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LISBURN & CASTLEREAGH CITY COUNCIL

Island Civic Centre
The Island
LISBURN
BT27 4RL

7 September, 2017

Chairman: Alderman D Drysdale

Vice-Chairman: Alderman S P Porter

Aldermen: W J Dillon MBE, A G Ewart MBE, M Henderson MBE,
S Martin, J Tinsley

Councillors: R T Beckett, D J Craig, O Gawith, A Grehan, B Harvey,
U Mackin and A Redpath

Ex Officio The Right Worshipful the Mayor, Councillor T Morrow
Deputy Mayor, Councillor H Legge

The Bi-Monthly Meeting of the **Capital Projects Committee** will be held in the **Cherry Room, Island Civic Centre, The Island, Lisburn, on Tuesday, 12 September, 2017 at 5.30 pm** for the transaction of business on the undernoted Agenda.

Hot food will be available from 5.00 pm in the **Members' Suite**.

You are requested to attend.

DR THERESA DONALDSON
Chief Executive
Lisburn & Castlereagh City Council

AGENDA

1. Apologies
2. Declarations of Interest
3. Minutes – Meeting of Committee held on 12 June, 2017 (copy attached)
4. Report by Chief Executive
 - 4.1 Hotel – Activities Update
 - 4.2 Belfast Region City Deal Project
 - 4.3 Dundonald International Ice Bowl
 - 4.3.1 Site Visits – Update
 - 4.3.2 Activities Update
 - 4.3.3 Development Options and Next Steps
 - 4.4 Knockmore Link Road Update
 - 4.5 Laganbank Quarter
 - 4.6 Away Day – 17 August 2017
 - 4.7 Strategic Investment Board (SIB) Agreement
5. Confidential Business – “In Committee”
 - 5.1 Hotel Development Update (confidential due to containing information (a) relating to the financial and business affairs of any particular person (including the Council holding that information); and (b) in relation to which a claim to legal professional privilege could be maintained in legal proceedings)

Members are requested to go to the Confidential Folder to access the Capital Projects Committee confidential report

6. Any Other Business

To: Members of Lisburn & Castlereagh City Council

LISBURN & CASTLEREAGH CITY COUNCIL

Minutes of the proceedings of the Capital Projects Committee held in the Island Civic Centre, Lisburn, BT27 4RL on Monday 12 June 2017 at 7.00 pm

PRESENT:

Alderman J Tinsley, Chairman

Deputy Mayor
Alderman S Martin

Aldermen W J Dillon MBE, D Drysdale, A G Ewart,
M Henderson MBE, and S P Porter

Councillors R T Beckett, J Craig, O Gawith, A Grehan,
B Hanvey, U Mackin, T Morrow, A Redpath

OTHER MEMBERS:

Councillor A McIntyre

IN ATTENDANCE:

Lisburn & Castlereagh City Council

Chief Executive
Director of Environmental Services
Director of Leisure & Community Services
Director of Service Support
Director of Service Transformation
Lead Head of Planning & Building Control
Head of Economic Development
Head of Finance & IT
Head of Sport Services
Policy Officer
PA to Chief Executive

Strategic Investment Board (Observers)

Mr Kyle Alexander
Mr Alan McVicker

Blaris – Presentation

Mr Robin Guthrie, Cherton Enterprises
Mr Patrick Heffron, Neptune Group
Mr Clyde Shanks, Clyde Shanks Planning Development

McKinney Group Presentation

Mr Billy McKinney, McKinney Group
Mr Robin Guthrie, Cherton Enterprises
Mr Greg Vaughan, McKinney Group

1 Apologies

It was agreed to accept apologies for non-attendance at the meeting on behalf of The Right Worshipful the Mayor, Councillor B Bloomfield.

2. Declarations of Interest

The Chairman invited Members to declare any Conflicts of Interest they might have in relation to the business of the meeting and reminded them of the requirement that they complete Declaration of Interest forms in this regard, which had been provided at the meeting.

During the course of the meeting a Declaration of Interest form was completed by Alderman M Henderson in connection with his membership of the Local Commissioning Group relating to the Dundonald International Ice Bowl.

3. Minutes

It was agreed that the Minutes of the meeting of Committee held on 14 March 2017, as adopted by the Council at its meeting on 28 March 2017, be confirmed and signed.

4. Report from the Chief Executive

It was agreed that the report and recommendations of the Chief Executive be adopted, subject to any decisions recorded below:-

Whilst noting that the Operational Partnership Agreement between the Strategic Investment Board (SIB) and the Council was to be considered at a meeting of the Corporate Services Committee to be held on 13 June, it was agreed that Mr Alan McVicker and Mr Kyle Alexander from SIB be invited to join the meeting in an observer capacity.

4.1 Site Visits

4.1.1 Visit to Woking Borough Council

It was agreed to note the report in regard to the visit to Woking Borough Council held on 27 April 2017.

The Chairman, Alderman J Tinsley, expressed his thanks to the Chief Executive for the organisation of this visit and for the report which had been prepared.

4.2 Department for Infrastructure – Knockmore Link

It was agreed to note the contents of correspondence from the Department for Infrastructure which had been received following the Council Officer meeting with the senior team at the Department to discuss the Knockmore Link.

4.3 Away Day

It was agreed to note that arrangements be made to hold an Away Day on 11 September 2017 commencing at 4.30 pm for the purposes of discussing the Capital Programme and Corporate Plan.

5 Confidential Business

The Chairman advised that the following items were required to be received “In Committee” and in keeping with normal practice he outlined the reasons for confidentiality each item of business, as follows:

Knockmore Link Road – confidential due to containing information which is likely to reveal the identity of an individual and relating to the financial or business affairs of any particular person (including the Council holding that information)

Dundonald International Ice Bowl – confidential due to containing information which is likely to reveal the identity of an individual and relating to the financial or business affairs of any particular person (including the Council holding that information)

Hotel Development – confidential due to containing information which is likely to reveal the identity of an individual and relating to the financial or business affairs of any particular person (including the Council holding that information)

Laganbank Quarter Development Scheme Update – confidential due to containing information which is likely to reveal the identity of an individual and relating to the financial or business affairs of any particular person (including the Council holding that information)

Visit to Stranraer – confidential due to containing information which is likely to reveal the identity of an individual and relating to the financial or business affairs of any particular person (including the Council holding that information)

Strategic Investment Board (SIB) – Operational Partnership Agreement – confidential due to containing relating to the financial or business affairs of any particular person (including the Council holding that information)

“In Committee”

It was proposed by Councillor A Grehan, seconded by Councillor A Redpath and agreed to go “in committee” for the purposes of discussing the above items.

5.1 Presentations

5.1.1 Knockmore Link

The Chairman welcomed the following representatives who had been invited to the meeting in order to present on the above:-

- Mr Robin Guthrie, Cherton Enterprises
- Mr Patrick Heffron, Neptune Group
- Mr Clyde Shanks, Clyde Shanks Planning Development

Mr Robin Guthrie, Cherton Enterprises, expressed his thanks to the Committee for affording them the opportunity to attend.

Mr Shanks provided background information to this project and with the aid of PowerPoint gave details in regard to the following:-

- project vision
- the site in context
- planning progress
- land use and concept masterplan
- finance and delivery of M1-Knockmore Link Road

The deputation responded to various enquiries by Members in regard to planning and finance issues. In particular, they advised that discussions were ongoing in regard to the overall junction improvement along the Knockmore Link route.

The Deputy Mayor, Alderman S Martin, entered the meeting at this point. (7.39 pm).

The Chairman thanked the deputation for their attendance and they then left the meeting.

Members welcomed the proposed development of the Knockmore Link and agreed that further information be brought back to the next meeting of the Committee in September in regard to financial modelling.

During the above discussions, Councillor A Redpath left the meeting at 7.51 pm and re-entered at 7.53 pm.

5.1.2 Dundonald International Ice Bowl (DIIB)

5.1.2.1 Officer Presentation

At the outset, the Director of Leisure & Community Services referred to the fact finding visit which had taken place to Stranraer on 13 April 2017 where a Council delegation had met and received a presentation from Dumfries & Galloway Council in regard to a major development being taken forward.

With the aid of PowerPoint, the Director of Leisure & Community Services, in conjunction with the Head of Finance & IT, provided the following information to Members:-

- an indication of the historic & projected running costs for DIIB
- an indication of annual borrowing costs
- an outline of the redevelopment scheme proposed for DIIB together with the estimated capital cost as at 7 May 2014
- a number of possible study visit locations to inform project development

During discussions which ensued, the Director of Leisure & Community Services highlighted details relating to increased operating costs at DIIB and, in referring to the life-expectancy of the building, drew attention to comments contained within the building condition survey which had been undertaken as part of the Estates Strategy.

During the above discussions, Alderman M Henderson left the meeting at 8.19 pm and returned at 8.25 pm. Councillor A McIntyre left the meeting at 8.35 pm and returned at 8.37 pm.

Councillor A McIntyre left the meeting at this point. (8.46 pm).

5.1.2.2 McKinney Group

The Chairman welcomed the following representatives who had been invited to the meeting to present on potential solutions for the delivery of the project at DIIB.

- Mr Billy McKinney, McKinney Group
- Mr Robin Guthrie, Cherton Enterprises
- Mr Greg Vaughan, McKinney Group

With the aid of PowerPoint, Mr McKinney provided information and responded to various enquires from Members in regard to the following issues:-

- Background to McKinney Group
- Stranraer Waterfront – JV with Dumfries & Galloway Council – LABV
- DIIB renewal and how the McKinney Group could assist in providing this
- Local Asset Backed Vehicle (LABV) benefits
- Lease and funding process

Alderman A G Ewart left the meeting during the above at 9.21 pm and returned at

9.23 pm.

The Chairman thanked the deputation for their attendance and they then left the meeting. (9.23 pm).

5.1.2.3 Discussion

Following discussions, it was proposed by Alderman S P Porter, seconded by Councillor T Morrow and agreed that in light of the financial information provided on current maintenance costs, the Council move forward with the re-development of Dundonald International Ice Bowl. Members accepted that the ice-rink should form the anchor activity within the development.

Alderman W J Dillon expressed his abstention from the above decision.

It was further agreed that, in order to inform the decision-making process:-

- information be provided on current and potential income streams for related activities within DIIB together with details on the outstanding amount in terms of capital financing
- arrangements be made for visits to recently developed leisure sites to gain a wider perspective on current leisure market developments and to assist in formulating the Dundonald redevelopment scheme
- further options be provided for development of financial models, resourcing of the project and a recommended process for taking forward the scheme
- the legal advice be re-circulated to Members
- the potential for health and wellbeing elements within the project be explored
- information be provided on opportunities for private sector involvement in the re-development
- the information on rental yields from the previous scheme be updated

The Deputy Mayor, Alderman S Martin left during the above discussions. (9.43 pm).

Councillor A Grehan left the meeting at 9.58 pm.

5.1.3 Hotel Development – Officer Update

With the aid of PowerPoint, the Head of Economic Development, outlined the present position in regard to the progression of the city centre hotel development proposal.

It was agreed to proceed to the next steps, as outlined in the presentation, with a view to providing a further update at the September Committee.

Alderman W J Dillon, Alderman M Henderson and Councillor B Hanvey left the meeting at this point. (10.18 pm)

5.2 Laganbank Quarter Development Scheme Update

Having noted the update report in regard to the above, it was agreed that Officers proceed to prepare a Development Framework for the future development of Laganbank Quarter.

5.3 Visit to Stranraer – 13 April 2017

It was agreed to note the report in regard to the above.

5.4 Strategic Investment Board (SIB) – Partnership Agreement

As referred to earlier in the meeting, it was agreed to note that the above matter was being presented to the Corporate Services Committee meeting to be held on 13 June 2017 for consideration.

Other Matters

It was agreed to remain “in committee” for the purposes of receiving a verbal item from the Director of Leisure & Community Services in regard to the following:-

Acquisition of Land at entrance to Dundonald International Ice Bowl – confidential due to containing information which is likely to reveal the identity of an individual and relating to the financial or business affairs of any particular person (including the Council holding that information)

5.5 Acquisition of Land at Entrance to Dundonald International Ice Bowl

Members noted an unsolicited expression of interest which had been received through a commercial agent for the acquisition of land at the entrance to Dundonald International Ice Bowl.

It was agreed that further information be obtained by Officers in regard to this matter and a report brought back to the Committee.

Resumption of Normal Business

It was proposed by Alderman S P Porter, seconded by Alderman D Drysdale and agreed to come out of committee and normal business was resumed.

6 Next Steps

The next steps for individual projects had been outlined during the course of the meeting.

7 Any Other Business

There was no further business.

The Chairman, Alderman J Tinsley, expressed his thanks to Members and Officers for their attendance.

There being no further business for consideration the meeting terminated at 10.27 pm.

Mayor/Chairman

LISBURN & CASTLEREAGH CITY COUNCIL
CAPITAL PROJECTS COMMITTEE – 12 SEPTEMBER 2017

REPORT BY CHIEF EXECUTIVE

PURPOSE AND BACKGROUND

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

The following decisions are required:-

1.	To note the information in regard to the City Centre Hotel project.
2.	To note the list of potential projects submitted by LCCC in regard to the Belfast Regional City Deal project.
3.	To note the information regarding site visits relating to Dundonald International Ice Bowl, and to confirm nominations to participate in the upcoming fact finding visit planned for 28 th & 29 th September 2017. To also note the activities update and information relating to the Development Options and Next Steps for DIIB.
4.	To note the Activities Update in regard to the Knockmore Link.
5.	To note the information regarding the Laganbank Quarter.
6.	To note the progress report from the Away Day held on 17 th August.
7.	To note the contents of the report detailing progress made in adopting the Strategic Investment Board's Operational Planning Agreement.

FOR NOTING

1. HOTEL –ACTIVITIES UPDATE

Attached under **APPENDIX 1** is a copy of an Activities Update in regard to the above project.

Recommendation

It is recommended to note the contents of the attached.

2. BELFAST REGION CITY DEAL PROJECT

Attached at **APPENDIX 2A** is a copy of the list of potential projects which have been submitted by Lisburn & Castlereagh City Council in regard to the above.

A copy of the presentation which was made by KPMG at the meeting of the Economic Opportunities Group meeting to discuss the Belfast Regional City Growth Deal held on 1 September 2017 is also attached under **APPENDIX 2B** .

Recommendation

It is recommended to note the above information.

3. DUNDONALD INTERNATIONAL ICE BOWL

3.1 Site Visits – Update

As previously agreed by the Committee, the first of two fact finding visits to England to assist in developing the “facilities mix” for the redevelopment of Dundonald International Ice Bowl took place on 1st & 2nd August 2017. This first visit focused on a number of facilities in the north of England. A second visit is scheduled for 28th & 29th September 2017 and will focus on facilities in London and south east England. The Committee is asked to confirm whether, in the interests of continuity, it wishes to nominate the same Members to participate in the second visit as were involved in the first.

At the conclusion of the second visit a composite report will be prepared for Committee consideration making recommendations in respect of the facilities mix and providing any other useful information gleaned from the visits.

Recommendation

It is recommended Members note the above and confirm nominations to participate in the fact finding visit planned for 28th & 29th September 2017

3.2 Activities Update

Attached under **APPENDIX 3** is a copy of an Activities Update in regard to the above project.

Recommendation

It is recommended to note the contents of the attached.

3.3 Development Options and Next Steps

Members may recall at the September Investment Programme workshop the staged approach to key capital investment decisions. Within the staged approach this project is positioned under Stage 4 reflecting the in principle investment decision taken by Council in June. See **APPENDIX 4**. This positioning also reflects the Members’ desire to minimise the level of nugatory expenditure by the former Castlereagh Council by building on, where possible, the investment to date. However given the time lapse, legislative changes and the changes in the market, there is a need to refresh the financial appraisal process at this stage.

Outlined under **APPENDIX 5** is a programme for carrying out the review of these processes. This work has already commenced using the SIB associate services. The programme also allows for the examination of the various delivery options, including a direct contracted solution or a public private partnership approach. However it is critical at the earliest possible opportunity that a decision is made in regard to the facilities mix for the new centre.

Members should also note that given their 'in principle' investment decision officers are proposing that the wider site should now be considered as a development opportunity. The Department for Communities have verbally indicated their support for this concept and would be willing to support the Council's efforts to redevelop this Council region within the context of the already agreed Castlereagh Strategic Framework. Members should note that officers have already received two additional unsolicited approaches from developers interested in sites within the zoned area. It is proposed that these wider development opportunities be taken through the October Development Committee.

Recommendation

It is recommended to note update and the contents of the attached.

4. KNOCKMORE LINK ROAD

4.1 Update

Attached under **APPENDIX 6A** is a copy of an Activities Update in regard to the above project. Also attached under **APPENDIX 6B** is a copy of Briefing Note regarding the construction of the Knockmore Link Road.

The formalities of the Pre-Application Notification (PAN) is currently in progress and due to be completed during October. In conjunction with this a pre application discussion meeting is to be scheduled in the next few weeks. This will run concurrently with the PAN planning process. Neptune Ltd have indicated that they are proposing to lodge a full planning application in the autumn. This will be in respect of lands in Neptune's control.

In order to ensure consistency of development contributions across the West Blaris Land, officers are working on a proposition for a Strategic Section 76 Planning Agreement. A fuller report on this proposal and the implication will be brought forward to Members at an appropriate juncture. In addition work continues with key stakeholders such as Department for Infrastructure, Transport NI and others. Council are also in the process of acquiring the services of the Institute of Rates and Revenue Valuation in order to determine the rating impact of this development as whole and potential phasing so as to inform and afford the Members an opportunity for making a contribution toward the development.

Recommendation

It is recommended to note the contents of the attached.

5. LAGANBANK QUARTER

Members will recall that the Committee agreed that officers would proceed to prepare a Development Framework for the future development of this part of the city

centre. The Council, as part of this work, has initiated a Development Appraisal, a Planning Appraisal, and a Potential Risk Assessment for the site. This work is ongoing and will be reported by the end of September, and will run in parallel to work associated with the Car Parking Strategy and Review of the City Centre Masterplan, which are both important in confirming the direction of the Laganbank Quarter Development Framework.

Members are advised that following investment promotion activities at MIPIM UK and Westminster in 2016 and 2017, development interest has been expressed in the site from a GB based third party. This third party has visited the site once earlier in 2017, and another visit is scheduled for the end of September to enable further discussion regarding this potential major mixed-use scheme.

Recommendation

It is recommended that the Committee notes the above.

6. AWAY DAY – 17 AUGUST 2017

Attached at **APPENDIX 7** is a progress report following the Away Day for Elected Members held on 17th August.

Recommendation

It is recommended to note the attached report.

7. STRATEGIC INVESTMENT BOARD (SIB) AGREEMENT

Attached at **APPENDIX 8** is a copy of a report detailing progress made in adopting the Strategic Investment Board's Operational Partnering Agreement.

Recommendation

It is recommended to note the contents of the attached report.

DR THERESA DONALDSON
CHIEF EXECUTIVE
6 September 2017

CASTLE STREET DEVELOPMENT SITE – ACITIVITIES UPDATE (Briefing for Chair & Vice Chair)

Activities	Supplier	Status
Feasibility Study	ASM Howarth	Complete.
Viability Study	ASM Howarth	Draft issued July 2017. Updated document produced August 2017 in light of LPS Red Book valuation.
Legal Advice on Route to the Market	Princeton Masons	Updated legal opinion on public works regulations impact - May 2017. Clarification on outcome of meeting with legal advisors and ASM – June 2017. State aid sufficient mechanism legal advice to August 2017
Arboriculturalist Report on tree condition (the trees on the site are protected by virtue of the Conservation Area designation - permission will be required for any tree removal);	Dr Philip Blackstock Arboriculturalist	Complete.
Archaeological Assessment because of the local historic environment;	Gahan & Long	Complete.
Biodiversity Checklist , with probable requirement for bat and badger surveys;	Corvus Consulting	Due for completion by 8 September 2017.
Planning Appraisal	Donaldson Planning	Complete.

Commercial Development Appraisal	GVA	Due to be completed mid September 2017.
GQRA Risk Assessment	AECOM	Preliminary Risk Assessment (PRA) (desktop study) before carrying out a GQRA. Due for completion end of September 2017. The GQRA will depend on extent of Site investigation surveys required following completion of the PRA.
Site Valuation	McKibbins Commercial Land & Property Services	Independent Valuation Received. Initial Valuation Received 9 August 2017.
Topographical Survey	Trueline Surveys	Complete.
GPR Survey	Trueline Surveys	Complete.
Design and Access Statement (by virtue of Article 6 of the Planning (General Development Procedure) Order NI 2015) and which will need to include a detailed analysis of the site context, history, design objectives etc.		Will be carried out once there is a design proposal for the proposed development.
Landscape and Visual Impact Appraisal , to include photomontages and images from key viewpoints;		Will be carried out once there is a design proposal for the proposed development.

Transport Assessment or Transport Assessment Forms and parking study/servicing plan;		Will be carried out once there is a design proposal for the proposed development.
Drainage Assessment as required by PPS15 because of the scale of development;		Will be carried out once there is a design proposal for the proposed development.
Landscape Management and Maintenance Plan;		Will be carried out once there is a design proposal for the proposed development.
Noise Assessment , to ensure that noise from parking, servicing, functions etc. does not detract from residential amenity.		Will be carried out once there is a design proposal for the proposed development.

Project Information

Section A – Project details

1) Project Name	M1/A1 Link Road
2) Project Sector	Transport Infrastructure
3) Brief Project Description (Please attach any relevant information relating to previous appraisals of the project, including feasibility studies and business cases. Please also include financial models/analyses where available.)	<p>This scheme will enhance the Strategic Highway Network and will facilitate safe and efficient long distance movements of people and freight. It will involve the widening of the M1 between Blacks Road and Sprucefield Regional Shopping Centre with improved connection between the M1 and A1.</p> <p>This is a DfI Transport NI proposal and involves construction of a new motorway flyover link directly between the M1 in the Belfast direction and the A1, and the provision of a new grade separated junction serving Hillsborough. This is to effectively separate strategic traffic from local traffic at Sprucefield. The proposed scheme, which is included in the Strategic Road Improvement Programme, is to provide a high standard link dual carriageway between the M1 motorway and the A1.</p>
4) Promoting authority and contact details of SRO/ Authorised Representative.	<p>DfI Transport NI (Lead)</p> <p>Lisburn & Castlereagh City Council</p> <p>SRO: Donal Rogan, Director</p> <p>donal.rogan@lisburncastlereagh.gov.uk</p>
5) Has this project been committed to (Council approved) by the Authority – if so please give details (for instance, where it forms part of an approved capital plan for which funding has been identified).	Commitment in principle through the West Lisburn Development Framework Plan
6) Project components (i.e. breakdown of works to be undertaken by section) and timeline (where known).	TNI concluded after modelling that two options were worthy of further consideration. These were the Culcavy East route corridor and the Central route

corridor. The former leaves the M1 on the western side of the A1, just to the west of the A101(M) /M1 junctions and connects to the A1 east of where it passes over Culcavy Road. The latter leaves the M1 on its eastern side and bypasses Sprucefield on its eastern side returning to the A1 at the same point as the other option having crossed the A1 south of Sprucefield. The next stage of development for the M1/A1 Link scheme will consider alternative route options within two determined route corridors, resulting in the selection of a preferred option from only one of them.

However, this scheme development is not being progressed at present due to a lack of funding commitment.

Section B – Project geography, benefits summary and status

<p>1) Location of project (provide map, if available) and estimated number of people it is expected to affect.</p>	<p>Link between M1 and A1 Roads at Sprucefield, Lisburn.</p>
<p>2) Which locations would stand to benefit from implementation of the project? <i>Be as specific as possible geographically and state the nature of the anticipated benefits.</i></p>	<p>Road network joining M1 and A1 roads. Main benefit is reduced congestion at the Sprucefield junctions of the M1 and traffic joining the M1 Motorway in peak times.</p> <p>This will benefit commuters; transportation companies; public transport.</p>
<p>3) What problems does the project overcome/address?</p>	<p>As above.</p>
<p>4) Project status (concept, feasibility, business case).</p>	<p>Feasibility.</p>
<p>5) Is the project part of a wider improvement programme and if so how does it integrate with the programme?</p>	<p>The proposed scheme is included in the Strategic Road Improvement Programme</p>

Section C – Project costs

1) What is the estimated total capital cost of the project and over what timeframe will this be incurred?	Cost details unknown at this time.
2) What price base date has been used?	
3) Does the cost estimate include optimism bias ¹ ? If yes, what was the percentage used and on which guidance was this based? If not, please describe the extent of any contingency that has been incorporated (eg to deal with cost over-run).	
4) Has an assessment been made relating to the procurement costs of the project? If yes, provide relevant details including how the project is expected to be procured.	
5) Has an assessment been made of the ongoing revenue implications of the project (including potential operating deficits)? If yes, provide relevant details – identify potential funding relating to operating deficits.	
6) Has an assessment been made relating to the renewal costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	
7) When was the last review of the costs undertaken? When is the next review scheduled?	

¹ Cost uplift percentages for generic project categories which should be used in the absence of more robust primary data/evidence.

8) Is any funding currently committed to the project (provide details including potential timing and source of funding/constraints and conditionality)?	
9) Have any third-party contribution assumptions been made? (if so, please provide details)	

Section D – Project appraisal and governance

1) What level of appraisal work has been carried out on the project to date?	No detailed appraisal work completed to date.
2) What governance procedures are in place for the project?	Transport NI led on early investigatory work to model options but have not developed the project further.

Section E - Planning and development

<p>1) Does the project unlock (e.g. via planning consent) a housing or commercial development?</p> <p>If yes, provide details of:</p> <ul style="list-style-type: none"> a) scale – number of house/residential units by type (if relevant) and/or floor space by type of commercial property (if relevant); b) location; c) property values; d) land ownership; and e) anticipated timings. 	<p>It would unlock access to current commercial and residential development and may lead to investment for this type of development in the future.</p> <p>Undeveloped at this stage.</p>
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Section F – Delivery

1) Delivery timescale – provide an indicative start date for construction (if applicable), taking account of relevant programme milestones.	Unknown at this time.
2) Delivery timescale – provide indicative date for completion of the project, taking account of relevant programme milestones.	Unknown at this time.
3) Would the project require a third party operator? If yes, has a strategy been considered (i.e. extension to existing contract etc)?	Unknown at this time.
4) Which organisation(s) would own the capital assets created/adjusted by the project? Would ownership revert at any point during the project lifetime and if so to whom?	Transport NI.
5) Has the project been subject to public/stakeholder consultation?	Early consultations were completed on the development of the options and testing of the models.
6) Please identify any barriers to delivery.	No financial commitment. Not a priority project for Transport NI.

7) Has a risk assessment been completed for the project?	Unknown at this time.
8) Will any new legislation or additional powers be required to deliver the project? If yes, please state when this is expected to be applied for and awarded.	Unknown at this time.

Bus project and rail projects only

1) Would the project impact on public transport fares? If yes, provide details of expected impacted on fares by mode and area.	
2) Has an assessment been made of the ongoing operating/maintenance costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	
3) Please identify any changes to the capacity of services (specify by service and time period).	
4) Please provide information on the anticipated changes in journey time between key destinations, or at locations affected by the project during peak periods (if relevant). Specify by mode. Information can be expressed in % or absolute terms.	

Project information required

Section A – Project details

1) Project Name	Saintfield Road Relief Road A24
2) Project Sector	Transport Infrastructure
3) Brief Project Description (Please attach any relevant information relating to previous appraisals of the project, including feasibility studies and business cases. Please also include financial models/analyses where available.)	<p>This scheme involves the provision of a link road between the A24 at Cairnshill and the A55 at Newtownbreda, providing relief to existing bottlenecks at A24 Saintfield Road and A24/A55 Outer Ring junction.</p> <p>The proposal for the scheme was included in Belfast Metropolitan Transport Plan but no progress has been made to date.</p>
4) Promoting authority and contact details of SRO/ Authorised Representative.	DfI Transport NI (Lead) Lisburn & Castlereagh City Council SRO: Donal Rogan, Director donal.rogan@lisburncastlereagh.gov.uk
5) Has this project been committed to (Council approved) by the Authority – if so please give details (for instance, where it forms part of an approved capital plan for which funding has been identified).	Draft commitment in principle through the Development Planning process.
6) Project components (i.e. breakdown of works to be undertaken by section) and timeline (where known).	Unknown at this time.

Section B – Project geography, benefits summary and status

<p>1) Location of project (provide map, if available) and estimated number of people it is expected to affect.</p>	<p>This scheme involves the provision of a link road between the A24 at Cairnshill and the A55 at Newtownbreda.</p>
<p>2) Which locations would stand to benefit from implementation of the project? <i>Be as specific as possible geographically and state the nature of the anticipated benefits.</i></p>	<p>The adjoining road network to the A24 Saintfield Road/a24/A55 Outer Ring junctions.</p> <p>Benefits include reduced congestion and travel times in the area.</p>
<p>3) What problems does the project overcome/address?</p>	<p>This would provide relief to existing bottlenecks at A24 Saintfield Road and A24/A55 Outer Ring junction.</p>
<p>4) Project status (concept, feasibility, business case).</p>	<p>Concept</p>
<p>5) Is the project part of a wider improvement programme and if so how does it integrate with the programme?</p>	<p>Belfast Metropolitan Transport Plan</p>

Section C – Project costs

1) What is the estimated total capital cost of the project and over what timeframe will this be incurred?	Cost details unknown at this time.
2) What price base date has been used?	
3) Does the cost estimate include optimism bias ² ? If yes, what was the percentage used and on which guidance was this based? If not, please describe the extent of any contingency that has been incorporated (eg to deal with cost over-run).	
4) Has an assessment been made relating to the procurement costs of the project? If yes, provide relevant details including how the project is expected to be procured.	
5) Has an assessment been made of the ongoing revenue implications of the project (including potential operating deficits)? If yes, provide relevant details – identify potential funding relating to operating deficits.	
6) Has an assessment been made relating to the renewal costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	

² Cost uplift percentages for generic project categories which should be used in the absence of more robust primary data/evidence.

7) When was the last review of the costs undertaken? When is the next review scheduled?	
8) Is any funding currently committed to the project (provide details including potential timing and source of funding/constraints and conditionality)?	
9) Have any third-party contribution assumptions been made? (if so, please provide details)	

Section D – Project appraisal and governance

1) What level of appraisal work has been carried out on the project to date?	None.
2) What governance procedures are in place for the project?	None.

Section E - Planning and development

<p>1) Does the project unlock (e.g. via planning consent) a housing or commercial development?</p> <p>If yes, provide details of:</p> <ul style="list-style-type: none">a) scale – number of house/residential units by type (if relevant) and/or floor space by type of commercial property (if relevant);b) location;c) property values;d) land ownership; ande) anticipated timings.	N/A
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Section F – Delivery

<p>a) Delivery timescale – provide an indicative start date for construction (if applicable), taking account of relevant programme milestones.</p>	Unknown at this time.
<p>b) Delivery timescale – provide indicative date for completion of the project, taking account of relevant programme milestones.</p>	Unknown at this time.
<p>c) Would the project require a third party operator? If yes, has a strategy been considered (i.e. extension to existing contract etc)?</p>	Unknown at this time.

<p>d) Which organisation(s) would own the capital assets created/adjusted by the project? Would ownership revert at any point during the project lifetime and if so to whom?</p>	<p>Transport NI</p>
<p>e) Has the project been subject to public/stakeholder consultation?</p>	<p>Yes – through the development of the BMTF and Lisburn & Castlereagh City Council's Development Planning process.</p>
<p>f) Please identify any barriers to delivery.</p>	<p>No financial commitment. Not a priority project for Transport NI.</p>
<p>g) Has a risk assessment been completed for the project?</p>	<p>None.</p>
<p>h) Will any new legislation or additional powers be required to deliver the project? If yes, please state when this is expected to be applied for and awarded.</p>	<p>Unknown at this time.</p>

Bus project and rail projects only

<p>1) Would the project impact on public transport fares? If yes, provide details of expected impacted on fares by mode and area.</p>	
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<p>2) Has an assessment been made of the ongoing operating/maintenance costs of the project (over the lifetime of the asset)? If yes, provide relevant details.</p>	
<p>3) Please identify any changes to the capacity of services (specify by service and time period).</p>	
<p>4) Please provide information on the anticipated changes in journey time between key destinations, or at locations affected by the project during peak periods (if relevant). Specify by mode. Information can be expressed in % or absolute terms.</p>	

Project information required

Section A – Project details

a) Project Name	Knockmore Link Road
b) Project Sector	Transport Infrastructure
c) Brief Project Description (Please attach any relevant information relating to previous appraisals of the project, including feasibility studies and business cases. Please also include financial models/analyses where available.)	<p>The Council has been active for some time in seeking delivery of the Knockmore Link Road. With the successful completion of the Lisburn North Feeder Road this proposed link road is now the one missing link in the outer orbital road network around Lisburn and the key to opening up the zoned lands in West Lisburn for development.</p> <p>Some major developments have taken place at Knockmore in anticipation of the link road being built – Coca-Cola being the most notable but there are many other companies which have located in the Knockmore area with that expectation. The Minister may be aware of the problems caused by heavy vehicles from the Knockmore industrial estates using the village of Hillsborough to gain access to the A1.</p> <p>The Council completed the West Lisburn Development Framework, working with colleagues from the Maze Long Kesh Development Corporation and a range of other stakeholders, which sets out the overarching Vision and Strategy for the West Lisburn area as a precursor to the work now underway in relation to the new Area Plan, to give direction and guidance for future planning and investment in the West Lisburn Area.</p> <p>Economic forecasts predict that the potential jobs that could be created through the development of West Lisburn could be up to 4,371 jobs over a ten year period and 6,350 jobs over a twenty year period.</p> <p>The road is critical to unlocking this future development.</p>

<p>d) Promoting authority and contact details of SRO/ Authorised Representative.</p>	<p>Lisburn & Castlereagh City Council SRO: Donal Rogan, Director donal.rogan@lisburncastlereagh.gov.uk</p>
<p>e) Has this project been committed to (Council approved) by the Authority – if so please give details (for instance, where it forms part of an approved capital plan for which funding has been identified).</p>	<p>Council have committed to develop the project. No investment decision in place yet but agreed in principle through the Council's capital investment plan.</p>
<p>f) Project components (i.e. breakdown of works to be undertaken by section) and timeline (where known).</p>	<p>Not fully developed at this time.</p>

Section B – Project geography, benefits summary and status

<p>1) Location of project (provide map, if available) and estimated number of people it is expected to affect.</p>	<p>Knockmore/West Lisburn area.</p>
<p>2) Which locations would stand to benefit from implementation of the project? <i>Be as specific as possible geographically and state the nature of the anticipated benefits.</i></p>	<p>Road network within and adjoining the West Lisburn area to improve traffic access and connections to the M1 Motorway and A1 Dual Carriageway.</p> <p>Benefits could be realised along the Belfast to Dublin Road Network and Belfast to West of N Ireland.</p>
<p>3) What problems does the project overcome/address?</p>	<p>Lack of appropriate infrastructure in place in the West Lisburn area to accommodate access to the wider network and for use by HGV traffic to/from distribution centres.</p> <p>Congestion on the A1/M1 Road Network.</p>
<p>4) Project status (concept, feasibility, business case).</p>	<p>Outline Business Case has been completed.</p>
<p>5) Is the project part of a wider improvement programme and if so how does it integrate with the programme?</p>	<p>West Lisburn Development Framework Plan and BMTP.</p>

Section C – Project costs

1) What is the estimated total capital cost of the project and over what timeframe will this be incurred?	£14 million Unknown at this time.
2) What price base date has been used?	Unknown at this time.
3) Does the cost estimate include optimism bias ³ ? If yes, what was the percentage used and on which guidance was this based? If not, please describe the extent of any contingency that has been incorporated (eg to deal with cost over-run).	Unknown at this time.
4) Has an assessment been made relating to the procurement costs of the project? If yes, provide relevant details including how the project is expected to be procured.	No.
5) Has an assessment been made of the ongoing revenue implications of the project (including potential operating deficits)? If yes, provide relevant details – identify potential funding relating to operating deficits.	No.
6) Has an assessment been made relating to the renewal costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	No.

³ Cost uplift percentages for generic project categories which should be used in the absence of more robust primary data/evidence.

7) When was the last review of the costs undertaken? When is the next review scheduled?	2016. Nothing currently scheduled.
8) Is any funding currently committed to the project (provide details including potential timing and source of funding/constraints and conditionality)?	Nothing fully committed to the capital build costs.
9) Have any third-party contribution assumptions been made? (if so, please provide details)	Potential for developer contributions through Section 76 Agreements.

Section D – Project appraisal and governance

1) What level of appraisal work has been carried out on the project to date?	Outline Business Case Completed.
2) What governance procedures are in place for the project?	LCCC Capital Projects Committee overseeing progression of the project to date.

Section E - Planning and development

<p>1) Does the project unlock (e.g. via planning consent) a housing or commercial development?</p> <p>If yes, provide details of:</p> <ul style="list-style-type: none"> a) scale – number of house/residential units by type (if relevant) and/or floor space by type of commercial property (if relevant); b) location; 	<p>Potential to unlock future development by providing appropriate infrastructure.</p> <p>Unknown at this time.</p>
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<ul style="list-style-type: none"> c) property values; d) land ownership; and e) anticipated timings. 	
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Section F – Delivery

<p>1) Delivery timescale – provide an indicative start date for construction (if applicable), taking account of relevant programme milestones.</p>	Unknown at this time.
<p>2) Delivery timescale – provide indicative date for completion of the project, taking account of relevant programme milestones.</p>	Unknown at this time.
<p>3) Would the project require a third party operator? If yes, has a strategy been considered (i.e. extension to existing contract etc)?</p>	Unknown at this time.
<p>4) Which organisation(s) would own the capital assets created/adjusted by the project? Would ownership revert at any point during the project lifetime and if so to whom?</p>	Unknown at this time.
<p>5) Has the project been subject to public/stakeholder consultation?</p>	Initial consultations through the development of the West Lisburn Development Framework Plan and LCCC's Development Planning process.

6) Please identify any barriers to delivery.	No financial commitment. Not a priority project for Transport NI.
7) Has a risk assessment been completed for the project?	No.
8) Will any new legislation or additional powers be required to deliver the project? If yes, please state when this is expected to be applied for and awarded.	Unknown at this time.

Bus project and rail projects only

1) Would the project impact on public transport fares? If yes, provide details of expected impacted on fares by mode and area.	
2) Has an assessment been made of the ongoing operating/maintenance costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	

<p>3) Please identify any changes to the capacity of services (specify by service and time period).</p>	
<p>4) Please provide information on the anticipated changes in journey time between key destinations, or at locations affected by the project during peak periods (if relevant). Specify by mode. Information can be expressed in % or absolute terms.</p>	

Project information required

Section A – Project details

1) Project Name	West Lisburn Rail Halt with Park & Ride Facilities
2) Project Sector	Transport Infrastructure
3) Brief Project Description (Please attach any relevant information relating to previous appraisals of the project, including feasibility studies and business cases. Please also include financial models/analyses where available.)	<p>The location of a new rail halt/station to West Lisburn will facilitate employment/industry/leisure opportunities in the area.</p> <p>This new halt/station will also require feeder bus connections that serve the West Lisburn area, the Maze Long Kesh site and wider area, thus creating a transport interchange between bus and rail.</p> <p>The Park and Ride site adjacent to the proposed West Lisburn rail halt/station will encourage travel by train.</p>
4) Promoting authority and contact details of SRO/ Authorised Representative.	Translink Lisburn & Castlereagh City Council SRO: Donal Rogan, Director donal.rogan@lisburncastlereagh.gov.uk
5) Has this project been committed to (Council approved) by the Authority – if so please give details (for instance, where it forms part of an approved capital plan for which funding has been identified).	Commitment demonstrated through the West Lisburn Development Framework Plan.
6) Project components (i.e. breakdown of works to be undertaken by section) and timeline (where known).	Unknown at this time.

Section B – Project geography, benefits summary and status

<p>1) Location of project (provide map, if available) and estimated number of people it is expected to affect.</p>	<p>Knockmore, West Lisburn.</p>
<p>2) Which locations would stand to benefit from implementation of the project? <i>Be as specific as possible geographically and state the nature of the anticipated benefits.</i></p>	<p>West Lisburn and surrounding areas including feeder outlying rural areas.</p> <p>Benefits would include reduced traffic congestion and increased use of public transport.</p>
<p>3) What problems does the project overcome/address?</p>	<p>Lack of station provision in the West Lisburn area on the NI Railway network.</p>
<p>4) Project status (concept, feasibility, business case).</p>	<p>Concept</p>
<p>5) Is the project part of a wider improvement programme and if so how does it integrate with the programme?</p>	<p>Translink Strategic Plans</p>

Section C – Project costs

1) What is the estimated total capital cost of the project and over what timeframe will this be incurred?	Detailed costs unknown at this time.
2) What price base date has been used?	
3) Does the cost estimate include optimism bias ⁴ ? If yes, what was the percentage used and on which guidance was this based? If not, please describe the extent of any contingency that has been incorporated (eg to deal with cost over-run).	
4) Has an assessment been made relating to the procurement costs of the project? If yes, provide relevant details including how the project is expected to be procured.	
5) Has an assessment been made of the ongoing revenue implications of the project (including potential operating deficits)? If yes, provide relevant details – identify potential funding relating to operating deficits.	
6) Has an assessment been made relating to the renewal costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	

⁴ Cost uplift percentages for generic project categories which should be used in the absence of more robust primary data/evidence.

7) When was the last review of the costs undertaken? When is the next review scheduled?	
8) Is any funding currently committed to the project (provide details including potential timing and source of funding/constraints and conditionality)?	
9) Have any third-party contribution assumptions been made? (if so, please provide details)	

Section D – Project appraisal and governance

1) What level of appraisal work has been carried out on the project to date?	Initial costings and options appraisals developed by Translink.
2) What governance procedures are in place for the project?	Unknown

Section E - Planning and development

<p>1) Does the project unlock (e.g. via planning consent) a housing or commercial development?</p> <p>If yes, provide details of:</p> <ul style="list-style-type: none"> f) scale – number of house/residential units by type (if relevant) and/or floor space by type of commercial property (if relevant); g) location; 	N/A
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<ul style="list-style-type: none"> h) property values; i) land ownership; and j) anticipated timings. 	
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Section F – Delivery

<p>1) Delivery timescale – provide an indicative start date for construction (if applicable), taking account of relevant programme milestones.</p>	Unknown at this time
<p>2) Delivery timescale – provide indicative date for completion of the project, taking account of relevant programme milestones.</p>	Unknown at this time
<p>3) Would the project require a third party operator? If yes, has a strategy been considered (i.e. extension to existing contract etc)?</p>	Unknown at this time
<p>4) Which organisation(s) would own the capital assets created/adjusted by the project? Would ownership revert at any point during the project lifetime and if so to whom?</p>	Translink
<p>5) Has the project been subject to public/stakeholder consultation?</p>	Early consultations through options appraisal development.

6) Please identify any barriers to delivery.	Finance not currently in place.
7) Has a risk assessment been completed for the project?	No.
8) Will any new legislation or additional powers be required to deliver the project? If yes, please state when this is expected to be applied for and awarded.	Unknown

Bus project and rail projects only

1) Would the project impact on public transport fares? If yes, provide details of expected impacted on fares by mode and area.	Unknown
2) Has an assessment been made of the ongoing operating/maintenance costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	Unknown

<p>3) Please identify any changes to the capacity of services (specify by service and time period).</p>	<p>Unknown</p>
<p>4) Please provide information on the anticipated changes in journey time between key destinations, or at locations affected by the project during peak periods (if relevant). Specify by mode. Information can be expressed in % or absolute terms.</p>	<p>Unknown</p>

Project information required

Section A – Project details

1) Project Name	Lagan Navigation Re-Opening Project
2) Project Sector	Infrastructure
3) Brief Project Description (Please attach any relevant information relating to previous appraisals of the project, including feasibility studies and business cases. Please also include financial models/analyses where available.)	<p>This project would see the re-opening of the Lagan Navigation. The Navigation is formed of the Lagan Canal and River Lagan from Belfast to Lough Neagh. It travels East to West for 27 miles with 27 locks, 20 road bridges, 12 footbridges and 1 Railway Bridge. It passes through three Local Government areas – Belfast, Lisburn & Castlereagh, Armagh, Banbridge & Craigavon. A fifth of the population of Northern Ireland lives close to the Navigation and there are already more than a million visitors to the Navigation every year.</p> <p>The full project has been developed to include a much wider regeneration benefit than the use of the navigation for on water activity. Outlined are many opportunities for the surrounding developments in infrastructure; new facilities and community development.</p>
4) Promoting authority and contact details of SRO/ Authorised Representative.	Lagan Navigation Trust DfI Inland Waterways Unit
5) Has this project been committed to (Council approved) by the Authority – if so please give details (for instance, where it forms part of an approved capital plan for which funding has been identified).	Full Business Case for re-opening project has been agreed. No financial commitment in place to date.

<p>6) Project components (i.e. breakdown of works to be undertaken by section) and timeline (where known).</p>	<p>Two phases. First phase would see re-opening from Belfast to Maze Long Kesh. Phase Two would see re-opening from Moira to Lough Neagh.</p> <p>Delivery timeline is 25 years from commencement.</p>
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Section B – Project geography, benefits summary and status

<p>1) Location of project (provide map, if available) and estimated number of people it is expected to affect.</p>	<p>Lagan Navigation from Belfast to Lough Neagh.</p>
<p>2) Which locations would stand to benefit from implementation of the project? <i>Be as specific as possible geographically and state the nature of the anticipated benefits.</i></p>	<p>Regional impact across Northern Ireland and farther afield.</p>
<p>3) What problems does the project overcome/address?</p>	<p>Need for improved waterways infrastructure and making navigable a disused navigation.</p>
<p>4) Project status (concept, feasibility, business case).</p>	<p>Full Business Case completed.</p>
<p>5) Is the project part of a wider improvement programme and if so how does it integrate with the programme?</p>	<p>Overall Lagan Navigation re-opening Project.</p>

Section C – Project costs

<p>1) What is the estimated total capital cost of the project and over what timeframe will this be incurred?</p>	<p>£110 million 25 years</p>
<p>2) What price base date has been used?</p>	<p>1 April 2018</p>
<p>3) Does the cost estimate include optimism bias⁵? If yes, what was the percentage used and on which guidance was this based? If not, please describe the extent of any contingency that has been incorporated (eg to deal with cost over-run).</p>	<p>Yes.</p>
<p>4) Has an assessment been made relating to the procurement costs of the project? If yes, provide relevant details including how the project is expected to be procured.</p>	<p>No.</p>
<p>5) Has an assessment been made of the ongoing revenue implications of the project (including potential operating deficits)? If yes, provide relevant details – identify potential funding relating to operating deficits.</p>	<p>Yes but still to be developed further.</p>
<p>6) Has an assessment been made relating to the renewal costs of the project (over the lifetime of the asset)? If yes, provide relevant details.</p>	<p>No.</p>

⁵ Cost uplift percentages for generic project categories which should be used in the absence of more robust primary data/evidence.

7) When was the last review of the costs undertaken? When is the next review scheduled?	2015. No review currently scheduled.
8) Is any funding currently committed to the project (provide details including potential timing and source of funding/constraints and conditionality)?	Not at this time.
9) Have any third-party contribution assumptions been made? (if so, please provide details)	No.

Section D – Project appraisal and governance

1) What level of appraisal work has been carried out on the project to date?	Full Economic Appraisal completed.
2) What governance procedures are in place for the project?	Lagan Navigation Trust leading but supported by DfI Inland Waterways Unit and partner Local Authorities.

Section E - Planning and development

<p>1) Does the project unlock (e.g. via planning consent) a housing or commercial development?</p> <p>If yes, provide details of:</p> <ul style="list-style-type: none">k) scale – number of house/residential units by type (if relevant) and/or floor space by type of commercial property (if relevant);l) location;m) property values;n) land ownership; ando) anticipated timings.	N/A
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Section F – Delivery

<p>1) Delivery timescale – provide an indicative start date for construction (if applicable), taking account of relevant programme milestones.</p>	Early 2020.
<p>2) Delivery timescale – provide indicative date for completion of the project, taking account of relevant programme milestones.</p>	25 Years from commencement.
<p>3) Would the project require a third party operator? If yes, has a strategy been considered (i.e. extension to existing contract etc)?</p>	Unknown at this time.

4) Which organisation(s) would own the capital assets created/adjusted by the project? Would ownership revert at any point during the project lifetime and if so to whom?	DfI and/or Local Authorities
5) Has the project been subject to public/stakeholder consultation?	Yes.
6) Please identify any barriers to delivery.	No finance in place. Asset ownership needs confirmed in some areas.
7) Has a risk assessment been completed for the project?	Yes.
8) Will any new legislation or additional powers be required to deliver the project? If yes, please state when this is expected to be applied for and awarded.	Unknown at this time.

Bus project and rail projects only

1) Would the project impact on public transport fares? If yes, provide details of expected impacted on fares by mode and area.	
2) Has an assessment been made of the ongoing operating/maintenance costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	

<p>3) Please identify any changes to the capacity of services (specify by service and time period).</p>	
<p>4) Please provide information on the anticipated changes in journey time between key destinations, or at locations affected by the project during peak periods (if relevant). Specify by mode. Information can be expressed in % or absolute terms.</p>	

Project information required

Section A – Project details

1) Project Name	Strategic Greenway Projects
2) Project Sector	Infrastructure
3) Brief Project Description (Please attach any relevant information relating to previous appraisals of the project, including feasibility studies and business cases. Please also include financial models/analyses where available.)	<p>Lisburn & Castlereagh City Council are developing a number of Greenway projects across the Council area that are included in the Transport NI Greenway Strategy.</p> <p>These include: Carryduff Greenway Blaris Greenway Lagan Navigation Greenway Comber Greenway</p>
4) Promoting authority and contact details of SRO/ Authorised Representative.	<p>Lisburn & Castlereagh City Council SRO: Jim Rose, Director Jim.rose@lisburncastlereagh.gov.uk</p>
5) Has this project been committed to (Council approved) by the Authority – if so please give details (for instance, where it forms part of an approved capital plan for which funding has been identified).	<p>Commitment in principle through financing of options appraisals; feasibility studies and initial development plans.</p>
6) Project components (i.e. breakdown of works to be undertaken by section) and timeline (where known).	<p>Unknown at this time.</p>

Section B – Project geography, benefits summary and status

1) Location of project (provide map, if available) and estimated number of people it is expected to affect.	Various as above.
2) Which locations would stand to benefit from implementation of the project? <i>Be as specific as possible geographically and state the nature of the anticipated benefits.</i>	Surrounding communities and road networks to the greenways.
3) What problems does the project overcome/address?	Lack of recreational activity within the communities. Provision of underutilised cycle paths. Lack of alternative transport routes.
4) Project status (concept, feasibility, business case).	Feasibility.
5) Is the project part of a wider improvement programme and if so how does it integrate with the programme?	Trasport NI – Northern Ireland Greenways Strategy

Section C – Project costs

1) What is the estimated total capital cost of the project and over what timeframe will this be incurred?	Cost details unknown at this time.
2) What price base date has been used?	
3) Does the cost estimate include optimism bias ⁶ ? If yes, what was the percentage used and on which guidance was this based? If not, please describe the extent of any contingency that has been incorporated (eg to deal with cost over-run).	
4) Has an assessment been made relating to the procurement costs of the project? If yes, provide relevant details including how the project is expected to be procured.	
5) Has an assessment been made of the ongoing revenue implications of the project (including potential operating deficits)? If yes, provide relevant details – identify potential funding relating to operating deficits.	
6) Has an assessment been made relating to the renewal costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	

⁶ Cost uplift percentages for generic project categories which should be used in the absence of more robust primary data/evidence.

7) When was the last review of the costs undertaken? When is the next review scheduled?	
8) Is any funding currently committed to the project (provide details including potential timing and source of funding/constraints and conditionality)?	
9) Have any third-party contribution assumptions been made? (if so, please provide details)	

Section D – Project appraisal and governance

1) What level of appraisal work has been carried out on the project to date?	Feasibility Study
2) What governance procedures are in place for the project?	Unknown at this time.

Section E - Planning and development

<p>1) Does the project unlock (e.g. via planning consent) a housing or commercial development?</p> <p>If yes, provide details of:</p> <ul style="list-style-type: none"> p) scale – number of house/residential units by type (if relevant) and/or floor space by type of commercial property (if relevant); q) location; r) property values; 	N/A
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<p>s) land ownership; and</p> <p>t) anticipated timings.</p>	
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Section F – Delivery

<p>1) Delivery timescale – provide an indicative start date for construction (if applicable), taking account of relevant programme milestones.</p>	<p>Unknown at this time.</p>
<p>2) Delivery timescale – provide indicative date for completion of the project, taking account of relevant programme milestones.</p>	<p>Unknown at this time.</p>
<p>3) Would the project require a third party operator? If yes, has a strategy been considered (i.e. extension to existing contract etc)?</p>	<p>Unknown at this time.</p>
<p>4) Which organisation(s) would own the capital assets created/adjusted by the project? Would ownership revert at any point during the project lifetime and if so to whom?</p>	<p>Unknown at this time.</p>
<p>5) Has the project been subject to public/stakeholder consultation?</p>	<p>Yes all projects have been subject to consultations through the development of the original options and feasibility process.</p>

6) Please identify any barriers to delivery.	Limited finance currently in place. Land ownership not all sitting with Local Authority.
7) Has a risk assessment been completed for the project?	No
8) Will any new legislation or additional powers be required to deliver the project? If yes, please state when this is expected to be applied for and awarded.	Unknown at this time.

Bus project and rail projects only

1) Would the project impact on public transport fares? If yes, provide details of expected impacted on fares by mode and area.	
2) Has an assessment been made of the ongoing operating/maintenance costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	
3) Please identify any changes to the capacity of services (specify by service and time period).	

4) Please provide information on the anticipated changes in journey time between key destinations, or at locations affected by the project during peak periods (if relevant). Specify by mode. Information can be expressed in % or absolute terms.

Project information required

Section A – Project details

1) Project Name	Dundonald Leisure Park Regeneration
2) Project Sector	Infrastructure
3) Brief Project Description (Please attach any relevant information relating to previous appraisals of the project, including feasibility studies and business cases. Please also include financial models/analyses where available.)	<p>Set within the strategic context of the Castlereagh Urban Integrated Development Framework (CUIDF) this project would see the regeneration of the area surrounding the Dundonald International Ice Bowl.</p> <p>The Council intends to redevelop DIIB and this could be the cornerstone to realising the full development potential of this area.</p> <p>Other proposals include: Expansion of the Eastpoint Entertainment Complex; improved and new access points to the Comber Greenway; Improved Public Realm; possible commercial development; outdoor recreation/park facility.</p>
4) Promoting authority and contact details of SRO/ Authorised Representative.	<p>Lisburn & Castlereagh City Council</p> <p>SRO: Jim Rose, Director (Ice Bowl)</p> <p>SRO: Donal Rogan, Director (Leisure Park)</p> <p>donal.rogan@lisburncastlereagh.gov.uk</p>
5) Has this project been committed to (Council approved) by the Authority – if so please give details (for instance, where it forms part of an approved capital plan for which funding has been identified).	<p>Commitment to development of DIIB and in principle to regeneration of the wider area.</p>
6) Project components (i.e. breakdown of works to be undertaken by section) and timeline (where known).	<p>Unknown at this time.</p>

Section B – Project geography, benefits summary and status

<p>1) Location of project (provide map, if available) and estimated number of people it is expected to affect.</p>	<p>Old Dundonald Road, Dundonald</p>
<p>2) Which locations would stand to benefit from implementation of the project? <i>Be as specific as possible geographically and state the nature of the anticipated benefits.</i></p>	<p>Across Northern Ireland.</p>
<p>3) What problems does the project overcome/address?</p>	<p>Improved Leisure & Recreation Attraction for East Belfast/Castlereagh area.</p>
<p>4) Project status (concept, feasibility, business case).</p>	<p>Feasibility</p>
<p>5) Is the project part of a wider improvement programme and if so how does it integrate with the programme?</p>	<p>Integrated into the Castlereagh Urban Integrated Development Framework.</p>

Section C – Project costs

1) What is the estimated total capital cost of the project and over what timeframe will this be incurred?	Unknown at this time.
2) What price base date has been used?	Unknown at this time.
3) Does the cost estimate include optimism bias ⁷ ? If yes, what was the percentage used and on which guidance was this based? If not, please describe the extent of any contingency that has been incorporated (eg to deal with cost over-run).	Unknown at this time.
4) Has an assessment been made relating to the procurement costs of the project? If yes, provide relevant details including how the project is expected to be procured.	Unknown at this time.
5) Has an assessment been made of the ongoing revenue implications of the project (including potential operating deficits)? If yes, provide relevant details – identify potential funding relating to operating deficits.	Unknown at this time.
6) Has an assessment been made relating to the renewal costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	Unknown at this time.
7) When was the last review of the costs undertaken? When is the next review scheduled?	Unknown at this time.

⁷ Cost uplift percentages for generic project categories which should be used in the absence of more robust primary data/evidence.

8) Is any funding currently committed to the project (provide details including potential timing and source of funding/constraints and conditionality)?	Unknown at this time.
9) Have any third-party contribution assumptions been made? (if so, please provide details)	Unknown at this time.

Section D – Project appraisal and governance

1) What level of appraisal work has been carried out on the project to date?	Concept. Currently being developed to feasibility.
2) What governance procedures are in place for the project?	LCCC Capital Projects Committee overseeing progression of the project to date.

Section E - Planning and development

<p>1) Does the project unlock (e.g. via planning consent) a housing or commercial development?</p> <p>If yes, provide details of:</p> <ul style="list-style-type: none">u) scale – number of house/residential units by type (if relevant) and/or floor space by type of commercial property (if relevant);v) location;w) property values;x) land ownership; andy) anticipated timings.	N/A
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Section F – Delivery

<p>1) Delivery timescale – provide an indicative start date for construction (if applicable), taking account of relevant programme milestones.</p>	Unknown at this time.
<p>2) Delivery timescale – provide indicative date for completion of the project, taking account of relevant programme milestones.</p>	Unknown at this time.
<p>3) Would the project require a third party operator? If yes, has a strategy been considered (i.e. extension to existing contract etc)?</p>	Unknown at this time.
<p>4) Which organisation(s) would own the capital assets created/adjusted by the project? Would ownership revert at any</p>	Unknown at this time.

point during the project lifetime and if so to whom?	
5) Has the project been subject to public/stakeholder consultation?	Early consultations landowners and local stakeholders.
6) Please identify any barriers to delivery.	No finance commitment to date.
7) Has a risk assessment been completed for the project?	No
8) Will any new legislation or additional powers be required to deliver the project? If yes, please state when this is expected to be applied for and awarded.	Unknown at this time.

Bus project and rail projects only

1) Would the project impact on public transport fares? If yes, provide details of expected impacted on fares by mode and area.	
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<p>2) Has an assessment been made of the ongoing operating/maintenance costs of the project (over the lifetime of the asset)? If yes, provide relevant details.</p>	
<p>3) Please identify any changes to the capacity of services (specify by service and time period).</p>	
<p>4) Please provide information on the anticipated changes in journey time between key destinations, or at locations affected by the project during peak periods (if relevant). Specify by mode. Information can be expressed in % or absolute terms.</p>	

Project information required

Section A – Project details

7) Project Name	Centre of Excellence for Innovation & Skills
8) Project Sector	Innovation – Skills Development
9) Brief Project Description (Please attach any relevant information relating to previous appraisals of the project, including feasibility studies and business cases. Please also include financial models/analyses where available.)	<p>This type of regional activity would be additional to the support which new start-up businesses receive through the new Council led business start programme, the Northern Ireland Business Start Up Programme (NIBSUP), but wholly complementary.</p> <p>It would also be proactive and targeted to ensure the region attracts and develops local businesses in key business sectors, with the best growth, export and job creation potential.</p> <p>It would provide innovative opportunities for skills development and support projects.</p>
10) Promoting authority and contact details of SRO/ Authorised Representative.	Southern Eastern Regional College Lisburn & Castlereagh City Council SRO: Donal Rogan, Director donal.rogan@lisburncastlereagh.gov.uk
11) Has this project been committed to (Council approved) by the Authority – if so please give details (for instance, where it forms part of an approved capital plan for which funding has been identified).	Commitment in principle to enable a feasibility study to progress.
12) Project components (i.e. breakdown of works to be undertaken by section) and timeline (where known).	Unknown at this time.

Section B – Project geography, benefits summary and status

<p>6) Location of project (provide map, if available) and estimated number of people it is expected to affect.</p>	<p>Unknown at this time.</p>
<p>7) Which locations would stand to benefit from implementation of the project? <i>Be as specific as possible geographically and state the nature of the anticipated benefits.</i></p>	<p>Across Northern Ireland.</p>
<p>8) What problems does the project overcome/address?</p>	<p>Low skills achievement.</p>
<p>9) Project status (concept, feasibility, business case).</p>	<p>Feasibility</p>
<p>10) Is the project part of a wider improvement programme and if so how does it integrate with the programme?</p>	

Section C – Project costs

10) What is the estimated total capital cost of the project and over what timeframe will this be incurred?	Unknown at this time.
11) What price base date has been used?	Unknown at this time.
12) Does the cost estimate include optimism bias ⁸ ? If yes, what was the percentage used and on which guidance was this based? If not, please describe the extent of any contingency that has been incorporated (eg to deal with cost over-run).	Unknown at this time.
13) Has an assessment been made relating to the procurement costs of the project? If yes, provide relevant details including how the project is expected to be procured.	Unknown at this time.
14) Has an assessment been made of the ongoing revenue implications of the project (including potential operating deficits)? If yes, provide relevant details – identify potential funding relating to operating deficits.	Unknown at this time.
15) Has an assessment been made relating to the renewal costs of the project (over the lifetime of the asset)? If yes, provide relevant details.	Unknown at this time.
16) When was the last review of the costs undertaken? When is the next review scheduled?	Unknown at this time.

⁸ Cost uplift percentages for generic project categories which should be used in the absence of more robust primary data/evidence.

17) Is any funding currently committed to the project (provide details including potential timing and source of funding/constraints and conditionality)?	Unknown at this time.
18) Have any third-party contribution assumptions been made? (if so, please provide details)	Unknown at this time.

Section D – Project appraisal and governance

3) What level of appraisal work has been carried out on the project to date?	Concept. Currently being developed to feasibility.
4) What governance procedures are in place for the project?	None at this time.

Section E - Planning and development

<p>2) Does the project unlock (e.g. via planning consent) a housing or commercial development?</p> <p>If yes, provide details of:</p> <ul style="list-style-type: none">z) scale – number of house/residential units by type (if relevant) and/or floor space by type of commercial property (if relevant);aa) location;bb) property values;cc) land ownership; anddd) anticipated timings.	N/A
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Section F – Delivery

<p>9) Delivery timescale – provide an indicative start date for construction (if applicable), taking account of relevant programme milestones.</p>	Unknown at this time.
<p>10) Delivery timescale – provide indicative date for completion of the project, taking account of relevant programme milestones.</p>	Unknown at this time.
<p>11) Would the project require a third party operator? If yes, has a strategy been considered (i.e. extension to existing contract etc)?</p>	Unknown at this time.
<p>12) Which organisation(s) would own the capital assets created/adjusted by the project? Would ownership revert at any</p>	Unknown at this time.

point during the project lifetime and if so to whom?	
13) Has the project been subject to public/stakeholder consultation?	Early consultations with education sector and related stakeholders.
14) Please identify any barriers to delivery.	Conflict with other projects in the sector. No finance commitment to date.
15) Has a risk assessment been completed for the project?	No
16) Will any new legislation or additional powers be required to deliver the project? If yes, please state when this is expected to be applied for and awarded.	Unknown at this time.

Bus project and rail projects only

5) Would the project impact on public transport fares? If yes, provide details of expected impacted on fares by mode and area.	
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<p>6) Has an assessment been made of the ongoing operating/maintenance costs of the project (over the lifetime of the asset)? If yes, provide relevant details.</p>	
<p>7) Please identify any changes to the capacity of services (specify by service and time period).</p>	
<p>8) Please provide information on the anticipated changes in journey time between key destinations, or at locations affected by the project during peak periods (if relevant). Specify by mode. Information can be expressed in % or absolute terms.</p>	



Progressing a Belfast Region City Deal

Chief Executive's Group Meeting

1 September 2017

Handout 1





Updated Objectives

Belfast Region City Deal Objectives - securing agreement

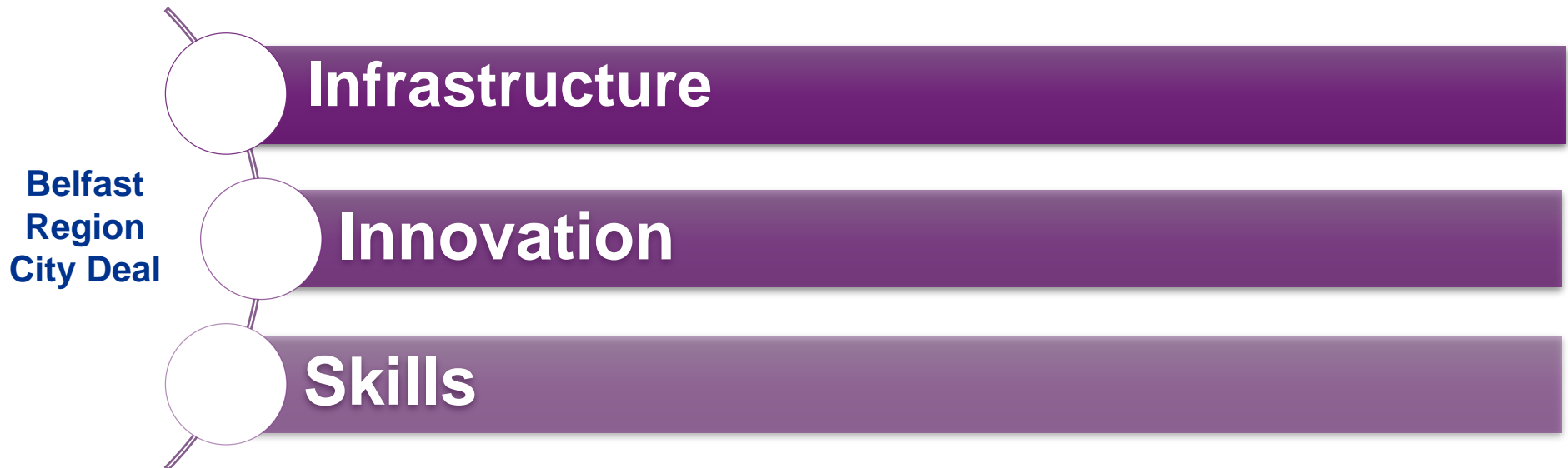
Key Message 1: Objectives of the Belfast Region City Deal to reflect what the largest NI political parties have previously agreed they want to address and implement.

“more and better jobs; inclusive growth;
improved skills and increased foreign direct investment”

Belfast Region City Deal Objectives - securing agreement

Key Message 2: Objectives of the Belfast Region City Deal - and the process by which investment is prioritised – needs to be agreed up front, to ensure stakeholders reach agreement on a specific programme of investment.

The objectives will apply to all aspects of the Belfast Region City Deal:



To maximise the impact of funding secured through a City Deal - an objective prioritisation process should be agreed up-front

- “More and better jobs; inclusive growth; improved skills and increased foreign direct investment” cannot be distilled down to a single metric or measure. Nor can the necessary ‘balanced inclusivity’ required, be delivered by considering individual projects on a stand alone basis.
- It is imperative that an objective set of rules is agreed between the Belfast Region City Deal Partners at the outset. The rules must operate across the whole programme of investment underpinning the Belfast Region City Deal.
- The rules then need to be transparently applied by an independent third party (KPMG), using proven robust analytical techniques that are acceptable to the ultimate decision-makers.
- This disciplined and objective approach was first adopted by Greater Manchester, and has been successfully applied by other City Regions, including the 8 Glasgow authorities, whose deal remains the largest for a non-English / Devolved UK City Region.

Agreeing a fit for purpose set of inclusive growth rules - experience elsewhere

Rules based approach to ensuring inclusivity

- To work, the rules have to address both inclusivity and growth, remembering that it is growth that generates the additional tax receipts that pay for the extra investment through a City Deal.
- Ensuring inclusivity means selecting rules that deliver balance in terms of the benefits of the programme of investment – i.e. between the constituent councils across the Belfast Region and in terms of disadvantaged communities across the Belfast Region.
- At the bottom, this is about relative performance. To secure a deal locally in the first instance – before approaching UK Government – NI stakeholders need to understand that all areas and communities will gain. Sharing the gains is about explaining how those gains stand in relation to the average gain – both on a geographic and socio-economic basis.
- It also makes sense to define these relative performance rules in terms of growth – i.e. the other half of the inclusive growth mission. Since most of the growth targeted by a City Deal is via employment, these relative performance rules have tended to be defined in terms of the employment opportunities created by the City Deal Programme.

Rules based on Employment Opportunity

Employment Opportunity = Employment Accessibility

- To reflect the fact that other things being equal, a job on the doorstep is a better opportunity than one that requires a long commute. The inclusivity rules used elsewhere have tended to focus on what is known as ‘Employment Accessibility’.
- This measure scores employment opportunities with reference to the time and money cost of getting to them, with scores reflecting real world data on people’s willingness to commute for a given time/cost. These measures also reflect the reality of lower car ownership and typically shorter travel horizons amongst disadvantage communities,
- These measures are then turned into rules for the City Deal Programme as a whole – e.g. (from Greater Manchester) the bottom 25% of wards (IMD basis) must gain a larger improvement in employment opportunity/accessibility than all wards on average; and (from Glasgow) no Council should gain less than half the average improvement.
- These rules act as “Programme Minima” – which means growth is maximised subject to these minima being delivered. Greater Manchester also added a CO₂ emissions reduction minima.

Defining Growth

Growth = Net Impact on GVA at the City Region Level

- Alongside the rules on inclusivity, it is also necessary to define the measure of growth that will be targeted, subject to the inclusivity rules being met.
- To date, most city regions using the rules/metrics approach have used: net impact on Gross Value Added (GVA) at the City Region level.
- GVA is a local measure of output. It is the combination of wages and profits generated in a location, with wages accounting for the majority.
- In practice, a GVA measure means a City Deal targets employment and productivity, with the majority of impacts coming from the former. A key argument for including productivity is that it is usually the main way a City Region can generate growth at the national level – i.e. generate additional tax receipts for the Exchequer.
- A focus on net impacts at the City Region level means that no project scores points by simply moving a job from one part of the City Region to another.



Proposed Prioritisation Process for Capital Investment

Prioritisation Process to deliver on Objectives and develop an agreed Programme of Investment: Proposed Proven Methodology

Initial Project Selection

1. In the light of the current economic and industrial strategies and plans at UK and NI levels coupled with Local Council development and investment plans, a long list of potential capital projects that fall within the Belfast Region will be identified:
 - Capable of being delivered within 10 years
 - Focused on economic infrastructure and innovation.
2. Projects will be identified by the Belfast Region City Deal Partner Councils in consultation with NICS / Key Stakeholders.
3. Sifting - to produce a medium list of projects to be subjected to economic modelling - will be undertaken by the Belfast Region City Deal Chief Executives' Group.

Initial Project Level Economic Modelling

4. Economic modelling will then be undertaken so projects can be ranked on a growth per £ spent basis. Elsewhere this has meant measuring GVA “bang for buck” – i.e. net impact on jobs and productivity across the City Deal Region as a whole per £ spent
5. This phase of work will also help identify those projects which contribute most towards the inclusive growth rules, and assist inform subsequent ‘Programme-Level’ analysis.

Prioritisation Process to deliver on Objectives

Developing the Programme

6. The top ranking projects at cut-off levels of spend will then be modelled as a programme as a whole. e.g. Programme 1: Top ranked projects up to £500m; Programme 2: Top ranked projects up to £750m;
7. The Programme envelopes will then be modelled to determine the economic impact of the proposed programmes as a whole at the City Region level – taking account of the way projects interact both in terms of growth and inclusivity.
8. These effects will be calculated as the ‘additional impacts’ of the Programme – compared to a base case.
9. The programmes will be tested against the agreed inclusivity rules, e.g.:
 - Do the bottom 20/25% of most deprived data zones achieve above average increases in **access to jobs**
 - Does every Local Council area gain at least half the average gain in **access to jobs**

If these criteria are not met, then projects outside the top ranking are swapped in until they are, with the aim of finding, for the agreed level of spend, the Programme that delivers the best impact on growth whilst also satisfying the inclusivity rules.

Conclusion

This process is tried and tested and is designed to ensure that:

- stakeholders are able to come to agreement on a Programme, via the up-front agreement of transparent and objective criteria which were then independently applied;
- the Programme is the one most likely to meet the pre-agreed objectives and deliver the inclusive economic growth required; and
- stakeholders can demonstrate to UK Government (and the Independent Panel that advises UK Government on gain-share type City Deals) that the very best standards were applied in determining what the Belfast Region City Deal funding is to be spent on, balancing fiscally beneficial growth with inclusivity across the Belfast Region and for the most disadvantaged communities, in terms of the ability to contribute to and benefit from that growth.



Further Political and Stakeholder Engagement



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The information in this document is based upon publicly available information, information provided to us by BCC and information provided to us on a non-attributable basis from third parties. It reflects prevailing conditions and our views as of this date, all of which are accordingly subject to change. In preparing this document, we have relied upon and assumed, without independent verification, the accuracy and completeness of the information upon which the report is based, including that available from public sources and that provided by third parties.

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Dundonald International Ice Bowl – UPDATE ON ACTIVITIES (Briefing for Chair & Vice Chair)

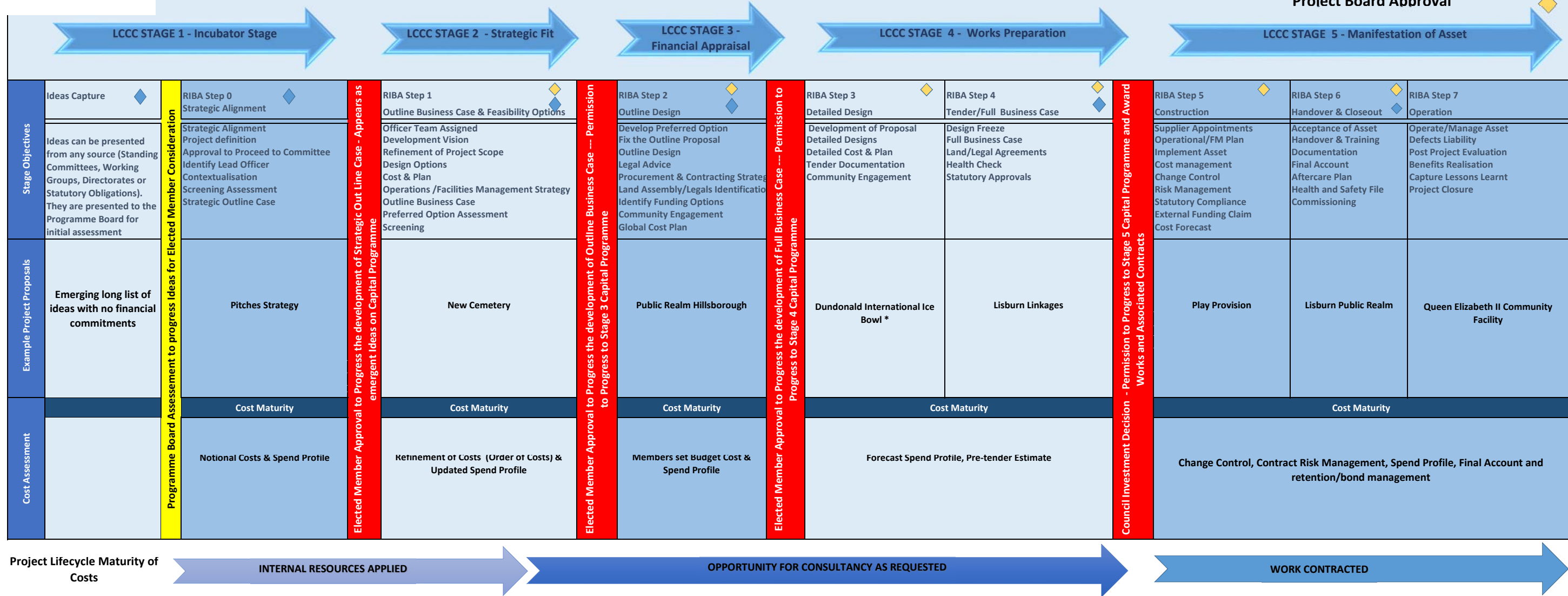
ACTIVITY	Status
Letter of Thanks to McKinney Group	Complete
In Principle Investment Decision	Noted to give authority to the actions below
Operating Model Financial Analysis	Dependent on facilities mix. Resource has been identified. Arrangements to be developed in line with programme status.
Site Visits	First set of site visits complete. Additional visits pencilled in for end of September.
Options in respect of the development of financial models	James Gilchrist has been appointed to refresh the economic appraisal. Initial report with high level programme has been produced for consideration. In addition officer governance structures are being drafted with resource transfer to the project currently being processed.
Legal Advice	To be recirculated to members – not yet actioned.
Health & Wellbeing to be explored	The meeting has been arranged with Department for Communities. Awaiting the right people to be available MOU to be considered with Health partners Engagement meeting with GPs arranged for October 2017
Private Sector Involvement in the Redevelopment	Dependent on facilities mix
Retail Yields from a previous scheme to be updated	To be included in the Economic Appraisal refresh.



Draft LCCC Stage Approval Process - Incorporating RIBA Stages

APPENDIX 4

Key
 Elected Member Governance ◆
 Programme Board Approval ◆
 Project Board Approval ◆



	LCCC STAGE 1 - Incubator Stage	LCCC STAGE 2 - Strategic Fit	LCCC STAGE 3 - Financial Appraisal	LCCC STAGE 4 - Works Preparation	LCCC STAGE 5 - Manifestation of Asset				
Stage Objectives	Ideas Capture ◆ Ideas can be presented from any source (Standing Committees, Working Groups, Directorates or Statutory Obligations). They are presented to the Programme Board for initial assessment.	RIBA Step 0 Strategic Alignment ◆ Strategic Alignment Project definition Approval to Proceed to Committee Identify Lead Officer Contextualisation Screening Assessment Strategic Outline Case	RIBA Step 1 Outline Business Case & Feasibility Options ◆ Officer Team Assigned Development Vision Refinement of Project Scope Design Options Cost & Plan Operations /Facilities Management Strategy Outline Business Case Preferred Option Assessment Screening	RIBA Step 2 Outline Design ◆ Develop Preferred Option Fix the Outline Proposal Outline Design Legal Advice Procurement & Contracting Strategy Land Assembly/Legals Identification Identify Funding Options Community Engagement Global Cost Plan	RIBA Step 3 Detailed Design ◆ Development of Proposal Detailed Designs Detailed Cost & Plan Tender Documentation Community Engagement	RIBA Step 4 Tender/Full Business Case ◆ Design Freeze Full Business Case Land/Legal Agreements Health Check Statutory Approvals	RIBA Step 5 Construction ◆ Supplier Appointments Operational/FM Plan Implement Asset Change Control Risk Management Statutory Compliance External Funding Claim Cost Forecast	RIBA Step 6 Handover & Closeout ◆ Acceptance of Asset Handover & Training Documentation Final Account Aftercare Plan Health and Safety File Commissioning	RIBA Step 7 Operation ◆ Operate/Manage Asset Defects Liability Post Project Evaluation Benefits Realisation Capture Lessons Learnt Project Closure
Example Project Proposals	Emerging long list of ideas with no financial commitments	Pitches Strategy	New Cemetery	Public Realm Hillsborough	Dundonald International Ice Bowl *	Lisburn Linkages	Play Provision	Lisburn Public Realm	Queen Elizabeth II Community Facility
Cost Assessment	Cost Maturity Notional Costs & Spend Profile	Cost Maturity Refinement of Costs (Order of Costs) & Updated Spend Profile	Cost Maturity Members set Budget Cost & Spend Profile	Cost Maturity Forecast Spend Profile, Pre-tender Estimate	Council Investment Decision - Permission to Progress to Stage 5 Capital Programme and Award Works and Associated Contracts Change Control, Contract Risk Management, Spend Profile, Final Account and retention/bond management				

Project Lifecycle Maturity of Costs



KNOCKMORE LINK ROAD – UPDATE ON ACTIVITIES (Briefing for Chair & Vice Chair)

ACTIVITY	Status
West Lisburn Development Framework	Complete and updated in 2017 to enable progress on Knockmore Link Road.
Traffic Modelling	Initial traffic modelling to assess impact of the proposed Knockmore Link Road completed. Kevin McShane (SIB) appointed to progress updated Traffic Modelling.
Transport NI Consultations	Initial consultation completed on TNI Local Development Infrastructure Plan and level of support this will bring to the proposed Knockmore Link Road. Series of meetings to be arranged to develop discussions further. Meeting of Chief Executives arranged for October 2017 to discuss TNI support for Local Area Development Plans.
Independent QS to review estimated proposed costs.	Estimated proposed costs to be reviewed to assess against current market costs. QS to be appointed and commence work in September 2017.
Future Rating Valuations	Forecast work to calculate future potential rates generation to be completed through Institute of Revenues, Rating and Valuations.
MLK Consultation	Update meeting scheduled with Bryan Gregory, Interim Chief Executive, MLK.
Development of Strategic Section 76 Agreement	Strategic Section 76 Agreement being developed to include full West Lisburn Development area. Professional Planning advice received.
Planning Application (Neptune)	Planning Application from Neptune expected October 2017.
Business Case	Strategic Outline Business Case has been prepared. This will now be updated and finalised. Full Business Case to be developed to include consideration of relocated Household Recycling Centre and new Central Services Depot.

	IRRV have agreed to take forward the commission of a rates assessment impact/rate modelling associated with the development proposals subject to procurement process.
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Briefing Note: Proposals for the Construction of a new link road (1.6km) connecting the existing M1/A101 roundabout to existing Moira/Knockmore Road junction

A letter dated 19 May 2017, advised that Neptune Carleton wished to initiate the formal PAN in respect of the above development – see Map at **Annex A (attached)**

In doing so, the Agent requested that in accordance with regulation 8 (1)(b) of the EIA Regulations that the Council consult with those authorities that it considered likely to be concerned by the proposed development. The responses received would inform the level of detail to be provided in the related Environmental Statement.

A response to **LA05/2017/0506/PAN** - Construction of a new link road (1.6km) connecting the existing M1/A101 roundabout to existing Moira/Knockmore Road junction on lands between the existing M1/A101 roundabout and existing Moira/ Knockmore Road junction issued on 26 May 2017. It advised that the PAN had been considered and that it contained sufficient information with regard to the proposed community consultation measures and as such, it complied with section 27 of the Planning Act 2011.

The response requested that in addition to neighbours identified, that an additional property along Blaris Road be including in the leaflet drop. The Council were also advised that a copy of the PAN 1 and associated map was issued to members of the Council representing the DEA within which the proposal is situated.

A scoping report was submitted by the Agent outlining the anticipated content of an Environmental Statement that would accompany a full planning application for the proposed M1-Knockmore link road at Blaris, Lisburn.

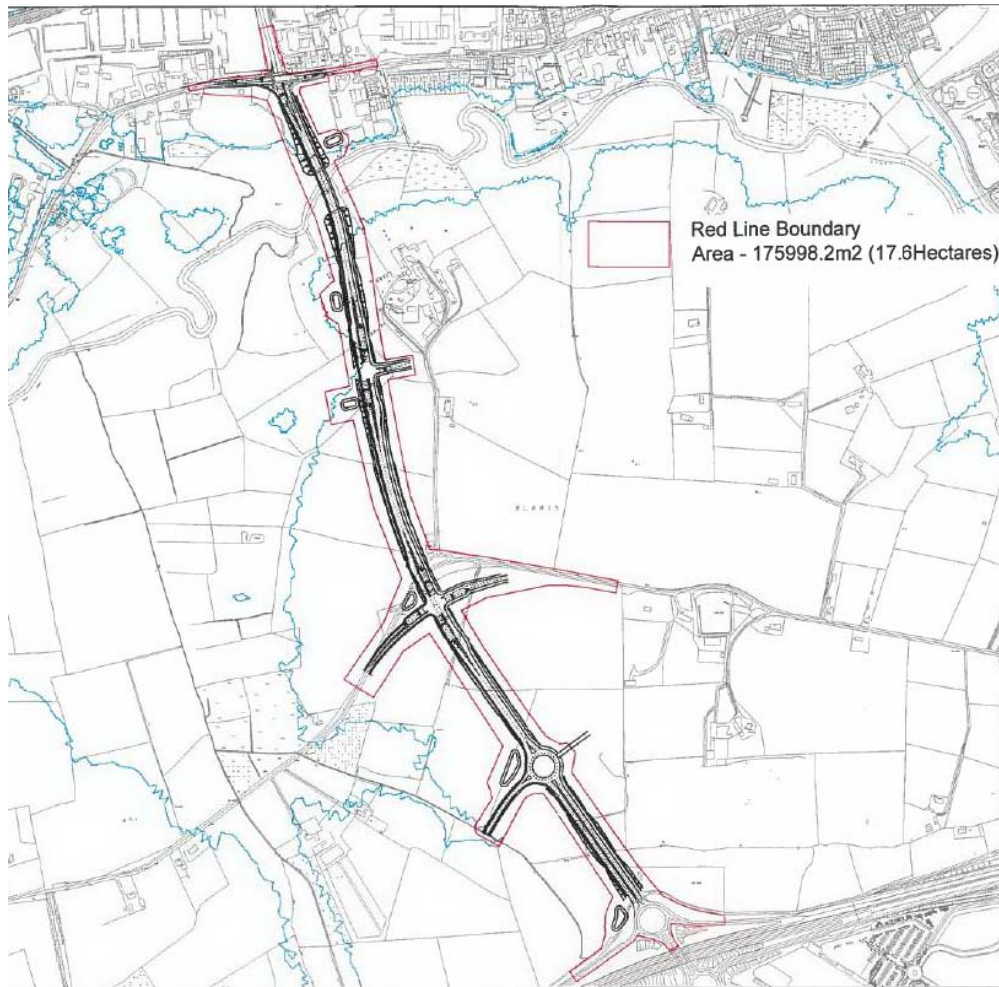
A scoping opinion LA05/2017/0530/DETEIA - Construction of a new link road (1.6km) connecting the existing M1/A101 roundabout to existing Moira/Knockmore Road junction was provided on 26 June 2017. The opinion provided was based on comments received from the following consultees

- Transport NI
- NI Water
- Historic Environment Division
- NIEA Water Management Unit
- NIEA Regulation Unit (Land and Ground Water Team)
- NIEA Natural Heritage Division
- Rivers Agency
- Councils Environmental Health

The issues raised through the scoping opinion need to be addressed in the Environmental Statement to be submitted by the Agent as part of the planning application process.

To date, no planning application has been submitted.

Annex A – Planning Application Boundary



**PROGRESS REPORT FOLLOWING AWAY DAY FOR ELECTED MEMBERS
ON 17TH AUGUST 2017**

Background

An Away Day for Elected Members was held on Thursday 17 August with a view to provide a strategic overview of the Council's finances, present the Council's Investment Programme and financial modelling over a 10 year period, introduce the programme management and staged process for project delivery within the Investment Programme and demonstrate how these processes are interlinked with key Council strategies such as the Estates Strategy and Corporate Plan.

The session was facilitated by Steve Mungavin, Head of CIPFA and followed on a number of themes raised at previous Away Days held in January, May and November 2016.

Key Considerations

A summary of the notes from the table discussion are detailed in Appendix 1.

There are a number of actions arising from the Away Day with a progress report on each area detailed below.

1. Develop options paper for Committee reporting of the Investment Programme
2. Review of Investment Programme
3. Estates Strategy and Space Utilisation
4. Programme management / staged process for Investment Programme
5. Efficiency Review – Outsourcing and Voluntary Exit Scheme – as invest to save strategy
6. City Deal
7. Maintain focus on reducing costs through current review of kerb-side options
8. Develop new Council Corporate Plan for launch in the spring

MS SINEAD CLARKE
DIRECTOR OF SERVICE SUPPORT
5 SEPTEMBER 2017

APPENDIX 1 - NOTES FROM AWAY DAY – 17 AUGUST 2017

Elected Member Table Discussion

What is the preferred way to oversee and govern the Investment Programme?

Is 10 years the right length for the Investment Programme?

How do you want the Investment Programme reported and to which Committee(s)?

How do you see the Investment Programme linked to the Estates Strategy?

Are there any other financial issues or areas you want to be addressed?

What is the preferred way to oversee and govern the Investment Programme?

- Having a second meeting to allow councillors to digest
- £111m is a boggling figure
- Shouldn't rush into strategic decisions
- Warns against too many people slowing decisions down
- Strategic – means Investment Programme covers entire council and not one committee
- Concern/tendency for silos/need buy in from all/opt for just 1 Committee/get out of silos/cross departmental
- Pivotal – need to capture and monitor capital expenditure holistically
- Set a threshold and projects added only when funding has been identified
- Need an intervening holistic filtering step between committee and Council
- Need to keep awareness of democratic process – properly safeguarded

How do you want the Investment Programme reported and to which Committee(s)?

- Possibility of every Committee feeding into this. Every member needs to see and be a part of this
- Which Committee should co-ordinate - Corporate/Development
- Happy for 1 Committee to feed to others
- Governance & Audit could be a quarterly solution
- Capital Projects would potentially be overburdened
- Corporate or G&A monthly might be best
- Corporate Services

- Retain Capital Projects Committee – 3 Flagship Projects and with home Committees retaining remaining projects
- Threshold for projects to move into Capital Projects Committee
- Quarterly set agenda – 1 item of business with attendance to all
- Full Council is a final decision
- Make sure discussed early in whichever Committee

Is 10 years the right length for the Investment Programme?

- 10 year plan might not mean 10 year spend
- 0-5 short, 5-10 medium and 10+ longer
- 10 year + shouldn't be ruled out but 12 years maximum (not over 3 terms)
- Investment Programme – 30 – 40 years
- 10 Year – flexible view
- Length 10 – 12 year for delivery and can be financed longer
- 3 terms maximum following approach

How do you see the investment Programme linked to the Estates Strategy?

- Fundamental Estate Strategies – key to commercial estate strategy
- Linked Strategically – should inform investment programme – acquisition – disposal – spend to save projects
- Link estate to investment

Are there any other financial issues or areas you want to be addressed?

- Ceiling for rates & affordable to that ceiling
- Max Rate – 3%
- Rates Profile
- Risk should be proportionately managed
- Efficiency – Issue
- Interest currently low – Fixed Rate public loans

Report Detailing Progress made in adopting the Strategic Investment Board's Operational Partnering Agreement.

Introduction

Members will be aware that the Strategic Investment Board Ltd (SIB) are assisting the Council in developing and delivering a number of significant projects over the next few years. SIB have produced a partnering agreement (**Appendix 2**), which is expected to set the strategic context and govern the relationship as it progresses.

At the Corporate Services Committee meeting of 13th June 2017, Members approved the draft agreement subject to consultation with the Council's legal advisors.

A legal opinion was sought which raised a number of issues that were explored with SIB at a meeting held in Lagan Valley Island on 04th July 2017. The areas of significance and the meaning that both sides agree to wholly attach to each, are set out in **Appendix 1**.

Where Council wishes to transfer risk to an economic operator, for example, a consultant contractor, this agreement will not be appropriate. It is for this reason that it is proposed that appointments will be approved and signed off by the Chief Executive in each instance.

Given the nature and extent of the agreement, it is proposed that Officer are circumspect in drawing down of the strategic advisory support. Officer will be guided by the overarching need for impartial, sensitive and neutral interests in the provision of such advice. This may include drafting up scope for service briefs with Member approval.

It is important to note that this agreement is not intended, nor will it be used to create additionality in the staff headcount. Nonetheless, where appropriate, costs will be capitalised to ensure best value is achieved for the Council.

Recommendations

It is recommended that Members:-

- Note the progress made in agreeing the terms of the agreement.
- Further note the clarifications to wordings within the agreement that provide additional transparency and precision, thus ensuring the scope for interpretation or confusion is limited.
- Consider agreeing to the Development Committee being the governance mechanism for appointments using the SIB Operational Partnering Agreement.

Areas of Significance

- 1. Title – “Operational Partnership Agreement between Strategic Investment Board Limited and Lisburn City and Castlereagh City Council”.**

As there are specific legal implications around the use of the word “Partnership”. It was agreed that this would be changed to “Partnering” as a more accurate reflection of the spirit and meaning of the agreement.

- 2. Paragraph 2. – “This agreement is not intended to create legally enforceable rights or obligations and the parties shall not seek to enforce its terms in the courts”.**

As the Operational Partnering document is an agreement with SIB to provide the Council with Strategic level support and advice, it was agreed that it will be for the Council to decide on any actions that flow from the advice provided, with the Council therefore retaining liability.

- 3. Paragraph 5 – “The OPA shall remain in force unless terminated (a) by either party on the expiry of a full financial year’s notice in writing or (b) by the agreement of both parties. The OPA may be amended at any time with the consent of both parties”.**

This clause was agreed as a statement of intent, as it is for the Council to avail of the support set out within the agreement or otherwise. No costs will arise as a result of support not being availed of.

- 4. Paragraph 13 – “Disputes that the nominated representatives cannot resolve between themselves shall be referred to Brett Hannam, CEx, SIB and Dr Theresa Donaldson, Chief Executive, LCCC for resolution”.**

It was agreed that a framework setting out how disputes should be handled would be set out for use in such an event. This will be drafted by the Council side and submitted to Committee for approval prior to being forwarded to SIB for discussion and agreement within three months of the agreement coming into effect.

- 5. Paragraphs 18 & 19 – “(18) The Partner will be responsible for the maintenance of the official record of all relevant activities (the prime records), which it will own. SIB will, where appropriate, keep copies of correspondence and papers that it produces; but the responsibility for maintaining a complete and auditable file containing the master copy of all requisite records falls to the Partner. Records relating to contracts (including the procurement of advisers) will be held by the awarding authority. (19) The Partner recognises the requirement to provide access to its records to SIB’s auditors or any other oversight body with a legitimate requirement to inspect them in the course of its duties.**

It was agreed that the Council would consider the best way to resolve any potential data protection issues and set out a separate protocol that will address any issues to the satisfaction of both parties. The draft protocol will be presented to Committee for approval within six months of the agreement coming into effect.

- 6. Paragraph 22 - “SIB undertakes to use its best efforts to complete the work, in support of the Partner, detailed in Schedule A to the highest professional standards. However, it is unable to accept any liability arising from the Partner following its advice or recommended courses of action and any liability arising out of this agreement by way of tort, negligence or breach of contract is, for the avoidance of doubt, excluded”.**

As at paragraph 2 (above), this clause is to be seen in the context of the provision of support and advice which the Council is free to accept, reject, amend or otherwise. Therefore the Council will agree to retain liability.

- 7. Paragraphs 23 & 25 – “SIB agrees that, in the event of a grievance being raised against a SIB employee by a member of the Partner’s staff, any investigation into such a grievance may be conducted under the Partner’s procedures. Any disciplinary action resulting from such an investigation will be carried out under the terms set out in SIB’s Staff Handbook. (25) SIB staff deployed in support of, or embedded within the Partner organisation, remain at all times employed by SIB and subject to the SIB Code of Conduct and employment terms and conditions”.**

It was agreed between the parties that a more consistent approach is to be agreed with SIB within six months of the agreement coming into operation.

The revised Operational Partnering Agreement is attached at Appendix 2 for Members information.

Operational Partnering
Agreement between
Strategic Investment Board Limited and
Lisburn City and Castlereagh Council

Author: Alan McVicker

Status: **Final**

Date: XX August 2017

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Introduction

1. SIB and Lisburn City and Castlereagh Council (LCCC) wish to establish a professional working relationship based on partnering and teamwork. This Operational Partnering Agreement (OPA) sets out the terms on which the Partnering will operate.
2. This agreement is not intended to create legally enforceable rights or obligations and the parties shall not seek to enforce its terms in the courts.

The Agreement

3. The partnering organisation to this agreement are:
 - a) The Strategic Investment Board (SIB); and
 - b) Lisburn City and Castlereagh Council; (the Partnering Organisation)
4. The OPA will come into force on 1st April 2017.
5. The OPA shall remain in force unless terminated (a) by either party on the expiry of a full financial year's notice in writing or (b) by the agreement of both parties. The OPA may be amended at any time with the consent of both parties.
6. Amendments to the OPA may be made and agreed by letter or email: in which case, the letter or email confirming the agreed change will be filed in TRIM as a supplementary record to this original OPA. The original OPA and the supplementary record will together constitute the revised OPA.

SIB Engagement

7. SIB's engagement is carried out in accordance with and for the purposes described in The Strategic Investment and Regeneration of Sites (Northern Ireland) Order 2003 – namely the exercise of strategic investment functions in relation to the Executive and bodies carrying out major investment projects.
8. In relation to bodies carrying out major investment projects, 'strategic investment functions' means:
 - a) Advising those bodies in relation to the carrying out of such projects;
 - b) Assisting those bodies in relation to the carrying out of such projects, including providing research, consultancy, advisory and other support and general assistance; and
 - c) Participating, by agreement with those bodies, in the carrying out of such projects.
9. The scope of SIB's support to the Partnering Organisation is described in Schedule A to this agreement.
10. SIB will recoup the costs of its support to the Partnering Organisation according to the arrangements set out in Schedule B to this agreement.

Operation of the Agreement

General

11. SIB and the Partnering Organisation shall each nominate a person (the OPA Co-ordinator) authorised to conduct all communications relating to this OPA. The representative for SIB will be

Alan McVicker, Strategic Adviser & Head of Council Support Unit. The representative for the Partnering Organisation will be Paul McMinn, Policy Officer.

12. The two representatives named above shall normally meet at least twice each year to review the operation of the OPA.

13. Disputes that the nominated representatives cannot resolve between themselves shall be referred to Brett Hannam, CEx, SIB and Dr Theresa Donaldson, Chief Executive, LCCC for resolution. A separate disputes resolution framework will be agreed between the parties that will be enacted in the event of a dispute or disputes escalating to CEx level.

Procurement

14. The Partnering Organisation and SIB agree to abide by the relevant procurement policy of the Council and with current public sector procurement legislation.

Equality Impact Assessments

15. Where appropriate, the Partnering Organisation acknowledges its responsibility to carry out any Equality Impact Assessments (EQIAs) required in the course of the projects covered by this agreement.

Communications and Publicity

16. SIB and the Partnering Organisation will embed communications activity (to both internal and external audiences) into plans as a defined work-stream. The SIB Communications Manager will provide input to this work stream. External announcements will conform to an agreed communications plan and support the Partnering Organisation's media action plan.

17. As SIB staff will be working on behalf of the Partnering Organisation, any reports or other documents they produce will be owned by the Partnering Organisation and SIB's logo will not appear without prior mutual agreement.

Records

18. The Partnering Organisation will be responsible for the maintenance of the official record of all relevant activities (the prime records), which it will own. SIB will, where appropriate, keep copies of correspondence and papers that it produces; but the responsibility for maintaining a complete and auditable file containing the master copy of all requisite records falls to the Partnering Organisation. Records relating to contracts (including the procurement of advisers) will be held by the awarding authority. A data handling and protection protocol to regulate the flow of information will be agreed between the parties separately to this agreement.

19. The Partnering Organisation recognises the requirement to provide access to its records to SIB's auditors or any other oversight body with a legitimate requirement to inspect them in the course of its duties.

20. The Partnering Organisation and SIB recognise their obligations under the Freedom of Information Act. They note, however, that some information provided by one party to the other may be exempt from release and therefore undertake to consult before releasing any information provided by one party to the other. It is only in exceptional or specific instances that LCCC can consider information as either confidential or exempt and therefore each piece of information to be

exchanged under the OPA shall be examined by LCCC to see if it shall be treated by the recipients as 'Commercial in Confidence' or otherwise.

Lessons Learned Reports

21. SIB and the Partnering Organisation agree to produce jointly a 'lessons learned' report at the conclusion of projects, or at other appropriate times.

Liability

22. SIB undertakes to use its best efforts to complete the work, in support of the Partnering Organisation, detailed in Schedule A to the highest professional standards. However, it is unable to accept any liability arising from the Partnering Organisation following its advice or recommended courses of action and any liability arising out of this agreement by way of tort, negligence or breach of contract is, for the avoidance of doubt, excluded.

Grievances

23. SIB agrees that, in the event of a grievance being raised against a SIB employee by a member of the Partnering Organisation's staff, any investigation into such a grievance may be conducted under the Partnering Organisation's procedures. Any disciplinary action resulting from such an investigation will be carried out under the terms set out in SIB's Staff Handbook.

Substitutions

24. Should any SIB staff deployed in the delivery of this OPA be unable – through resignation, extended illness or other incapacity – to continue in their assigned role, SIB will provide substitute resources that enable the completion of the work scheduled in Appendix A. In the case where a staff member has been exclusively recruited for a customer, without prior mutual agreement not to do so, any additional costs arising will be recharged to the customer.

Employee Status

25. SIB staff deployed in support of, or embedded within the Partnering organisation, remain at all times employed by SIB and subject to the SIB Code of Conduct and employment terms and conditions.

Feedback and Assessment

26. The Partnering Organisation undertakes to provide feedback on the performance of SIB staff to the SIB Chief Executive, on request.

27. Should any issue arise concerning the performance of SIB staff, the Partnering Organisation will raise this immediately with SIB's Chief Executive.

Billing

28. Where SIB is funding, or part funding, an activity on behalf of the Partnering Organisation, the Partnering Organisation will ensure that invoices are passed, on receipt, to SIB's finance manager.

29. For work funded by SIB, the Partnering Organisation will ensure that suppliers provide a monthly accruals estimate for the value of any work completed, but not invoiced, during the course of the month. The supplier will send this information to SIB's finance manager within two working days of the end of a calendar month.

30. The Partnering Organisation will ensure that all invoices outstanding at the end of the financial year are presented to SIB no later than 10 working days after the 31st March each year. Similarly, the Partnering Organisation must ensure details of all relevant accruals are passed to SIB no later than 10 working days after the 31st March each year.

31. Where SIB is recovering the costs of staff working in support of the Partnering Organisation (as described in Schedule B to this agreement), SIB will invoice the Partnering Organisation monthly in arrears. The partnering Organisation will settle invoices within 10 working days.

Signatures

.....

Brett Hannam, Chief Executive, SIB

.....

Dr Theresa Donaldson, Chief Executive, Lisburn City and Castlereagh Council

Schedule A: SIB Support

Amendments to this schedule may be made and agreed by both parties to the agreement by letter or email in accordance with the section on 'Operation of the Agreement' above.

SIB's support to the Partnering Organisation may, at SIB's discretion, include provision of small pieces of advice, consultation or other work as agreed between the parties and requested by the Partnering Organisation. Small is defined as less than two full-time equivalent days on any specific topic. Where larger pieces of work are required this will be requested by way of amendment to the OPA as outlined above.

SIB will provide programme and project management support to Lisburn City and Castlereagh Council in relation to its Capital Programme and Projects.

- Alan McVicker, Strategic Adviser and Head of Council Support Unit (CSU), will oversee the allocation of SIB resources to the projects and ensure delivery within the terms of the Operational Partnering Agreement (OPA) between SIB and the Council. He will liaise with the LCCC Chief Executive on a quarterly basis to review progress and performance.
- Kyle Alexander, a SIB Associate Adviser, will provide strategic input on the Knockmore Link Road and City Centre Hotel projects, helping to scope the works and drawing on a range of supporting skill sets within SIB as required. He will be the main point of contact with Council Officers on these projects. Additionally, Kyle could provide strategic support to the Lagan Bank Quarter regeneration project (by agreement with LCCC).
- Nick Harkness, Lead Adviser on Sport & Leisure projects within SIB's CSU, could provide strategic input to the Dundonald International Ice Bowl project, assisting in scoping the works and drawing on a range of other skill sets within SIB as required. He would be the main point of contact with Council officers on this project.
- SIB Strategic and Associate Advisers could provide a range of legal, financial, technical and business case expertise required for each project as identified and co-ordinated by Kyle and Nick. The level of such input will be determined by the existing level of resources within the Council and the resource available to Council through external consultants.

Schedule B: Cost Recovery

Details of the cost recovery arrangements agreed between SIB and the Partnering Organisation form part of this OPA but are filed separately for reasons of commercial and personal sensitivity.

The SIB TRIM Record for these details is: [\[Click here and type TRIM reference\]](#).

SIB's input is based on a time charge basis for actual days worked. This can range from £450 - £650 per day and time sheets would be submitted through LCCC for sign off prior to billing.

Kyle Alexander, Associate Adviser would be charged at £625.00 + VAT per day.

Nick Harkness, CSU Project Manager, Lead on Sport & Leisure would be charged at £525.00 + VAT per day.

Should the Council wish to proceed as outlined above it is suggested that the initial phase would involve Kyle Alexander and Nick Harkness engaging with Council officers to scope the works, to advise on the way forward and identify in liaison with Alan McVicker the nature, time commitment and cost of further SIB resources required.

SIB will invoice LCCC monthly in arrears for cost recovery and VAT will also be charged.