Lisburn & Castlereagh
Community
ACTION PLAN 2018 2019

Theme 2: The Economy

Outcome 2

Everyone benefits from a vibrant economy

LCCC
Lisburn &
Castlereagh
City Council

Lisburn & Castlereagh
**Strategic Community
Planning Partnership**

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Action 1.1 *Start-Ups*

Why are we doing it?	What is our target?	How are we going to achieve it?
2.1.1 There is a need to create more start-up businesses (in 2014 there were 180 new business start-ups: 16 per 10,000 population), the second lowest out of all council areas and the employment rate of 16-64 year olds in 2016 was 75.3%, a reduction from 77% in 2011	**2.1.1** Create at least 525 sustainable jobs and 581 business start-ups over 3 years and six months	**2.1.1** Deliver annual NI Business Start-up Programme **2.1.1** Develop a shared space in Lisburn city centre for start ups **2.1.1** Take advantage of City Deal opportunities
2.1.2 There is a lack of cohesiveness between Council and Enterprise Agencies in the field of enterprise development	**2.1.2** Create conditions for cohesiveness between the Council and Enterprise Agencies	**2.1.2** Explore the opportunity for strategic collaboration to develop a memorandum of understanding between council and Enterprise Agencies to develop entrepreneurship and employability by March 2018
2.1.3 There is a lack of diversity and under-representation from disadvantaged areas in business start-ups	**2.1.3** Create opportunities in the harder to reach areas **2.1.3** Develop diverse jobs to reflect under-represented groups	**2.1.3** Commence development of locality plans by March 2019

Who is going to do it?

- **LCCC (Hazel King)**
- Community and voluntary sector
- Enterprise agencies
- Enterprise NI
- Invest NI/ERDF
- Prince's Trust
- SERC
- The Waterways College
- Women in Business
- Young Enterprise

What resources do we need to do it?

- Can be delivered within existing resources

What supporting outcomes does this address?

- New businesses and social enterprises are created and existing ones grow, employing more people

- Our local workforce is equipped with the right skills to secure employment and / or start a business

- Income inequality is reduced

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Action 2.2 *Business Growth*

Why are we doing it?	What is our target?	How are we going to achieve it?
2.2.1 There is a need to grow capacity within local businesses to realise their full potential and to equip new businesses to be future-proof and take opportunities to grow	2.2.1 Increase overall number of jobs 2.2.1 Increase GVA growth 2.2.1 Increase VAT registrations	2.2.1 Deliver a series of business development support initiatives in a programme reviewed annually 2.2.1 Annual review in September held with stakeholders (stakeholder forum established) 2.2.1 Develop a Forum for agents to discuss development potential by June 2018
2.2.2 There aren't enough people with the right skills at the right levels to support business growth	2.2.2 Increase level of inward investment	2.2.2 Draw up a series of programmes to increase opportunities for matching skills to local employment, to be reviewed annually
2.2.3 Need ability to respond to market demands on skills, expertise and export and there is a need to maintain existing businesses	2.2.3 Increase growth in export sales	2.2.3 Engage with LDP team for policies around land zoning for business growth by March 2018 2.2.3 Advocate improved infrastructure (including digital) by March 2018 2.2.3 Carry out a review of localised skills shortages by June 2018
2.2.4 Brexit may create opportunities but there is also a need to mitigate against potential risks	2.2.4 Improve local business performance	2.2.4 Publish a Pitch Book detailing development potential by September 2018 2.2.4 Draw up demand-led programme to increase opportunities to help with business growth, reviewed annually

Who is going to do it?

- **SERC (Richard Armstrong)**
- CPD
- DfI
- InterTrade Ireland
- Invest NI/ERDF
- LCCC (Hazel King)
- LEAs
- LDP team
- Lisburn Chamber of Commerce
- Local Private Sector
- The Waterways College

What resources do we need to do it?

- Support from DfE and DfI

What supporting outcomes does this address?

- Our local workforce is equipped with the right skills to secure employment and/or start a business

- New businesses and social enterprises are created and existing ones grow, employing more people

- Income inequality in reduced

- Our transport and digital infrastructure supports our economy and our people

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Action 2.3 *Tourism Strategy*

Why are we doing it?	What is our target?	How are we going to achieve it?
2.3.1 There is a need to ensure LCCC is linked to the national tourism strategy	**2.3.1** Maximise level of spend on infrastructure **2.3.1** Integrate the LCCC Tourism Strategy with the National Tourism Strategy	**2.3.1** Engage all partners in planning and delivery of the Tourism Strategy **2.3.1** Develop tourism forum by March 2019
2.3.2 Lisburn Castlereagh has great tourism potential based on its natural and built environments but these are currently not maximised	**2.3.2** Increase number of visitors **2.3.2** Increase level of investment	**2.3.2** Progress existing planned tourism projects **2.3.2** Draw up sector specific tourism and hospitality skills development programme by June 2018
2.3.3 Interdependencies currently are not managed efficiently - lack of collaborative approach to tourism sector	**2.3.3** Increase number of tourism related jobs **2.3.3** Increase skills in the sector	**2.3.3** Develop programme to get a cohesive approach and buy-in from all stakeholders by June 2018
2.3.4 Hillsborough Castle led by HRP is a regionally significant project	**2.3.4** Attract 200,000 visitors to Hillsborough Castle by 2020	**2.3.4** Work with HRP to prepare for the opening of Hillsborough Castle to attract visitors
2.3.5 From 2015 to 2016 the number of nights spent on overnight trips in Lisburn and Castlereagh fell by 17%	**2.3.5** Increase number of overnight stays	**2.3.5** Encourage the development of a hotel in Lisburn
2.3.6 Need to increase the average spend (in 2016 £27.2m was spent on overnight trips in Lisburn and Castlereagh which was 3% of the NI total)	**2.3.6** Increase spend and increase number of out of state visitors	**2.3.6** Implement the tourism strategy to increase visitor numbers

Who is going to do it?

- **LCCC (Andrew Kennedy)**
- DAERA
- DfC
- DfI
- HRP
- Lagan Navigation Trust
- Local communities
- People 1st
- SERC
- The Waterways College
- TourismNI
- Tourism industry (providers)
- Visit Belfast

What resources do we need to do it?

- Capital investment fund – from all partners

- Ongoing revenue funding for operational costs

What supporting outcomes does this address?

- There is growth in tourism based on our natural and historic assets with a focus on international visitors

- New businesses and social enterprises are created and existing ones grow, employing more people

- Income inequality is reduced

- Our transport and digital infrastructure supports our economy and our people

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Action 2.4 *Social Enterprise*

Why are we doing it?

2.4.1 Social enterprises provide important opportunities to develop skills confidence and create employment

2.4.2 There is potential to grow the social enterprise network

2.4.3 There is a need to assist the voluntary sector and other entrepreneurs to set up social enterprises

What is our target?

2.4.1 Increase social enterprise opportunities

2.4.2 Maintain and grow 22 social enterprises as a result of the project by March 2018

2.4.3 Ensure dispersal of benefits from a range of enterprises and innovations

How are we going to achieve it?

2.4.1 Engage with Social Enterprise NI to support local communities

2.4.1 Advocate for a direct awards procurement initiative

2.4.1 Investigate opportunities to expand on the success of the social enterprise hubs

2.4.2 Establish baseline report on social enterprises in area by June 2018

2.4.2 Implement a series of social enterprise programme initiatives by September 2018

2.4.3 Share best practice models and engage more volunteers from community sector

Who is going to do it?

- **DfC (Sharon Polson/Lorraine Gallagher)**
- DfC
- Inspire
- LCCC (Hazel King)
- LEAs
- Local community – Resurgam, Atlas
- NICVA
- Social Enterprise NI
- TWC / LNT
- Work West

What resources do we need to do it?

- No additional resources

What supporting outcomes does this address?

- New businesses and social enterprises are created and existing ones grow, employing more people

- Income inequality in reduced

- There is community ownership and management of local assets and facilities

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Action 2.5 *Hotel Development*

Why are we doing it?

2.5.1 From 2012 to 2015, Lisburn and Castlereagh had the lowest number of overnight trips across all council areas, and, in 2016, it had the second lowest number of overnight trips

2.5.2 Lisburn Castlereagh is adversely affected by the 10 mile radius rule around Belfast

2.5.3 There is an under supply of bed spaces, further restricted by policy

2.5.4 LCCC area has four hotels, Belfast has 33, Ards and North Down has seven and Antrim and Newtownabbey has ten

What is our target?

2.5.1 & 2.5.3 Increase commercial hotel bed stock numbers, jobs, visitor trips, bed nights and tourism revenue to the area

2.5.2, 2.5.3 & 2.5.4 Get commitment for investment on at least two hotel developments in LCCC area

How are we going to achieve it?

2.5.1, 2.5.3 & 2.5.4 Council to lead on delivery of an opportunity to build a city centre hotel which will lead post-investment decision to an integrated action plan around skills, tourism and community engagement

2.5.1, 2.5.3 & 2.5.4 To have agreement on investment by June 2018

2.5.1, 2.5.3 & 2.5.4 Have an action plan by March 2019

2.5.1, 2.5.3 & 2.5.4 Successfully market a vacant site within Lisburn City Centre

2.5.1, 2.5.2, 2.5.3 & 2.5.4 Include social clauses in capital projects which are public sector projects

Who is going to do it?

- **LCCC (Paul McCormick)**
- CPD
- DfE
- InvestNI
- Private sector
- SERC
- Tourism NI

What resources do we need to do it?

- No additional resources

- A subvention is required

What supporting outcomes does this address?

- There is growth in tourism based on our natural and historic assets with a focus on international visitors

- New businesses and social enterprises are created and existing ones grow, employing more people

- Our transport and digital infrastructure supports our economy and our people

- Our local workforce is equipped with the right skills to secure employment and / or start a business

How will the actions be monitored?

The Community Planning Partnership is required to make arrangements to monitor progress against meeting the Community Plan outcomes, and the effectiveness of the actions taken for the purpose of achieving those outcomes. The Council must publish a statement once every two years on actions taken and outcomes achieved and community planning partners must provide the Council with relevant information to enable the Council to collate the information. The first statement must be produced by May 2019.

It is the responsibility of each appropriate partner to report feedback and monitoring to the lead partner for any action. The lead partner will report to the chairperson of the TAP Group, who will report to the SCPP. There will be an annual review of statistics therefore monitoring will take place every six months if necessary in order to assess if actions are achievable, relevant and making a difference. If actions are failing to achieve outcomes, reprioritising will happen.

Therefore, it is of benefit to the representatives of the Council, statutory partners and support partners to gain an understanding of the various roles, remits and responsibilities of their respective organisations including their legal duties, resource limitations and accountabilities to other agencies as early as possible in the process. Regular reporting gives partner organisations opportunities to raise concerns about deliverability at an early stage.

Where agreed actions are not being progressed, reasons for this should be reviewed with the partners and appropriate action taken to assist progress or amend the Action Plan. The Council is responsible for accountability to the public by publishing a statement on progress every two years.

Abbreviations:-

AED	Automated External Defibrillators		HRP	Historic Royal Palaces
AF	Age Friendly		LAC	Looked After Children
ASIST	Applied Suicide Intervention Skills Training		LBAP	Local Biodiversity Action Plan
BHSCT	Belfast Health & Social Care Trust		LCCC	Lisburn & Castlereagh City Council
BRT	Belfast Rapid Transit		LDP	Local Development Plan
CCMS	Council for Catholic Maintained Schools		LEAs	Local Enterprise Areas
CP	Community Planning		LNT	Lagan Navigation Trust
CPD	Central Procurement Department		NIAS	NI Ambulance Service
CPR	Cardiopulmonary Resuscitation		NICVA	Northern Ireland Council for Voluntary Action
C-SAW	Castlereagh Safe and Well programme		NIFRS	NI Fire & Rescue Service
CYPSP	Children and Young People's Strategic Partnership		NIHE	NI Housing Executive
DAERA	Department of Agriculture, Environment and Rural Affairs		NIYLT	NI Young Life and Times Survey
DEA	District Electoral Area		OHCA	Out of Hospital Cardiac Arrest
DfC	Department for Communities		ONC	Ordinary National Certificate
DfE	Department for Education		ORNI	Outdoor Recreation NI
DfI	Department for Infrastructure		PAD	Public Access Defibrillator
DIIB	Dundonald International Ice Bowl		PCSP	Policing and Community Safety Partnerships
DoJ	Department of Justice		PHA	Public Health Agency
DTNI	Development Trust NI		PSNI	Police Service NI
EANI	Education Authority NI		RDP	Rural Development Plan
EIL	Early Intervention Lisburn		SCPP	Strategic Community Planning Partnership
ERDF	European Regional Development Fund		SEHSCT	South Eastern Health & Social Care Trust
FSME	Free School Meals Entitlement		SERC	South Eastern Regional College
GVA	Gross Added Value		TWC	The Waterways College
HCN	Housing Community Network		VAT	Value-Added Tax
HLF	Heritage Lottery Fund		YMCA	Young Men's Christian Association