3,000
Total Recurrent Cost	8,000	8,000	8,000
Total Cost (A)	£158,000	£158,000	£158,000
Benefits			
Total Benefits (B)			
Total Costs (A-B)*			

* A negative total denotes a total benefit

OPTION 4

Assumptions for Option 4

Option 4 is the delivery of the artificial Christmas Tree and LED lighting display and arch at a cost £300,000 per year for a three year contract period with recurrent maintenance and management costs of £8,000 for erection, dismantling and storage of the installation based on a 3 year contract. This is based on costs provided by a Council in Norwich who have a similar installation. The Council visited Norwich and met with Norwich Council early 2018. The costs are split across a three year payment schedule and the asset will belong to LCCC at the end of the 3 year period.

Option 4 meets all the objectives outlined in this EA and will deliver an impactful 'festive light' initiative across the City Centre area. The equipment will be in the ownership of LCCC at the end of the 3 year period.

Table 6.4: Option 3 Monetary Costs and Benefits

Option 3			
Costs and Benefits	Year 1	Year 2	Year 3
	2018/ 2019	2019/ 2020	2020/ 2021
Capital Costs			
Purchase of lighting arch, artificial Christmas Tree and associated sound system over a 3 year period	£300,000	£300,000	£300,000
Total Capital Cost			
Recurrent Costs			
Management and Marketing	£5,000	£5,000	£5,000
Erection, dismantling and storage of the lighting arch	£3,000	£3,000	£3,000
Total Recurrent Cost	8,000	8,000	8,000
Total Cost (A)	308,000	308,000	308,000
Benefits			
Total Benefits (B)			
Total Costs (A-B)*			

* A negative total denotes a total benefit

6.2 Optimism Bias

Optimism Bias refers to the demonstrated, systematic tendency for project appraisers to be overly optimistic; it can only be applied to capital costs.

Do any of the options have capital costs that have been estimated and therefore you are uncertain about?

Yes No

If you answered yes then you need to carry out an optimism bias adjustment. To do this you need to follow the following link http://www.hm-treasury.gov.uk/media/D/B/GreenBook_optimism_bias.pdf . If further clarification is required please contact Economics Branch for assistance.

6.3 Net Present Value

Appraisals should generally include, for each option, a calculation of its Net Present Value (NPV). This is the name given to the sum of the discounted benefits of an option less the sum of its discounted costs, all discounted to the same base date. Where the sum of discounted costs exceeds that of the discounted benefits, the net figure may be referred to as the Net Present Cost (NPC).

Q1. Is the expected economic life of the project expected to be greater than 3 years?

Yes No

Q2. Are you trying to compare an option with a high capital cost and to an option with low initial capital cost but high recurrent costs?

Yes No

If you answered yes to the two questions then you are required to complete NPC calculation. DFP have templates for completing these can be found at <http://eag.dfpni.gov.uk/npc-calculator.xls> and further guidance to the completion of NPCs can be found at <http://eag.dfpni.gov.uk/appendices/appendix7.htm>. Economics Branch can also assist with NPV calculations.

Remember that optimism bias adjustments must be made prior to NPV calculations and included in the NPV calculations.

- **Assessment on Non-Monetary Costs and Benefits**

In many assessments there are non-monetary impacts such as environmental, social or health effects that cannot be valued cost-effectively. There are two main techniques to illustrate how options compare regarding factors that are not expressed in monetary values

a) Impact Statement

In essence, it consists of a table summarising the impact of each option upon each non-monetary benefit.

b) The weighted scoring method

This involves assigning numerical weights to each factor to reflect its comparative importance, scoring the performance of each option against each factor on a numerical scale and calculating a 'weighted score' for each option.

The weighted scoring method is more detailed and is particularly useful when the monetary costs of options are similar and there are minor variations in non-monetary benefits. This pro forma includes an impact statement table but if it is felt necessary to complete a weighted scoring exercise please contact Economics Branch for assistance. Further information regarding non-monetary costs and benefits can be found at <http://eag.dfpni.gov.uk/steps/step7.htm>.

To complete the table below follow these steps:

1. Identify the non-monetary benefits in the benefit column;

2. For each of the non-monetary benefits identified give each option an impact rating using the key below the table and the drop-down lists; and
3. Assess the overall non-monetary benefit of each option.

Table 7.1: Non-Monetary Costs and Benefits

Benefit	Status Quo	Option 1	Option 2	Option 3	Option 4
Increase footfall by 5% in Lisburn City Centre over the 5 week period (on a 3 year basis)	\	+	+	+	++
Highlight and promote Lisburn City Centre as a positive lifestyle destination e.g. shopping, entertainment, arts and culture	\	+	+	+	++
Increased sales for local businesses	\	+	+	+	++
An enhanced environment; building on the completed public realm works	\	+	+	+	++
Greater civic pride among all town centre users. Change perception of the City Centre as a Christmas visitor destination	\	+	+	+	++
Overall	\	+	+	+	++
Benefit	Status Quo	Option 1	Option 2	Option 3	Option 4
Overall	0	+	+	+	++

KEY				
-- highly negative	- negative	\ no impact	+ positive	++ highly positive

Please give a short narrative explaining the non-monetary rankings given to each option.

Status Quo Ranking: If the proposed project didn't proceed then the retail spend and visitor footfall into Lisburn City Centre would remain as is; this may threaten retail turnover and profits leading to reduced consumer spending and a potential reduction in business growth outputs in general. In addition it has previously been agreed at Council that a light festival is to be delivered, therefore doing nothing is not a consideration.

Option 1 Ranking: Equal Second

The proposed project will have a positive impact on all the anticipated benefits listed above. The project would contribute to increased visitors to the City Centre and therefore impact on the city centre businesses. Perception of the city centre will improve however given the reduction in budget (delivering just the tree) it will not achieve the full impact required by the Council as delivery of both the Tree and the LED archway.

Option 2 Ranking: Equal Second

The proposed project will have a positive impact on all the anticipated benefits listed above. The project would contribute to increased visitors to the City Centre and therefore impact on the city centre businesses. Perception of the city centre will improve however given the reduction in budget (delivering just the LED Archway) it will not achieve the full impact required by the Council as delivery of both the Tree and the LED archway.

Option 3 Ranking: Fourth

The proposed project will have a positive impact on all the anticipated benefits listed above, however a reduction overall delivery of the initiative to deliver 'a lesser festival of light' may 'underwhelm' the public, reducing perception of the city centre and impacting on the success of the initiative.

Option 4 Ranking: First

The proposed project will have a highly positive impact on all the anticipated benefits listed above. In addition, the City Centre would as a result of the initiative see an increase in retail and visitor footfall leading to increased turnover and profits as well as employment growth in the retail sector.

- **Assessment of Risk**

A vital first step in the analysis is to identify and analyse the important risks and uncertainties relevant to the case, and to show how they compare under each option. This risk analysis should help inform the adjustments for optimism bias and identification of risk management and mitigation measures.

It is good practice to summarise the relevant information in a table, called a 'Risk Log' or 'Risk Register', which identifies each relevant risk and compares how it impacts upon each option.

For further guidance on completing this section please go to <http://eag.dfpni.gov.uk/steps/step6.htm>

Please use the table below to complete an assessment of the risks of each option.

Table 8.1: Risk Assessment

Risk	Impact of risk (H/M/L)	Likelihood of risk (H/M/L)					Mitigation measure
		SQ	Opt 1	Opt 2	Opt 3	Opt 4	
Failure to achieve Council funding	L	N/A	L	L	L	L	The Council applies robust financial procedures to funding projects, particularly for projects of this scale. Funding was agreed at Development Committee on 12 April 2018.
Over running on costs	L/M	N/A	L	M	L	M	The cost structure is identified as part of the tender process and the tender will be structured in such a way that the Council can chose elements of Lighting features that fit within the budget. Nonetheless stringent cost controls, will be required and to address this the Council will ensure strict monitoring controls will be in place.
Failure to deliver on key performance indicators	M	N/A	M	M	M	L	The project will be subject to stringent monitoring procedures throughout the duration of project delivery period, with any issues identified at an early stage, and appropriate action taken at that time to mitigate this risk.
Failure to achieve Impact with the delivery of the initiative	M	N/A	M	M	H	L	User surveys will be carried out throughout to gauge public opinion. Standard Council Christmas Decorations will be used to meet under achievement due to budget restrictions.
Overall Risk		N/A	L/M	M		L	

Key: H - high M - medium L - low NA – Not Applicable

- **Preferred Option**

It is important to include a section which draws together the main findings and conclusions of the appraisal. Please use the table below to summarise the main results for each option.

Table 9.1: Summary of Results

Summary	Status Quo	Option 1	Option 2	Option 3	Option 4
Total Capital Cost £	0	60,000	840,000	450,000	900,000
Net Present Cost £	0				
Average Annual Net Recurrent Cost £	0	5,000	24,000	24,000	24,000
Non-Monetary Benefits Ranking	0	+	+	+	++
Risk Assessment	N/A	L/M	M	M	L

Please explain in more detail the choice of preferred option and why it was chosen.

Option 4 – The preferred option will have the highest positive impact on all the anticipated benefits listed in the EA. This option is the most likely to deliver on all of the objectives and outcomes of this initiative. Option 4 is the most likely to impact on an increase in retail and visitor footfall leading to increased turnover and profits as well as employment growth in the retail sector.

- **Displacement**

Displacement relates to the extent to which the proposed activity under this project will affect similar activity in another area, either in a positive or negative way. That is, will some other similar activity be replaced as a consequence of this project? Ideally, displacement should be minimized. This is particularly relevant for councils given the impending changes under RPA. Councils are encouraged to look beyond their current boundaries to ensure that their proposal will not be displacing activity elsewhere.

Is it likely that displacement could occur with this project?

Yes No

If yes, please give more details in the box below

- **Additionality**

Additionality refers to the net impact of the project over and above what would have happened if the project did not go ahead. In other words, it refers to the extent to which the project would have gone ahead without public sector support. Additionality may be partial. For example, without assistance the project may have been carried out later, a smaller scale, lower standard of quality or carried out in a location of lower priority.

Would the project have gone ahead in any form, without public sector support?

Yes No

If yes, please give more details in the box below

- **Financing of Preferred Option**

What percentage of this project is to be funded by the Department? 100%

If this is less than 100% please complete the table below.

Table 12.1: Financing

Funding Organisation	% funding	Funding secured. Yes/No	If no at what stage of negotiations are you at?
	100%		

- **Management, Monitoring and Post Project Evaluation**

Business cases should explain the proposed management arrangements for the proposal. A brief statement of how the project will be managed should be provided e.g. formal reports, completion of timesheets, meetings.

Where another organisation is to be the managing authority, a statement of the project management capabilities of that organisation should be provided.

The primary Project Management responsibility will lie with the Head of Economic Development who will report to the Council’s Development Committee.
 The Council through the Regeneration and Infrastructure Unit and Development Committee will monitor the project on the basis of structured annual review reporting from the successful delivery agent based on independent survey research.

Appraisals should generally include a monitoring and evaluation plan. This should provide details of:

- **Who** will be responsible for monitoring and evaluation (the organisation, division, post, individual(s));

- **Who** needs to be consulted? This is important when you have a large number of stakeholders;
- **What** factors (e.g. costs, outputs, outcomes) will be monitored and evaluated, and **how** this will be done;
- **What** staff and other resources will be required;
- **When** evaluation will be undertaken (the intervals at which monitoring will occur, and the completion dates for evaluations); and
- **How** the results will be disseminated, including identification of the target audience.

Monitoring and evaluation –Head of Economic Development will have responsibility for this, with an annual evaluation brought before the Development Committee before agreeing to progress to year 2 and 3.

Consultation – a small working group from internal and external stakeholders has been formed to agree the branding and concepts for campaigns.

Factors to be evaluated – targets include footfall into the City Centre, awareness of the campaigns from visitors and more. These will be independently evaluated giving authenticity to the findings.

What staff – the Regeneration and infrastructure units of Economic Development will liaise most often with the appointed delivery agent. Regeneration has regular meetings with Lisburn City Centre stakeholders who will need to be engaged and communicated to also.

When – evaluations will be carried out at the end of the 5 week Festive Display period and an evaluation report brought to Committee. This will form the basis for any commitment to do future campaigns.

How – presentations to Lisburn City Centre Stakeholders meetings, presentation to Development Committee as required.

- **Equality**

Has this policy been screened and (depending on the screening outcome decision) consideration given to undertaking an Equality Impact Assessment (EQIA)?

Yes

Note that policy in the context of Section 75 covers all the ways in which a public authority carries out or proposes to carry out its functions relating to NI. Policies include unwritten as well as written policies.

If further information or clarification is required please contact the Equality Officer.

Terms of Reference for the Eastern Economic Corridor Steering Group 4 July 2018

Eastern Economic Corridor background

On the 28th of March 2014, the Lord Mayors of Belfast and Dublin signed a memorandum of understanding to work collaboratively to maximise the economic opportunities between both cities. The cities agreed to:

- To promote the corridor as a location for trade and investment.
- To strengthen links between the key players in business, education, government and tourism along the corridor.
- To investigate potential collaborative actions between stakeholders within the corridor area.
- To publish opportunity challenges, that if realised could transform growth potential along the corridor.

On the 30th of April, the Chief Executives of five local authorities on the corridor, i.e. Dublin CC, Fingal CC, Louth CC and Newry, Mourne & Down DC and Belfast CC, met to discuss collaborative working to progress the future development of the corridor.

Immediate actions from this meeting included:

- Undertaking an economic study to identify the economic opportunities along the corridor around infrastructure.
- Planning for a joint conference to launch the long-term collaborative working on the eastern economic corridor.
- Invitation to the other four local authorities to join the collaborative partnership.

In May 2018, a coordinating steering group comprising representatives from the economic development departments of eight local authorities, Ulster University, Dublin City University and Lanyon Communications was formed to deliver upon these actions. The first meeting of the steering group took place on the 15th of June.

Eastern Economic Corridor Steering Group

The group core comprises representatives from eight councils:

- Armagh City, Banbridge and Craigavon Borough Council;
- Belfast City Council;
- Dublin City Council;
- Fingal County Council;
- Lisburn & Castlereagh City Council;
- Louth County Council;
- Meath County Council; and
- Newry, Mourne and Down District Council.

University of Ulster, Dublin City University and Lanyon Communications are also on the Steering Group having roles in delivering key components of the project.

The Steering group's purpose and scope is to:

- To identify and develop collaborative projects which have economic and strategic merit for the eight local authorities of the eastern corridor;

- To articulate the economic and social benefits along the length of eastern between Belfast and Dublin;
- To drive buy-in and engagement with the private sector on the future development of the eastern economic corridor;
- Reach a consensus on shared research, projects and events to facilitate collaborative working on the future of the Eastern Economic Corridor
- Regularly meet at key stages to agree a forward work plan, review progress and any proposed implementation;
- Provide expert advice and guidance to the conference and communications consultant Lanyon Communications where necessary; and
- Provide data analysis, opinions and decisions needed to support and steer the economic baseline study undertaken by the Universities to a successful conclusion;

BCC Role

Belfast City Council has agreed to:

- Staff in the Economic Development Unit at Belfast City Council will act as secretariat to successfully manage the project and support partners;
- Co-ordination of engagement with Universities, Lanyon Communications and any other parties identified; and
- Sign-off and payment of the commission for Economic Study.

Role of Universities

Ulster University & Dublin City University will:

- Define the geography of the economic corridor based on economic value to the region;
- Identify core economic drivers / hubs along the corridor;
- Identify sectoral strengths and opportunities accompanied by skills forecasts to achieve sectoral ambitions for growth;
- Identify key economic drivers and their value to the region including ports, airports, industrial parks and anchor institutions;
- Identify how the region can accommodate and deliver the ambitions contained within the National Development Plan and RDS for NI;
- Opportunities for longer term economic value of collaboration; and
- Collation of assumptions and considerations on Brexit and the economic impacts on the corridor.

The Universities are to:

- Provide progress reports against key milestones to the Steering Group;
- Table and report accurate information to the Steering Group to enable decisions to be taken; and
- Maintain impartiality and independence in their approach and recommendations.
- The Economic Study will be in the form of an 'interim study' to be delivered by the end of October 2018 to help shape the content of the conference in Q1 of 2019.

Role of Lanyon Communications

- Lanyon Communications will deliver a one-day conference focussed on the future of the economic corridor and planned to take place in Belfast in late October.
- The October conference will act as the launch of the Eastern Economic Corridor as a strategic collaboration project whilst providing the basis of future engagement with the private sector.
- Lanyon will develop a conference sponsorship package and develop the content around key speakers such as Jim O'Neill, Bruce Katz and Michael Bloomberg.

Representation on Steering Group:

- Amanda Smyth *Enterprise Development Officer* Newry, Mourne & Down District Council
- Ciara OhAoda *European Officer* Meath County Council
- Ciaran Tipping *Economic Development Officer* Armagh City, Banbridge & Craigavon Borough Council
- Coilin O'Reilly *Senior Executive Officer* Fingal County Council
- Colin McCabrey *Economic Development Manager* Belfast City Council
- Dr Deiric Ó Broin *Research Fellow* Dublin City University
- Eoin Magennis *Senior Economist* Ulster University
- Emer O'Gorman *Director of Services* Louth County Council
- Jonathon Ireland *Partner* Lanyon Communications
- Jordana Corrigan *North South Innovation Coordinator* Dublin City University
- Katie Doran *Partner* Lanyon Communications
- Kevin Stewart *Director of Services* Meath County Council
- Dr Neale Blair *Associate Head* Ulster University
- Patricia Mallon *Economic Development Officer* Lisburn & Castlereagh City Council
- Steven O'Gara *Senior Economic Development Officer* Dublin City Council

Location, timing and frequency of meetings:

- The steering group will meet as and when required.
- All eight local authorities will host the steering group meetings



Planning Department
 Lisburn & Castlereagh
 City Council
 Lagan Valley Island
 Lisburn
 BT27 4RL

3 July 2018

**THE PLANNING ACT (NORTHERN IRELAND) 2011
 THE PLANNING (TREES) REGULATIONS (NORTHERN IRELAND) 2015**

TREE PRESERVATION ORDER

On

Lands between 53 and 63 Dromore Road, Hillsborough

Lisburn & Castlereagh City Council (in this Order called "the Council") in exercise of the powers conferred upon it by Sections 122, 123 & 183 (1) of the Planning Act (Northern Ireland) 2011 makes the following order:

No person shall, except with the consent of the Council and in accordance with the conditions, if any, imposed on such consent, cut down, uproot, top, lop, willfully damage or willfully destroy or cause or permit the cutting down, uprooting, topping, lopping, willful damage or willful destruction of any tree specified in Schedule 1 or comprised in a group of trees or in a woodland specified in that Schedule, the position of which trees, group of trees or woodlands is defined in the manner indicated in Schedule 1 on the annexed maps which maps shall for the purpose of such definition prevail where any ambiguity arises between them and the specification in the First Schedule.

The Council directs that Section 123 (provisional tree preservation orders) shall apply to this Order and, accordingly, this Order shall take effect provisionally on 3 July 2018.

The Order is subject to the provisions of Schedule 2 (and to the exemptions specified in Schedule 3).

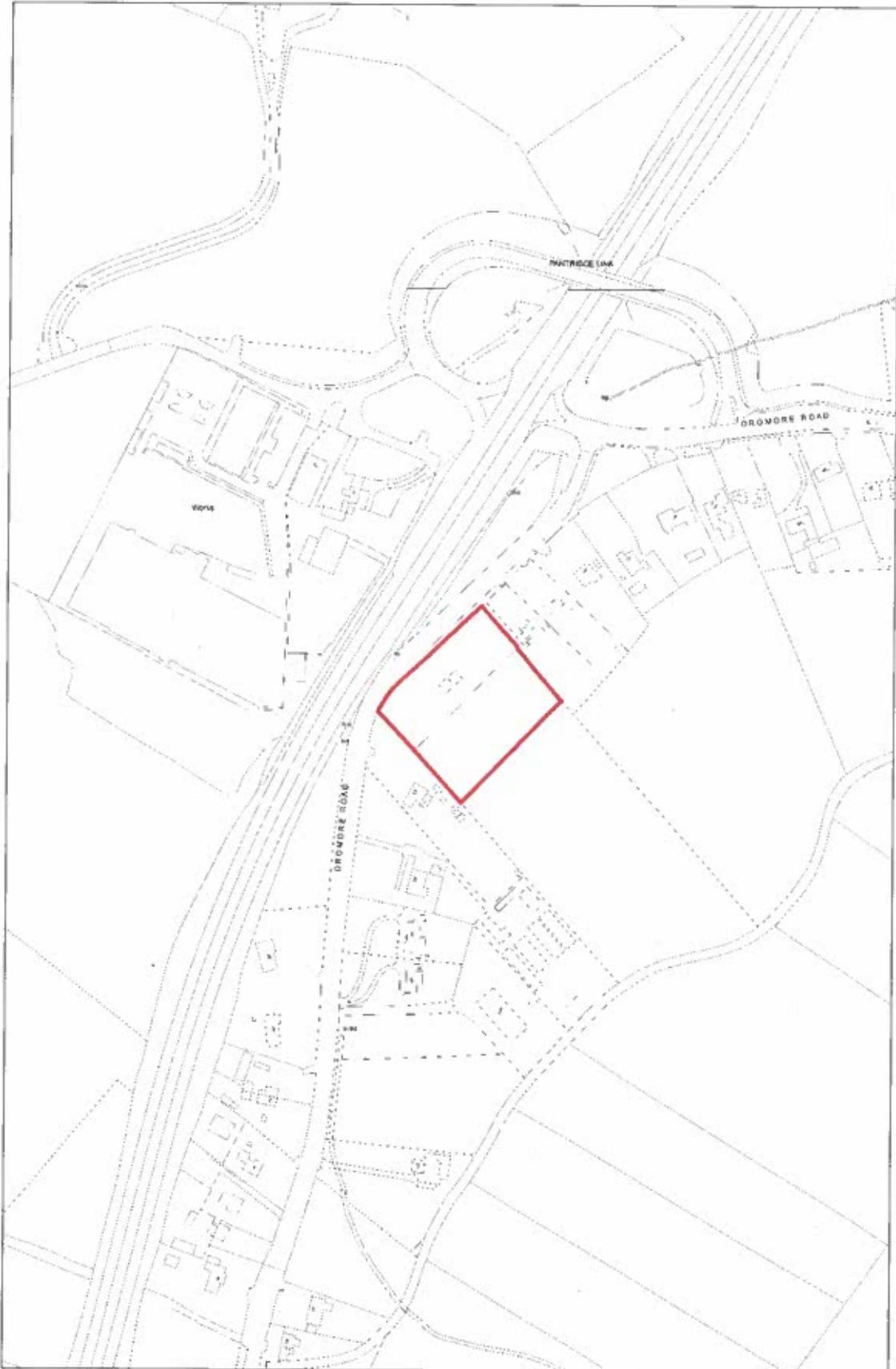
Authorised by the Council to sign in that behalf on

Lois Jackson

Authorised Officer

SCHEDULE 1

The trees contained within the area outlined in red on Map A



Appendix C: -Financial Appraisal Pro-forma for Use on Projects with an Estimated Cost Between £30,000 & £100,000

The aim of the pro-forma is to provide an adequate record of the economic and financial factors that are considered in deciding whether or not an investment is worthwhile. For this reason the questions should be answered as comprehensively as possible. A checklist is included as Appendix C to ensure that the pro-forma has been completed to a satisfactory standard and supports the case to award grant assistance to the project.

The pro-forma follows the Treasury's 'Green Book'. It is not however a substitute for it.

General Information

i) Name of Project: Review of Landscape Character Areas

ii) Spending Department: Service Transformation

iii) If applicable, details of other project funders: _____

Own Funds: Service Transformation

Government Departments: _____

Others: _____

iv) Financial Appraisal prepared by: Peter McFadden Date: 4 June 2018

1. Introduction and Need

Please provide a brief explanation of what the expenditure is for and why it is needed. What would the implications be if project/acquisition does not proceed?

The Council is currently seeking to appoint a suitably qualified consultancy team to undertake a comprehensive review of the Landscape Character Areas (LCAs) as identified in the Northern Ireland Landscape Character Assessment 2000 covering the Council area. This is required to ensure that the Local Development Plan and Planning decisions are informed by robust and up to date information in relation the identified LCAs covering the Council area. The outputs from the study will inform the Local Development Plan Strategy, which will provide the spatial framework to promote growth in the Council Plan area up to 2032. It will provide the evidence to guide the detailed planning policies for the Council. The overriding objective of the study is to produce a robust, empirically based report that will stand up to detailed scrutiny and independent examination as part of the Local Development Plan process. The report will be a key supporting document that will underpin the Council's future Local Development Plan and associated planning policies and will form a vital component of the Countryside Assessment Technical Supplement. The outcome will be a comprehensive review of all the identified LCAs covering LCCC.

If the project was not to proceed it would leave an evidential gap in relation to the robustness of up to date information upon which policy may have been made. This could result in failure to satisfy the "soundness test" applied at Independent Examination.

2. Objective and Constraints

Please state the objective of the project and indicate if there are any constraints to be considered.

The key purpose of this study is to provide a comprehensive review of the current (2000) Landscape Character Areas as defined in the Northern Ireland Landscape Character Assessment (2000).

The key requirements of this review are to:

- to provide a detailed review of all the existing LCAs as identified covering the Lisburn Castlereagh City Council area.
- to undertake desk-top research, surveys and site inspections covering the wider council area and also at locations specific to each individual LCA.

No constraints have been reasonably identified.

3. Options

Please identify if there are any alternative options and provide a brief explanation as to why these have not been considered further.

- Option 1- Do Nothing. This is not a practical option as this study is required in order to ensure that the Local Development Plan and planning decisions are informed by robust and up to date information in relation the identified LCAs covering the Council area. The report will be a key supporting document underpinning the Council's Local Development Plan and associated planning policies.
- Option 2 – Carry out in the Planning Unit. This is not a practical option as this is a specialised area of work. There is no existing expertise within the Planning Unit nor can anyone be realistically trained in this area within the timeframe required.
- Option 3 – Carry out in another part of Council. This is not a practical option for the same reasons as outlined at option 2 above.

4. Monetary Costs and Benefits

Please state the monetary cost of the project/acquisition. A sentence should also be included to explain how this cost has been estimated e.g. previous experience. If there are any monetary benefits, these should be included here.

This is a specialist piece of work reviewing the previous document and costs are projected to be approx. £35,000. As this specific project has not been previously put out to tender by Council a more accurate estimated cost is not known. In seeking to estimate an appropriate cost projection it must be noted that experience in this area of work is critical for the successful delivery of this project. Such specialist advice is likely to be expensive.

By way of potential additional expenditure, the successful tenderer may be required to appear at the subsequent Independent Examination. It is estimated that a fee of approx. £500 per day for appearance at Independent Examination may be appropriate. 10 days may be required depending on the number and type of representations received in relation to the plan strategy and subjected to Independent Examination. The approx. cost is £5,000 for this work.

Total costs for the overall project could therefore be approx. £40,000.

Outline the costs of the project over the next 3 years in the following table. Insert extra columns for additional years.

Preferred Option			
Costs and Benefits	Year 1	Year 2	Year 3
	2018/19	2019/20	2020/21
Capital Costs			
Total Capital Cost			
Recurrent Costs⁵			
Landscape Character Area Review	35,000	NIL	5,000
Total Recurrent Cost LCA Review	35,000	NIL	5,000
Total Cost (A)	35,000	NIL	5,000
Benefits			
Total Benefits (B)	NIL		
Total Costs (A-B)*	35,000		5,000

5. Non-Monetary Costs and Benefits

Please briefly identify any non-monetary costs and benefits.

The outputs from the study will inform the Local Development Plan Strategy, which will provide the spatial framework to promote growth in the Council Plan area up to 2032. It will provide the evidence to guide the detailed planning policies for the Council.

6. Risks

Please indicate if there are any notable risks associated with the project/acquisition.

The non-completion of the study and the non-delivery of the report would mean the Local Development Plan could not progress. While not as critical as above, any delays in the completion of the study and the subsequent delivery of the report would delay the production of the Local Development Plan as well as meaning that planning decisions would not be informed by robust and up to date information.

7. Monitoring and Evaluation

Please identify who will be responsible for monitoring the project/asset. Also indicate how and when performance will be evaluated.

Senior Planning management will be in regular contact with the successful tenderer throughout the study. This is most likely to be performed at Senior Planner level with appropriate input from the Principal Planning Officer as well as the Director, if so required. At the intended Inception meeting the Unit would clearly set out its requirements and seek various commitments from the successful tenderer. This meeting would also set out the required timeframes for the delivery of any draft reports required in order to monitor progress. Any potential problem issues will be identified through these draft reports and any associated subsequent meetings. Depending on the relative situations the Team may also seek more regular updates most likely by way of email from the successful tenderer.

8. Financing

Please indicate how the project/acquisition will be financed.

The intention is that this project will be funded from within the existing LDP financial allocation.

9. Equality

Has this policy been screened and (depending on the screening outcome decision) consideration given to undertaking an Equality Impact Assessment (EQIA)?
Yes/No YES

An initial equality screening assessment was carried out on the Preferred Options Paper in terms of how the preferred options will impact upon Section 75 Groups. In conclusion it was anticipated that the Preferred Options Paper would have no adverse impact with regards to inequality and an Equality Impact Assessment is not required. However a full EQIA of policies in the Plan Strategy will be required at a future date prior to the publication of the draft Plan Strategy (anticipated early 2019).

Note that policy in the context of Section 75 covers all the ways in which a public authority carries out or proposes to carry out its functions relating to NI. Policies include unwritten as well as written policies.

If further information or clarification is required please contact the Equality Officer.

Appendix C: -Financial Appraisal Pro-forma for Use on Projects with an
Estimated Cost Between £30,000 & £100,000

The aim of the pro-forma is to provide an adequate record of the economic and financial factors that are considered in deciding whether or not an investment is worthwhile. For this reason the questions should be answered as comprehensively as possible. A checklist is included as Appendix C to ensure that the pro-forma has been completed to a satisfactory standard and supports the case to award grant assistance to the project.

The pro-forma follows the Treasury's 'Green Book'. It is not however a substitute for it.

General Information

i) **Name of Project:** Population and Housing Growth and HGI Assessment

ii) **Spending Department:** Local Plan Team – Service Transformation

iii) **If applicable, details of other project funders:**
Own Funds: Service Transformation

Government Departments: _____

Others: _____

iv) **Financial Appraisal prepared by:** Peter McFadden Date: 4 June 2016

1. Introduction and Need

Please provide a brief explanation of what the expenditure is for and why it is needed. What would the implications be if project/acquisition does not proceed?

Lisburn & Castlereagh City Council is currently preparing a new Local Development Plan (LDP) for the Council area. The Plan will set out development proposals for the 15-year period (2017 to 2032). A major issue for the Plan Strategy will be establishing the appropriate level of population and housing growth and the allocation of housing land to support this growth.

This study will provide independent expert advice to help inform the appropriate level of growth and associated housing allocation to be set out in the Plan Strategy. The report arising from the study is critical to the success of the Local Development Plan and it will be presented to Council following receipt.

If the project was not to proceed it would leave an evidential gap in relation to the robustness of up to date information upon which policy may have been made. This could result in failure to satisfy the “soundness test” applied at Independent Examination.

2. Objective and Constraints

Please state the objective of the project and indicate if there are any constraints to be considered.

The Study is required to provide independent expert advice on a number of key areas to include:-

- A review of the current population and housing baseline
- An assessment of the current Housing Growth Indicator Methodology
- The provision of a robust strategy for housing allocation across the Council area
- An assessment of housing need and the housing market area

No constraints have been reasonably identified.

3. Options

Please identify if there are any alternative options and provide a brief explanation as to why these have not been considered further.

- Option 1- Do Nothing. This is not a practical option as this study is required in order to form an integral part of the LDP's evidence base around the allocation of housing over the plan period.
- Option 2 – Carry out in the Planning Unit. This is not a practical option as this is a specialised area of work. There is no existing expertise within the Planning Unit nor can anyone be realistically trained in this area within the timeframe required.
- Option 3 – Carry out in another part of Council. This is not a practical option for the same reasons as outlined at option 2 above.

4. Monetary Costs and Benefits

Please state the monetary cost of the project/acquisition. A sentence should also be included to explain how this cost has been estimated e.g. previous experience. If there are any monetary benefits, these should be included here.

The available housing growth indicator figures must be independently verified in order to be used and relied upon at the independent examination of the Local Development Plan. As this is a specialist piece of work costs for the actual study itself are projected to be approx. £40,000. As this specific project has not been previously put out to tender by Council a more accurate estimated cost is not known. In seeking to estimate an appropriate cost projection it must be noted that experience in this area of work is critical for the successful delivery of this project. Such specialist advice is likely to be expensive.

By way of potential additional expenditure, the successful tenderer may be required to appear at the subsequent Independent Examination. It is estimated that a fee of approx. £500 per day for appearance at Independent Examination may be appropriate. As housing projections and allocations are key areas of any strategy up to 20 days may be required depending on the number and type of representations received in relation to the plan strategy and subjected to Independent Examination. The approx. cost for this work is therefore estimated at £10,000.

Total costs for the overall project could therefore be approx. £50,000. By way of justification of such potential spend, this report will form an integral part of the LDP's evidence base around the allocation of housing over the plan period.

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Outline the costs of the project over the next 3 years in the following table. Insert extra columns for additional years.

Preferred Option			
Costs and Benefits	Year 1	Year 2	Year 3
	2018/19	2019/20	2020/21
Capital Costs			
Total Capital Cost			
Recurrent Costs			
Population and Housing Growth and HGI Assessment	40,000	NIL	10,000
Total Recurrent Cost	40,000	NIL	10,000
Total Cost (A)	40,000	NIL	10,000
Benefits			
Total Benefits (B)			
Total Costs (A-B)*	40,000	NIL	10,000

5. Non-Monetary Costs and Benefits

Please briefly identify any non-monetary costs and benefits.

<p>The outputs from the study will inform the Local Development Plan Strategy, which will provide the spatial framework to promote growth in the Council Plan area up to 2032. It will provide the evidence to guide the detailed planning policies for the Council.</p>
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6. Risks

Please indicate if there are any notable risks associated with the project/acquisition.

The non-completion of the study and the delivery of the report would mean the Local Development Plan could not progress.
While not as critical as above, any delays in the completion of the study and the subsequent delivery of the report would hold back the production of the Plan Strategy of the Local Development Plan.

7. Monitoring and Evaluation

Please identify who will be responsible for monitoring the project/asset. Also indicate how and when performance will be evaluated.

Senior Planning management will be in regular contact with the successful tenderer throughout the study. This is most likely to be performed at Senior Planner level with appropriate input from the Principal Planning Officer as well as the Director, if so required.
At the intended Inception Meeting the Unit will clearly set out its requirements and seek various commitments from the successful tenderer. This meeting will also set out the timeframes for the delivery of any draft reports required in order to monitor progress. Any potential problem issues will be identified through these draft reports.
Meetings may also be organised depending on the circumstances in order to monitor and evaluate progress.
Similarly depending on the circumstances, the Team may also seek more regular updates, most likely by way of email, from the successful tenderer.

8. Financing

Please indicate how the project/acquisition will be financed.

The intention is that this project will be funded from within the existing LDP financial allocation.

9. Equality

**Has this policy been screened and (depending on the screening outcome decision) consideration given to undertaking an Equality Impact Assessment (EQIA)?
Yes/No**

An initial equality screening assessment was carried out on the Preferred Options Paper in terms of how the preferred options will impact upon Section 75 Groups. In conclusion it was anticipated that the Preferred Options Paper would have no

adverse impact with regards to inequality and an Equality Impact Assessment is not required. However a full EQIA of policies in the Plan Strategy will be required at a future date prior to the publication of the draft Plan Strategy (anticipated early 2019).

Note that policy in the context of Section 75 covers all the ways in which a public authority carries out or proposes to carry out its functions relating to NI. Policies include unwritten as well as written policies.

If further information or clarification is required please contact the Equality Officer.