



**October 17th, 2022**

**To: the Chairperson (Councillor A McIntyre), Vice-Chairperson (Councillor A Gowan) and Members of the Leisure & Community Development Committee**

**Ex Officio:**

The Right Worshipful the Mayor (Councillor S Carson)

Deputy Mayor (Councillor M Guy)

**Notice Of Meeting**

A meeting of the Leisure and Community Development Committee will be held on Tuesday, 6th September 2022 at 6:00 pm for the transaction of the undernoted Agenda.

For those Members attending this meeting remotely, the Zoom link and passcodes are contained within the Outlook invitation that has been issued.

**David Burns**

**Chief Executive**

# Agenda

## 1.0 APOLOGIES

Apology from Alderman M Henderson

## 2.0 DECLARATION OF MEMBERS' INTERESTS

- (i) Conflict of Interest on any matter before the meeting (Members to confirm the specific item)
- (ii) Pecuniary and non-pecuniary interest (Member to complete the Disclosure of Interest form)

## 3.0 REPORT OF DIRECTOR OF LEISURE & COMMUNITY WELLBEING

### 3.1 Departmental Performance Report

- 📄 *LS Performance Report.pdf* *Page 1*
- 📄 *Appendix 1 Draft Trading accounts quarter 1 Leisure Well-Being April- June 22.pdf* *Page 5*
- 📄 *Appendix II Service KPIs.pdf* *Page 8*
- 📄 *Appendix III Performance KPIs.pdf* *Page 13*

### 3.2 Hardship Report

- 📄 *Hardship Report .pdf* *Page 18*
- 📄 *Appendix 1 Hardship Community Planning Prog.pdf* *Page 22*
- 📄 *Appendix 2 LCCC Hardship Programme.pdf* *Page 27*

## 4.0 REPORT OF HEAD OF COMMUNITIES

### 4.1 Places & People - Review

- 📄 *People and Place Review.pdf* *Page 30*
- 📄 *Appendix 1 [CS] People and Place Newsletter-Issue-1.pdf* *Page 34*

### 4.2 Museum Accreditation

- 📄 *Museum Accreditation 2022-24.pdf* *Page 35*
- 📄 *Appendix Collections Development Policy.pdf* *Page 38*

|            |   |                |
|------------|---|----------------|
|            | <a href="#"><i>Appendix 3 ILCLM Forward Plan 2022-24.pdf</i></a>            | <i>Page 49</i> |
|            | <a href="#"><i>Irish Linen Centre Appendix 3a.pdf</i></a>                   | <i>Page 64</i> |
| <b>4.3</b> | <b>PCSP Minutes</b>   |                |
|            | <a href="#"><i>PCSP Minutes.pdf</i></a>                                     | <i>Page 70</i> |
|            | <a href="#"><i>Appendix 1 PCSP 210422 (Private).pdf</i></a>                 | <i>Page 73</i> |
|            | <a href="#"><i>Appendix 2 PCSP 170522 (Public).pdf</i></a>                  | <i>Page 79</i> |
| <b>4.4</b> | <b>Seeding Grant Application</b>  |                |
|            | <a href="#"><i>Seeding Grant Application.pdf</i></a>                        | <i>Page 83</i> |
| <b>4.5</b> | <b>PEACE PLUS - Update</b>  |                |
|            | <a href="#"><i>PEACE PLUS Update.pdf</i></a>                                | <i>Page 86</i> |
|            | <a href="#"><i>Appendix 1 Social Partners.pdf</i></a>                       | <i>Page 89</i> |
| <b>4.6</b> | <b>Making Art in the Community</b>  |                |
|            | <a href="#"><i>Arts Service Grants Scheme and Outcome of Appeal.pdf</i></a> | <i>Page 90</i> |
|            | <a href="#"><i>Arts Grant Scheme Appendix 1.pdf</i></a>                     | <i>Page 93</i> |

## **5.0 REPORT OF HEAD OF PARKS & AMENITIES**

|            |  |                 |
|------------|--|-----------------|
| <b>5.1</b> | <b>Ballybeen Sports &amp; Wellbeing Hub - Lease and Service Level Agreement</b>            |                 |
|            | <a href="#"><i>Ballybeen Sport &amp; Wellbeing Hub.pdf</i></a>                             | <i>Page 94</i>  |
|            | <a href="#"><i>Appendix 1 - Ballybeen Lease.pdf</i></a>                                    | <i>Page 96</i>  |
|            | <a href="#"><i>Appendix 2 Ballybeen SLA.pdf</i></a>  | <i>Page 120</i> |
|            | <a href="#"><i>Appendix 3[P&amp;A]-Ballybeen Sport and Wellbeing Hub-Lease map.pdf</i></a> | <i>Page 132</i> |

## **6.0 REPORT OF HEAD OF SPORTS SERVICES**

|            |   |                 |
|------------|---|-----------------|
| <b>6.1</b> | <b>Canal Boxing Academy</b>   |                 |
|            | <a href="#"><i>Canal Boxing Academy 2.pdf</i></a>                               | <i>Page 133</i> |
|            | <a href="#"><i>Appendix 1 - Item 1 (SS) Canal Boxing Academy letter.pdf</i></a> | <i>Page 136</i> |

## **7.0 CONFIDENTIAL REPORT OF THE DIRECTOR OF LEISURE & COMMUNITY WELLBEING**

### **7.1 Hilden Primary School**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

- Item 3 [CS] Hilden Primary School.pdf** **Page 137**
- Appendix 1 [CS] Draft OBC Hilden Primary School.pdf** **Page 142**
- Appendix Draft Partnership Agreement 0822.pdf** **Page 192**
- Appendix 3 CS Draft Lease BF.pdf** **Page 232**
- Appendix 4 Engagement Plan.pdf** **Page 258**
- Appendix 5 Hilden Activity Statement.pdf** **Page 291**

### **7.2 Small Settlement Programme - Community Markets Proposal**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

- Item 4 [CS] Small Settlements Programme bf.pdf** **Page 302**

### **7.3 DFC Social Supermarket**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

- SSM Funding.pdf** **Page 306**

### **7.4 Killultagh – Potential Developments**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

- Killultagh Potential Developments Update.pdf** **Not included**
- Appendix 3 Letter requesting play facilities in Dundrod.pdf** **Not included**
- Appendix 4 Dundrod Map.pdf** **Not included**
- Killultagh Grange Aerial Map.pdf** **Not included**
- Appendix 6[P&A] Confidential Report LCD - Planning drawing-Proposed Site Plan.pdf** **Not included**

▢ *Appendix 7[P&A] Confidential Report LCD - MaghaberryCommunityCentre site plan.pdf* **Not included**

## **7.5 Procurement of Traffic Management**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

▢ *Traffic Management Provision.pdf* **Page 310**

▢ *Appendix Tender Evaluation.pdf* **Page 313**

## **7.6 Arboriculture Services – Financial Appraisal**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

▢ *Arboriculture Services Financial Appraisal.pdf* **Page 315**

▢ *Appendix Financial Appraisal.pdf* **Page 318**

## **7.7 Automatic Irrigation System**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

▢ *Automatic Irrigation Systems for Bowling Greens.pdf* **Page 333**

▢ *Appendix Financial Appraisal.pdf* **Page 337**

## **7.8 Resurfacing Works Programme**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

▢ *Resurfacing Works Programme.pdf* **Page 342**

▢ *Appendix Feasibility Resurfacing Works Program.pdf* **Page 346**

▢ *Appendix Financial Appraisal .pdf* **Page 406**

▢ *Appendix Equality Screening Tactile Maps.pdf* **Page 422**

▢ *Equality Screening Paths FINAL.pdf* **Page 425**

## **7.9 Overflow car park Lagan Valley Leisureplex: SEHSCT request to enter into a commercial licence**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

📄 *Overflow Car Park Lagan Valley Leisureplex - SEHCT.pdf* *Page 439*

📄 *Appendix 1 [SS - Item 1 - LPS Reporting Letter\_SEHSC Trust Licence ~ Park at Lagan Valley Leisurep...].pdf* *Page 442*

### **7.10 Uniform Provision Sports Services – Business Appraisal**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

📄 *Uniform provision Business Appraisal.pdf* *Page 445*

📄 *Appendix 1 [SS] - Item 2 - Business Appraisal 30k-100k -Leisure Uniforms - FINAL.docx* *Page 448*

### **7.11 Catering at Dundonald International Ice Bowl**

Confidential report as it contains information relating to the financial or business affairs of any particular person (including the Council holding that information).

📄 *Catering - Dundonald International Ice Bowl.pdf* *Page 452*

📄 *Appendix Catering - DIIB.pdf* *Page 455*

### **7.12 Legend Software**

📄 *Legend Management Software.pdf* *Page 457*

📄 *Appendix 1 Financial Appraisal - Legend.pdf* *Page 460*

## **8.0 ANY OTHER BUSINESS**



## Leisure Services Committee

6<sup>th</sup> September 2022

Report from:

Director of Leisure & Community Wellbeing

### Item for Decision

**TITLE:** Leisure & Community Wellbeing Performance Report

#### Background and Key Issues:

1. This paper deals with the following areas:
  - Draft Budget Summaries covering the period 1<sup>st</sup> April 2022 to 30<sup>th</sup> June 2022
  - Q1 2022/23 KPI's
2. **Leisure & Community Wellbeing Draft Budget Summaries – Q1**

A Budget Summary report for quarter 1 ( April to June 22 ) is attached . This reflects (the Directorate's) draft budget report for the first quarter of the Financial year and is subject to review .

Final Management accounts for periods 1 to 4 (April to July ) will be presented at Corporate Services Committee in September.

Attached as Appendix 1 are the following draft trading summaries:

- Period 1 (1<sup>st</sup> April – 30<sup>th</sup> April 2022)
- Period 2 (1<sup>st</sup> April – 31<sup>st</sup> May 2022)
- Period 3 (1<sup>st</sup> April – 30<sup>th</sup> June 2022)

### 3. Q1 2022/23 Leisure & Community Wellbeing KPI's

The Council operates a broad range of KPI's including statutory targets, for example, percentage of household waste collected that is sent for recycling (set externally and reported internally via Council Committees), performance improvement targets (set by Council and reported through Governance & Audit Committee) and operational metrics/service KPIs (set by Council and reported internally via Council Committees).

- Appendix 2 provides an outline of performance for Q1 (April - June 22) for the operational metrics/service KPIs.
- Appendix 3 provides the performance improvement targets KPI's.

#### Recommendation:

It is recommended that Members note and scrutinise:

1. Leisure & Community Wellbeing Budget Summary reports covering the period 1<sup>st</sup> April 2022 to 30<sup>th</sup> June 2022 – Appendix 1.
2. The outturn of operational metrics/service KPIs for Q1 (April to June 22) – Appendix 2.
3. The outline of performance for Q1 (April – June 22) for Leisure & Community Wellbeing performance improvement targets KPIs – Appendix 3.

#### Finance and Resource Implications

None

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

N/A

If yes, what was the outcome?:

|   |                                     |  |                                     |   |                                     |
|---|-------------------------------------|--|-------------------------------------|---|-------------------------------------|
| <b>Option 1</b><br>Screen out<br>without mitigation | <input type="text" value="Yes/No"/> | <b>Option 2</b><br>Screen out with<br>mitigation | <input type="text" value="Yes/No"/> | <b>Option 3</b><br>Screen in for<br>a full EQIA | <input type="text" value="Yes/No"/> |
|---|-------------------------------------|--|-------------------------------------|---|-------------------------------------|

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)



Insert link to completed Equality and Good Relations report:

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

If no, please give explanation/rationale for why it was not considered necessary:

N/A

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix 1 Draft Budget Summary Reports for Q1 (April to June 22)

Appendix 2 Operational metrics/Service KPIs for Q1 (April to June 22)

Appendix 3 Performance Improvement KPI's for Q1 (April – June 22)  
KPI's

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:



## Leisure Services &amp; Wellbeing - April 2022 to June 22

| Department                            | Month:-            |                  | Apr-22                   |                  |
|---------------------------------------|--------------------|------------------|--------------------------|------------------|
|                                       | Annual Budget      | Budget to date   | Total Actual & Committed | Total Variance   |
| <b>Expenditure:</b>                   |                    |                  |                          |                  |
| <b>Payroll</b>                        |                    |                  |                          |                  |
| Leisure HQ                            | 257,490            | 21,455           | 18,333                   | (3,122)          |
| Parks and Amenities                   | 3,425,720          | 272,655          | 243,068                  | (29,567)         |
| Cultural and Community                | 2,576,580          | 212,499          | 195,738                  | (16,761)         |
| Sports Services                       | 6,635,970          | 546,412          | 467,027                  | (79,385)         |
| <b>Total Payroll Expenditure:</b>     | <b>12,895,760</b>  | <b>1,053,021</b> | <b>924,166</b>           | <b>(128,855)</b> |
| <b>Non-Payroll</b>                    |                    |                  |                          |                  |
| Leisure HQ                            | 734,200            | 318,275          | 365,237                  | 46,962           |
| Parks and Amenities                   | 2,068,610          | 266,405          | 402,668                  | 136,263          |
| Cultural and Community                | 1,985,000          | 478,953          | 137,428                  | (341,525)        |
| Sports Services                       | 3,647,780          | 276,549          | 541,042                  | 264,493          |
| <b>Total Non-Payroll Expenditure:</b> | <b>8,435,590</b>   | <b>1,340,183</b> | <b>1,446,375</b>         | <b>106,192</b>   |
| <b>Total Expenditure</b>              | <b>21,331,350</b>  | <b>2,393,204</b> | <b>2,370,541</b>         | <b>(22,663)</b>  |
| Leisure HQ                            | (119,540)          | (9,962)          | (4,727)                  | 5,235            |
| Parks and Amenities                   | (444,850)          | (81,199)         | (92,752)                 | (11,553)         |
| Cultural and Community                | (1,205,500)        | (17,823)         | (4,508)                  | 13,315           |
| Sports Services                       | (6,084,590)        | (472,520)        | (919,837)                | (447,317)        |
| <b>Total Income:</b>                  | <b>(7,854,480)</b> | <b>(581,504)</b> | <b>(1,021,825)</b>       | <b>440,321</b>   |
| Leisure HQ                            | 872,150            | 329,768          | 378,843                  | -49,075          |
| Parks and Amenities                   | 5,049,480          | 457,861          | 552,984                  | 95,123           |
| Cultural and Community                | 3,356,080          | 673,629          | 328,658                  | (344,971)        |
| Sports Services                       | 4,199,160          | 350,441          | 88,232                   | (262,209)        |
| <b>Net Overall Position</b>           | <b>13,476,870</b>  | <b>1,811,699</b> | <b>1,348,716</b>         | <b>(462,984)</b> |
| <b>Total Net Overall Position</b>     | <b>13,476,870</b>  | <b>1,811,699</b> | <b>1,348,716</b>         | <b>(462,984)</b> |

May-22

| Department                            | Annual Budget      | Budget to date     | Total Actual & Committed | Total Variance   |
|---------------------------------------|--------------------|--------------------|--------------------------|------------------|
| <b>Expenditure:</b>                   |                    |                    |                          |                  |
| <b>Payroll</b>                        |                    |                    |                          |                  |
| Leisure HQ                            | 257,490            | 42,910             | 37,734                   | (5,176)          |
| Parks and Amenities                   | 3,425,720          | 550,679            | 517,916                  | (52,963)         |
| Cultural and Community                | 2,575,580          | 424,998            | 407,213                  | (17,785)         |
| Sports Services                       | 6,635,970          | 1,091,825          | 990,604                  | (101,221)        |
| <b>Total Payroll Expenditure:</b>     | <b>12,895,760</b>  | <b>2,110,612</b>   | <b>1,953,467</b>         | <b>(157,145)</b> |
| <b>Non-Payroll</b>                    |                    |                    |                          |                  |
| Leisure HQ                            | 734,200            | 321,740            | 345,020                  | 23,280           |
| Parks and Amenities                   | 2,068,610          | 533,854            | 710,014                  | 176,160          |
| Cultural and Community                | 1,985,000          | 622,772            | 739,377                  | 116,605          |
| Sports Services                       | 3,647,780          | 618,872            | 1,011,931                | 393,059          |
| <b>Total Non-Payroll Expenditure:</b> | <b>8,435,590</b>   | <b>2,097,238</b>   | <b>2,806,341</b>         | <b>709,103</b>   |
| <b>Total Expenditure</b>              | <b>21,331,350</b>  | <b>4,207,850</b>   | <b>4,759,808</b>         | <b>551,958</b>   |
| <b>Income:</b>                        |                    |                    |                          |                  |
| Leisure HQ                            | (119,540)          | (19,923)           | (13,223)                 | 6,700            |
| Parks and Amenities                   | (444,850)          | (114,766)          | (155,106)                | (40,338)         |
| Cultural and Community                | (1,205,500)        | (33,321)           | (81,963)                 | (48,642)         |
| Sports Services                       | (6,084,590)        | (1,169,601)        | (1,369,026)              | (199,425)        |
| <b>Total Income:</b>                  | <b>(7,854,480)</b> | <b>(1,337,613)</b> | <b>(1,619,318)</b>       | <b>(281,705)</b> |
| <b>Overall Net Position:</b>          |                    |                    |                          |                  |
| Leisure HQ                            | 872,150            | 344,727            | 369,531                  | 24,804           |
| Parks and Amenities                   | 5,049,480          | 969,965            | 1,072,824                | 102,859          |
| Cultural and Community                | 3,356,080          | 1,014,449          | 1,064,627                | 50,178           |
| Sports Services                       | 4,199,160          | 541,096            | 633,509                  | 92,413           |
| <b>Net Overall Position</b>           | <b>13,476,870</b>  | <b>2,870,237</b>   | <b>3,140,490</b>         | <b>270,253</b>   |
| <b>Total Net Overall Position</b>     | <b>13,476,870</b>  | <b>2,870,237</b>   | <b>3,140,490</b>         | <b>270,253</b>   |

| Department                            | Month:-            |                    | Jun-22             |                  |
|---------------------------------------|--------------------|--------------------|--------------------|------------------|
|                                       | Annual Budget      | Budget to date     | Total Actual       | Total Variance   |
| <b>Expenditure:</b>                   |                    |                    |                    |                  |
| <b>Payroll</b>                        |                    |                    |                    |                  |
| Leisure HQ                            | 257,490            | 64,365             | 56,576             | (7,789)          |
| Parks and Amenities                   | 3,425,720          | 828,703            | 798,017            | (30,686)         |
| Cultural and Community                | 2,576,580          | 637,809            | 611,593            | (26,216)         |
| Sports Services                       | 6,635,970          | 1,637,737          | 1,494,855          | (142,882)        |
| <b>Total Payroll Expenditure:</b>     | <b>12,895,760</b>  | <b>3,168,614</b>   | <b>2,961,041</b>   | <b>(207,573)</b> |
| <b>Non-Payroll</b>                    |                    |                    |                    |                  |
| Leisure HQ                            | 734,200            | 360,553            | 375,229            | 14,676           |
| Parks and Amenities                   | 2,068,610          | 790,752            | 875,541            | 84,789           |
| Cultural and Community                | 1,985,000          | 932,484            | 988,502            | 56,018           |
| Sports Services                       | 3,647,780          | 937,940            | 1,301,369          | 363,429          |
| <b>Total Non-Payroll Expenditure:</b> | <b>8,435,590</b>   | <b>3,021,729</b>   | <b>3,540,641</b>   | <b>518,912</b>   |
| <b>Total Expenditure</b>              | <b>21,331,350</b>  | <b>6,190,343</b>   | <b>6,501,682</b>   | <b>311,339</b>   |
| <b>Income:</b>                        |                    |                    |                    |                  |
| Leisure HQ                            | (119,540)          | (29,885)           | (16,505)           | 13,379           |
| Parks and Amenities                   | (444,850)          | (120,885)          | (251,490)          | (130,605)        |
| Cultural and Community                | (1,205,500)        | (162,171)          | (241,602)          | (79,431)         |
| Sports Services                       | (6,084,590)        | (1,645,518)        | (1,894,450)        | (248,932)        |
| <b>Total Income:</b>                  | <b>(7,854,480)</b> | <b>(1,958,459)</b> | <b>(2,404,048)</b> | <b>(445,589)</b> |
| <b>Overall Net Position:</b>          |                    |                    |                    |                  |
| Leisure HQ                            | 872,150            | 395,033            | 415,299            | 20,266           |
| Parks and Amenities                   | 5,049,480          | 1,496,570          | 1,422,068          | (76,502)         |
| Cultural and Community                | 3,356,080          | 1,408,122          | 1,358,493          | (49,629)         |
| Sports Services                       | 4,199,160          | 930,159            | 901,774            | (28,385)         |
| <b>Net Overall Position</b>           | <b>13,476,870</b>  | <b>4,231,884</b>   | <b>4,097,634</b>   | <b>(134,250)</b> |
| <b>Total Net Overall Position</b>     | <b>13,476,870</b>  | <b>4,231,884</b>   | <b>4,097,634</b>   | <b>(134,250)</b> |

# Performance Summary

## Leisure and Community Wellbeing

(Type = 'Service')

Tuesday 2nd of August 2022



Red = Target missed or measure overdue  
 Amber = Measure due but not complete  
 Green = Target met or exceeded  
 Grey = Measure not yet due

|                                      |           |           |
|--------------------------------------|-----------|-----------|
| Parks & Amenities                    | 9<br>Grey |           |
| Sports Services                      | 1<br>(G)  | 3<br>Grey |
| Arts, Culture and Community Services | 1<br>(G)  | 3<br>Grey |

## PARKS &amp; AMENITIES

DUE 1ST APR 23

120 : Community Projects Number of new community benefit projects delivered per annum. Number of new community benefit projects delivered per annum

TARGET

3

ACTUAL

STATUS

Grey

TARGET 3

ACTUAL

Notes:

## PARKS &amp; AMENITIES

DUE 1ST APR 23

201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . Wallace Park

TARGET

850,000

ACTUAL

STATUS

Grey

TARGET 850,000

ACTUAL

Notes: 1st quarter - 238,299

## PARKS &amp; AMENITIES

DUE 1ST APR 23

201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . Moira Demesne

TARGET

440,000

ACTUAL

STATUS

Grey

TARGET 440,000

ACTUAL

Notes: 1st quarter - 144,023

## PARKS &amp; AMENITIES

DUE 1ST APR 23

201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . Moat Park

TARGET

600,000

ACTUAL

STATUS

Grey

TARGET 600,000

ACTUAL

Notes: 1st quarter - 123,453

## PARKS &amp; AMENITIES

DUE 1ST APR 23

201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . Castle Gardens

TARGET

115,000

ACTUAL

STATUS

Grey

TARGET 115,000

ACTUAL

Notes: 1st quarter - 36,900

**PARKS & AMENITIES**

**DUE 1ST APR 23**

201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . **Comber Greenway**

TARGET  
145,000

ACTUAL

STATUS  
**Grey**

TARGET 145,000  
ACTUAL

**Notes:** 1st quarter - 44,714 (23,269 cyclists / 21,445 pedestrians)

**PARKS & AMENITIES**

**DUE 1ST APR 23**

201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . **Mcllroy Park**

TARGET  
140,000

ACTUAL

STATUS  
**Grey**

TARGET 140,000  
ACTUAL

**Notes:** 1st quarter - 53,530

**PARKS & AMENITIES**

**DUE 1ST APR 23**

201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . **Lagan Towpath**

TARGET  
200,000

ACTUAL

STATUS  
**Grey**

TARGET 200,000  
ACTUAL

**Notes:** 1st quarter - 50,743

**PARKS & AMENITIES**

**DUE 1ST APR 23**

201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . **Billy Neill**

TARGET  
300,000

ACTUAL

STATUS  
**Grey**

TARGET 300,000  
ACTUAL

**Notes:** 1st quarter - 89,179

**SPORTS SERVICES**

**DUE 1ST APR 23**

151 : Vitality membership Annual target of 10,000 Vitality members per year. Maintain the annual target of 10,000 members of our leisure facilities

TARGET  
10,000

ACTUAL

STATUS  
**Grey**

TARGET 10,000  
ACTUAL

**Notes:** Throughout Quarter 1, Vitality membership continued to grow in popularity, attracting an extensive number of customers across all Sports Services facilities. By the end of June 22, membership numbers had increased to 12,301 total members, which was the highest figure recorded since launching the membership.



**SPORTS SERVICES**

**DUE 1ST OCT 22**

152 : Footfall of all Leisure facilities Achieve the pre Covid-19 numbers of people attending our leisure facilities. **Continue to achieve the pre Covid-19 numbers of people attending our leisure facilities**

TARGET  
425,000

ACTUAL

STATUS  
Grey

TARGET 425,000  
ACTUAL

**Notes:** In quarter 1 footfall well on target with 210,000 through our doors. We still had limited capacity due to COVID restrictions in first quarter but this has now all been lifted which will enable us to increase numbers further in quarter 2.

**SPORTS SERVICES**

**DUE 1ST JUL 22**

176 : Vitality Programme Number of classes . **Number of classes available as part of the Vitality Programme**

TARGET  
1500

ACTUAL  
1856

STATUS  
Green

TARGET 1500  
ACTUAL 1856

**Notes:** We have increased classes since previous quarter by 87 with biggest increases in cardio/pilates & yoga and Children and teen classes.

**SPORTS SERVICES**

**DUE 1ST APR 23**

200 : Sports Development Number and type of engagements . **Number of Sports Development engagements**

TARGET  
3

ACTUAL

STATUS  
Grey

TARGET 3  
ACTUAL

**Notes:** In Quarter 1 we ran our popular half marathon/10k and family fun run. This event went well with numbers entered similar to pre covid

**ARTS, CULTURE AND COMMUNITY SERVICES**

**DUE 1ST APR 23**

171 : Engagements Number of physical engagements by unit. (Footfall in facilities ). **Footfall in Community Centres**

TARGET  
2700

ACTUAL

STATUS  
Grey

TARGET 2700 2700 2700 2700  
ACTUAL 22710

**Notes:**

ARTS, CULTURE AND COMMUNITY SERVICES

DUE 1ST APR 23

171 : Engagements Number of physical engagements by unit. (Footfall in facilities ). **Footfall in the Island Arts Centre**

TARGET  
2000

ACTUAL

STATUS  
Grey

TARGET 2000 2000 2000 2000  
ACTUAL 535

Notes:

ARTS, CULTURE AND COMMUNITY SERVICES

DUE 1ST APR 23

171 : Engagements Number of physical engagements by unit. (Footfall in facilities ). **Footfall in the Irish Linen Centre Lisburn Museum**

TARGET  
3800

ACTUAL

STATUS  
Grey

TARGET 3800 3800 3800 3800  
ACTUAL 2,234

Notes:

ARTS, CULTURE AND COMMUNITY SERVICES

DUE 1ST JUL 22

202 : Youth Council Youth Council engagements and collaborative projects delivered. **Number of Youth Council engagements and type of collaborative projects delivered**

TARGET  
1

ACTUAL  
3

STATUS  
Green

TARGET 1  
ACTUAL 3

**Notes:** What have the youth council been involved in this quarter? - Sustainable schools consultation completed (EA) - April 2022. - 'Messages of Hope' art project - the youth council members have continued to explore this project - they decided how they want their posters and postcards to look using the images of their art pieces - they identified key themes and inspirations behind each piece. (May 2022) - YC members participated in a session exploring roles and responsibilities of typical officer bearer roles and then designed their own structure. - YC members decided how their youth council elections should look - how the voting is done, how many roles you can put forward for etc - Elections are set to happen on W 29th June 2022. - Took part in prep and planning for their upcoming visit to London in July. - Met on zoom with partner group in London to introduce themselves and the LCC Youth council and what this looks like (June 2022). - Completed a consultation with Esther Millar - EAYS SYO - Local assessment of need - June 2022. - Completed and submitted responses to EAYS Regional assessment of need consultation - June 2022. - 2 x LCYC Reps attended The PCSP public meeting where the PSNI presented their report on the last year's work (23.06.22).

# Performance Summary

## Leisure and Community Wellbeing

(Type = 'Performance Improvement')

Tuesday 2nd of August 2022



Red = Target missed or measure overdue  
 Amber = Measure due but not complete  
 Green = Target met or exceeded  
 Grey = Measure not yet due

|                                      |        |       |        |
|--------------------------------------|--------|-------|--------|
| Parks & Amenities                    | 7 Grey |       |        |
| Sports Services                      | 1 (R)  | 1 (G) | 4 Grey |
| Arts, Culture and Community Services | 5 Grey |       |        |

**PARKS & AMENITIES**

**DUE 1ST APR 23**

187 : Biodiversity Projects Number of biodiversity projects delivered during 2022/23. **Number of biodiversity projects delivered during 2022/23**

TARGET  
5

ACTUAL

STATUS  
Grey

TARGET 5  
ACTUAL

Notes: Total of 9 projects April -June 2022

**PARKS & AMENITIES**

**DUE 1ST APR 23**

187 : Biodiversity Projects Number of biodiversity projects delivered during 2022/23. **Number of participants in the biodiversity projects**

TARGET  
100

ACTUAL

STATUS  
Grey

TARGET 100  
ACTUAL

Notes: Total of 221 Participants April -June 2022

**PARKS & AMENITIES**

**DUE 1ST APR 23**

189 : CSAW programmes CSAW programme KPIs. **Number of CSAW programmes delivered during 2022/23**

TARGET  
30

ACTUAL

STATUS  
Grey

TARGET 30  
ACTUAL

Notes: 23 C-SAW programmes were delivered in Q1 of 2022/23

**PARKS & AMENITIES**

**DUE 1ST APR 23**

189 : CSAW programmes CSAW programme KPIs. **Number of CSAW programme participants during 2022/23**

TARGET  
450

ACTUAL

STATUS  
Grey

TARGET 450  
ACTUAL

Notes: There were 334 participants in the C-SAW programmes that were delivered in Q1 of 2022/23

**PARKS & AMENITIES**

**DUE 1ST APR 23**

213 : Sustainability Projects Woodland & Horticulture programmes. **Number of woodland programmes**

TARGET  
20

ACTUAL

STATUS  
Grey

TARGET 20  
ACTUAL

Notes:

**PARKS & AMENITIES**

**DUE 1ST APR 23**

213 : Sustainability Projects Woodland & Horticulture programmes.  
**Number of horticulture programmes**

TARGET  
20

ACTUAL

STATUS  
Grey

TARGET 20  
 ACTUAL

Notes:

**PARKS & AMENITIES**

**DUE 1ST APR 23**

213 : Sustainability Projects Woodland & Horticulture programmes.  
**Number of participants**

TARGET  
500

ACTUAL

STATUS  
Grey

TARGET 500  
 ACTUAL

Notes:

**SPORTS SERVICES**

**DUE 30TH JUN 22**

217 : Vitality Household Membership Impact of Vitality Household  
 Membership. **Consultant appointed**

TARGET  
Yes

ACTUAL  
Yes

STATUS  
Green

TARGET Yes  
 ACTUAL Yes

Notes:

**SPORTS SERVICES**

**DUE 30TH JUN 22**

217 : Vitality Household Membership Impact of Vitality Household  
 Membership. **Research carried out**

TARGET  
Yes

ACTUAL  
No

STATUS  
Red

TARGET Yes  
 ACTUAL No

**Notes:** The contract award for the Vitality Impact research was delayed which impacted the commencement date and notification to the successful bidder. The initial meeting is now scheduled for July 2022 with the research to commence shortly thereafter. A further update will be provided to this Committee in Q2.

**SPORTS SERVICES**

**DUE 30TH SEP 22**

217 : Vitality Household Membership Impact of Vitality Household  
 Membership. **Infographic Report presented**

TARGET  
Yes

ACTUAL  
No

STATUS  
Grey

TARGET Yes  
 ACTUAL No

Notes:

**SPORTS SERVICES** DUE 31ST DEC 22

|   |               |              |                |
|---|---------------|--------------|----------------|
| 217 : Vitality Household Membership Impact of Vitality Household Membership. <b>Review and evaluation of research</b> | TARGET<br>Yes | ACTUAL<br>No | STATUS<br>Grey |
|---|---------------|--------------|----------------|

TARGET Yes  
ACTUAL No

Notes:

**SPORTS SERVICES** DUE 31ST DEC 22

|   |               |              |                |
|---|---------------|--------------|----------------|
| 217 : Vitality Household Membership Impact of Vitality Household Membership. <b>Testimonies and customer feedback presented</b> | TARGET<br>Yes | ACTUAL<br>No | STATUS<br>Grey |
|---|---------------|--------------|----------------|

TARGET Yes  
ACTUAL No

Notes:

**SPORTS SERVICES** DUE 1ST APR 23

|  |               |              |                |
|--|---------------|--------------|----------------|
| 217 : Vitality Household Membership Impact of Vitality Household Membership. <b>Consideration of opportunities for an improved customer experience</b> | TARGET<br>Yes | ACTUAL<br>No | STATUS<br>Grey |
|--|---------------|--------------|----------------|

TARGET Yes  
ACTUAL No

Notes:

**ARTS, CULTURE AND COMMUNITY SERVICES** DUE 1ST APR 23

|   |              |        |                |
|---|--------------|--------|----------------|
| 190 : Participatory Budgeting Participatory Budgeting initiative across 3 DEAs during 2022/23. <b>Number of applications received</b> | TARGET<br>60 | ACTUAL | STATUS<br>Grey |
|---|--------------|--------|----------------|

TARGET 60  
ACTUAL

**Notes:** Three dates have been confirmed for the Participatory Budgeting Initiatives in each of the following 3 DEA's  
Lisburn South - 24 September 2022 Downshire East - 19 November 2022 Lisburn North - 28 January 2023

**ARTS, CULTURE AND COMMUNITY SERVICES** DUE 1ST APR 23

|   |              |        |                |
|---|--------------|--------|----------------|
| 190 : Participatory Budgeting Participatory Budgeting initiative across 3 DEAs during 2022/23. <b>Number of awards made</b> | TARGET<br>45 | ACTUAL | STATUS<br>Grey |
|---|--------------|--------|----------------|

TARGET 45  
ACTUAL

**Notes:** Three dates have been confirmed for the Participatory Budgeting Initiatives in each of the following 3 DEA's  
Lisburn South - 24 September 2022 Downshire East - 19 November 2022 Lisburn North - 28 January 2023

ARTS, CULTURE AND COMMUNITY SERVICES

DUE 1ST APR 23

218 : Grant Aid Digital Grant Aid System. **A digital grant aid system has been launched**

TARGET  
Yes

ACTUAL  
No

STATUS  
Grey

TARGET Yes  
ACTUAL No

Notes: In Q1 this project has not yet commenced. A further update will be provided in Q2.

ARTS, CULTURE AND COMMUNITY SERVICES

DUE 30TH SEP 22

219 : Community Conversations In Anahilt & Drumbo. **Village plan developed for Anahilt by end of September 22**

TARGET  
Yes

ACTUAL  
No

STATUS  
Grey

TARGET Yes  
ACTUAL No

Notes: A draft Village Plan which includes an Action Plan has been completed to be circulated to the local community association, following the two community conversations that took place in Anahilt on 20 and 27 June. There were approximately 70 people in attendance from the local community and statutory and voluntary partners.

ARTS, CULTURE AND COMMUNITY SERVICES

DUE 1ST APR 23

219 : Community Conversations In Anahilt & Drumbo. **Village plan developed for Drumbo by end of March 23**

TARGET  
Yes

ACTUAL  
No

STATUS  
Grey

TARGET Yes  
ACTUAL No

Notes:



## Leisure & Community Development Committee

Tuesday 6<sup>th</sup> September 2022

Report from:

Director Leisure and Community Wellbeing

### Item for Decision

TITLE: Draft Hardship Programme

#### Background and Key Issues:

1. In June 2022 the Corporate Services Committee agreed that £100k be ring-fenced from the DfC Covid Funds, to support communities facing hardship. Following this an internal, interdepartmental officers group met to explore a range of initiatives. Officers also met with a number of external organisations and groups to appreciate need, whilst ensuring recommended initiatives were not duplicating existing initiatives.
2. Community Planning Partners were also engaged with to ascertain what initiatives and support they were currently providing. A copy of this exercise is in attached Appendix 1. This list is not exhaustive and does not profile all of the hardship initiatives operating across the City.
3. Officers are working with Community Planning partners and key organisations to deliver a market style event that promotes access to services and initiatives that supports individuals' financial, mental and physical wellbeing. This event is scheduled to take place in autumn.
4. Currently Lisburn and Castlereagh City Council provide support to communities through a range of programmes such as funding initiatives, project support, affordable warmth scheme, financial support to Advice Services and signposting.
5. In addition to the ongoing initiatives, Members are asked to consider additional hardship programmes to support communities facing hardship that could be funded from the £100k, as a one off spend. These would include:



| Draft Hardship Programme  | Details   | Total Available Funding |
|---|---|-------------------------|
| a. Hardship Funding Programme   | Grant Aid Programme to support constituted/legally governed groups to support communities facing hardship.<br><br>This may include opening facilities for longer, provision of sustenance and resources.  | £50k                    |
| b. Support for Pilot Social Supermarket Initiative with Lisburn Foodbank (SSM)<br><br>Lisburn Foodbank will work with Dundonald Foodbank & Community & Voluntary sector | The SSM provides support to those most in need.<br><br>SSM, provide food at a significantly discounted rate and alongside this individuals learn about food waste, meal planning and budgeting. A sign posting service is also available for additional support.  | £20k                    |
| c. Community Planting Programme   | Scheme for constituted community groups to apply for materials to grow and supply perishable goods to their community.<br><br>This will also involve training from our Parks staff for groups and members of the public whilst linking groups to key partner organisations to look at meal planning and food waste. | £30k                    |

6. A copy of the existing initiatives and recommended initiatives, detailed above can be found in Appendix 2. It is recommended that these are communicated to our communities through a variety of platforms. Officers will continue to map local, community led programmes and share these if approvals have been given by the organisation.

#### Recommendation:

It is recommended that:

1. The Community Planning Partner initiatives are noted and promoted
2. The draft hardship programme is considered and approved. This includes the Hardship Funding programme, Social Supermarket Programme and Community Planting Scheme.
3. The criteria for the Hardship Funding is brought back to this Committee for consideration and approval

- 4. Delegated Authority is granted to the Head of Communities and the Head of Parks & Amenities, in consultation with the Chairman and Vice-chairman of this committee to approve successful applications under the Hardship Funding programme and the Community Planting Scheme respectively; with a report brought back to Committee for noting.

**Finance and Resource Implications**

£100k ring-fenced from DfC Covid Funds  
 £20k DEA Investment Programme  
 Existing Budgets

**Screening and Impact Assessment**

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy?

Yes as part of the Community Support Programme

If no, please provide explanation/rationale

If yes, what was the outcome?:

|  |                                     |   |                                     |  |                                     |
|--|-------------------------------------|---|-------------------------------------|--|-------------------------------------|
| <b>Option 1</b><br>Screen out without mitigation | <input type="text" value="Yes/No"/> | <b>Option 2</b><br>Screen out with mitigation | <input type="text" value="Yes/No"/> | <b>Option 3</b><br>Screen in for a full EQIA | <input type="text" value="Yes/No"/> |
|--|-------------------------------------|---|-------------------------------------|--|-------------------------------------|

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

**2. Rural Needs Impact Assessment:**

|  |                                     |   |                                     |
|--|-------------------------------------|---|-------------------------------------|
| Has consideration been given to Rural Needs? | <input type="text" value="Yes/No"/> | Has a Rural Needs Impact Assessment (RNIA) template been completed? | <input type="text" value="Yes/No"/> |
|--|-------------------------------------|---|-------------------------------------|

If no, please given explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

- Appendix 1 Hardship Programme**
- Appendix 2 Community Planning Initiatives**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

If Yes, please insert date:

### **Statutory Agencies Community Planning Partners – details of initiatives to address hardship**

(This list is not exhaustive and only a sample of ongoing initiatives)

#### **PSNI:**

In relation to Hardship, our Multi-agency support hub provides signposting. We currently review calls to service and officers have been briefed in relation to the services available across Lisburn and Castlereagh.

If a family is identified of being in need of food, our support hub makes contact with the foodbank. Referrals have also been made to SVP RE oil fills etc.

#### **NIHE:**

The NIHE currently provides a number of services to help to address hardship amongst its customers. The organisation has recently launched its 'Making Your Money Work' service which aims to provide a comprehensive support service to those tenants experiencing financial hardship. The MYMW service offers the following support services;

- Household budgeting and benefits advice
- Referral to Advice NI for specialised debt advice
- Referral to an appropriate Floating Support service
- Referral to DfC's 'Make the Call' service

We also have specialised advisors within our structure – Financial Inclusion Managers. The FIM's provide specialist advice and assistance to our customers particularly in relation to benefit entitlement, and income maximisation.

Our Patch Managers have developed the skills to identify and address hardship as early as possible. Patch Managers will complete a Benefit and Budgeting Calculation (subject to the tenant consenting) at sign-up. This will provide an opportunity to maximise benefit uptake and to also address any financial concerns which may result in a referral to a Financial Inclusion Manager (internal) or to an independent debt advisor Debt Advice NI (external).

Patch Managers will also seek to identify other support needs (addiction, domestic violence etc) and will sign post to our Floating Support providers.

In the L&C Area Office we have a Tenancy Sustainment Officer in place and she will provide additional advice and support for those tenants experiencing more complex issues. The TSO has developed strong working partnerships with local foodbank providers etc.

More recently we have established a link with Ark Housing as they are providing a Floating Support service throughout Belfast Region. A referral process is in place for suitable customers.

The organisation have also implemented a rent freeze for 2022/23 thus recognising the challenges our customers face in the current environment.

#### **DfC:**

within the Supporting People Group within the Department for Communities, some of the front facing services are Child Maintenance Services, Make the Call, Disability and Pensions. The following two links provide key information that were published recently and which are useful and informative:

<https://www.communities-ni.gov.uk/publications/dfc-supports-and-advice-services>

<https://www.nidirect.gov.uk/articles/cost-living-support>

### **SERC:**

**Period Confidence project** - The aim of this scheme is to make period care accessible and free. As the cost-of-living crisis escalates, more people are struggling to afford period products. Lack of access to appropriate period care can often mean days missed at college or using inappropriate alternatives. The scheme was launched in May 2022 and was made possible by funding from DfE. SERCSU have developed a partnership with 'Hey Girls', choosing to purchase products through their buy one, donate one scheme. This approach has ensured that like for like products have been donated and made available through local community foodbanks and other organisations so that benefits are shared across the community.

Thousands of Northern Ireland students benefit from Hey Girls partnership:

[https://www.heygirls.co.uk/news/south-eastern-regional-colleges-students-union/?fbclid=IwAR06boGS9FNpPryzfKXJJQrIV\\_X1jih5skzjX2Xa9LIFAKkifZwYsCO4Be0](https://www.heygirls.co.uk/news/south-eastern-regional-colleges-students-union/?fbclid=IwAR06boGS9FNpPryzfKXJJQrIV_X1jih5skzjX2Xa9LIFAKkifZwYsCO4Be0)

**Rucksack initiative** - The rucksack initiative was developed to support students in hardship. Students presenting with an immediate need of food or essential items are supplied with a rucksack containing hygiene products and non-perishable foods. Referrals are also made for individuals to local foodbanks, housing associations, charities, and relevant statutory bodies for longer term support.

**Students Union drop-in service** - The SU drop in services runs weekly across all campuses. This service engages with students to signpost them to internal and external support to address issues and hardship. Clinics are held with internal support services and external partners such as MACs housing.

**Hardship funding** - The College Hardship Fund is designed to provide financial support to learners experiencing exceptional financial difficulty with the costs associated with learning. The hardship fund can assist with the cost of fees, travel, books and materials and additional living or childcare costs. Funding for this is provided to the College by the Department for the Economy.

**Free Restart Education for adult learners** - The Restart education course is a part-time course for adults returning to education. This course is a SERC College initiative as part of widening access and participation. The course offers adults, who may be experiencing hardship or have been out of education for a time, an opportunity to return with no financial barrier.

**Suited and Booted initiative** - The 'Suited and Booted' initiative is run by the Enterprise and Environment team at SERC. This project provides pre-loved suits, dresses, shoes and formal interview attire to students for free, enabling them to attend job or other interviews with no additional costs.

**NIFRS:**

Are unaware of any Hardship issues within Eastern Area Command.

**EANI:****1. School uniform Grants**

The rates of Uniform Allowance for the 2022/23 school year have increased by 20% compared to the 2021/22 year.

**Notes:**

The day-to-day management of schools, including school uniform policy, is a matter for school Principals, subject to any directions that might be given by the Board of Governors.

Guidance is given to schools by DE to ensure that their school uniform policy is fair and reasonable in practical and financial terms.

The Dept of Education (DE) provide the funding for Uniform Grants and the EA administers the provision of the Grants.

DE is currently undertaking a review of Free School Meals and Uniform Grants. The 20% uplift is a contribution to actual costs pending the outcome of the review.

**2. Free School Meals (see attached)**

Parents can apply for Free School Meals (FSM) assistance for 2022/23 directly through the Education Authority website (details on attachment)

**Summer Holiday Food Grant Payment**

Families who received free school meals during this school year, 2021/22, are entitled to a Summer Food Payment over the summer holidays. The first of two payments will be made into bank accounts on 8 July. If we do not hold bank account details for you a cheque will be sent on 8 July.

The Education Authority administers a range of funding programmes aimed at tackling educational underachievement in areas of social disadvantage.

While some of these will be to support curriculum provision in the schools (or support to Youth Service in the area), others – such as the Extended Schools Programme – provide additional funds for schools to support pupils and families beyond the statutory curriculum e.g. Breakfast clubs, family support services, after school provision. While these are not specifically related to the current cost of living/hardship issues these services are targeted at those most in need.

**Libraries:**

Libraries NI is not a grant making or awarding body and so cannot provide direct assistance in the way that some other organisations can. Consequently, the role libraries can play in the context of the cost of living crisis is a more nuanced one.

The main contribution of libraries is that they are located in communities right across Northern Ireland, they are free to members of the public wishing to use them and there are a range of

services, activities and resources that are available to assist with education, learning, Digital exclusion, literacy, reading, loneliness and social isolation.

Opening hours for libraries vary and details are available on the Libraries NI website ([www.librariesni.org.uk](http://www.librariesni.org.uk))

Libraries within the Lisburn and Castlereagh City Council area:

- Lisburn City Library
- Carryduff Library
- Dundonald Library
- Moira Library
- Newtownbreda Library

There is also a Mobile Library servicing the more rural areas of the council area and a Homecall Service providing a library service to people who are isolated at home.

Library services are free at point of service.

Library buildings are warm, welcoming and inclusive spaces for everyone to enjoy - a place to spend time in

A range of events, activities and resources are available to local communities across the network of 96 libraries in Northern Ireland. These include:

- Free to borrow books, periodicals, comics and graphic novels and a range of reading materials
- Access to daily and local newspapers
- Access to heritage resources
- free online resources including eBooks, audio books, eNewspapers and eMagazines all of which can be accessed from home
- Study spaces and spaces to work from
- Free access to computers and the internet
- Free WiFi
- A programme of core events and activities that contribute to language development for children (Rhythm and Rhyme), combatting loneliness and social isolation for adults (Tea and Newspapers, Knit and Natter)
- Digital learning programmes
- Digital support to save money on line, including scamwise and giving people the skills to make on line savings
- Access to information and signposting. Libraries are in the heart of the community and can promote services, give advices on what is available in the community and are regarded as trusted sources of information

- Reading groups, author visits, creative writing
- Storytelling and 'Yarnspinning' sessions (Children and Adults) with Libraries NI Storyteller in Residence

### SEHSCT:

Family Support Hub - Families who are referred to the family support hub are not referred specifically for hardship issues however if this issue is identified / or raised by a family the Family Support Workers will then signpost families to local food banks, debt advice services e.g. CAP and Debt Advice NI, Advice NI and also support them to manage their budgets. They will help them to make sure they have thought of all of their options. Just as an example, one of them had a very young Mum going back to college and wasn't aware the college could support her financially with her course fees and child care. They do also provide information on cooking on a budget.

Our providers have access to a limited charitable fund budget within their own organisations. They will offer Tesco vouchers for families in food poverty which are provided alongside signposting to food banks to support with the longer term need. They have reported there is an emerging need of more families struggling to afford essentials with the cost of living increases. Families are also provided support with electricity top ups. The providers' observation is that families are asking for this help more frequently. Moving forward into the winter months the providers anticipate an increasing need for financial support in terms of electricity and oil.

Caring Communities Safe & Well - This service is for older people over the age of 65yrs old who are lonely or isolated. On initial assessment service users who identify hardship as an issue are signposted to advice services. Those who may be eligible to apply for Carers Allowance are given information on this and details of help that is available to complete the application.

Winter Warmer Packs are distributed on an annual basis (funded by the Public Health Agency) to older people, who meet the criteria for these.

Nutrition - The Trust Dietetic Department deliver the Cook It Programme to community, voluntary and statutory organisations. This programme focuses on cooking on a budget.

Resurgam Trust - SE Trust is supporting the Holiday Hunger Club/ Summer Lunch Club that Resurgam Trust are facilitating.



## HARDSHIP PROGRAMME

| Programme   | Details  | Governance   | Amount                             |
|---|--|--|------------------------------------|
| 1. Community Planting Programme   | <p>Scheme for constituted community groups to apply for materials to grow and supply perishable goods to their community.</p> <p>This will also involve training from our Parks staff for groups and members of the public whilst linking groups to key partner organisations to look at meal planning and food waste.</p> | Application process with an agreed set of criteria.          | £30k                               |
| 2. Hardship Funding Programme   | <p>Grant Aid Programme to support constituted/legally governed groups to support communities facing hardship.</p> <p>This may include opening facilities for longer, provision of sustenance and resources.</p>  | Agreed set of criteria                                       | £50k                               |
| 3. Support pilot Social Supermarket Lisburn Foodbank (in partnership with Dundonald Foodbank) | <p>The SSM provides support to those most in need.</p> <p>SSM, provide food at a significantly discounted rate and alongside this individuals learn about food waste, meal planning and budgeting. A sign posting service is also available for additional support.</p>  | <p>Letter of Variation</p> <p>Partnership with DfC</p>       | £20k                               |
| 4. Fire wood  | <p>Supply of firewood to Lisburn &amp; Dundonald Foodbank</p> <p>The wood comes from tree maintenance/felled trees programme and is being recycled for community use</p>   | Through existing partnership agreement with Lisburn Foodbank | Associated costs absorbed in house |
| 5. Connecting You Programme   | Extension of the 21/22 project to support those  | Community Planning Partners                                  | £25k (agreed in DEA Programme)     |

## HARDSHIP PROGRAMME

28

|                             |  |   |   |
|-----------------------------|--|---|---|
|                             | who are digitally excluded. Partnership initiative to provide devices and possibly data  | DEA Investment Programme  |   |
| 6. Affordable Warmth Scheme | Home improvement scheme to reduce fuel poverty.<br><br>A maximum grant of £7,500 may be available to help with insulation, boiler, heating and window replacements<br><a href="https://www.lisburncastle.reagh.gov.uk/resident/building-control/grant-funded-energy-schemes">https://www.lisburncastle.reagh.gov.uk/resident/building-control/grant-funded-energy-schemes</a>  | Assessment through agreed criteria<br><br>Partnership with DfC and NIHE | No additional costs to council.               |
| 7. Oil Stamp Saving Scheme  | Saving stamps for oil to enable families to purchase larger amounts, thus getting more value for money<br><br>Participating outlets across the City area will sell stamps at a cost of £5 each and stored on LCCC saving scheme cards.   | Partnership approach to compliment affordable warmth scheme             | Supported through internal resources          |
| 8. Business support         | To work with Economic Development to explore how local businesses can support programmes, such as the community fridge project   | In house  | Supported by internal staff                   |
| 9. Community Wellbeing      | Continued initiatives such as family fit, community development initiatives, C-SAW to reduce social isolation and promote positive physical and mental wellbeing<br><a href="https://www.lisburncastle.reagh.gov.uk/things-to-do/sports-development/get-active-with-the-c-saw-project">https://www.lisburncastle.reagh.gov.uk/things-to-do/sports-development/get-active-with-the-c-saw-project</a><br><a href="https://www.lisburncastle.reagh.gov.uk/resident/community-planning/age-friendly">https://www.lisburncastle.reagh.gov.uk/resident/community-planning/age-friendly</a> | In house delivery   | Supported through existing Council programmes |

## HARDSHIP PROGRAMME

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|   |   |                                |   |
|---|---|--------------------------------|---|
| <p>10. Communications information</p>               | <p>Develop a visual communications on Council, community planning partners and community initiatives.</p> <p>This can be updated online and accessed readily for useful links.</p> <p>The communications will also feature a number of money saving initiatives and helpful hints and tips.</p> | <p>In house delivery</p>       | <p>Supported through existing budgets</p> |
| <p>11. Community Advice Lisburn and Castlereagh</p> | <p>Invaluable signposting and support to those in need<br/><a href="https://calcni.com/">https://calcni.com/</a></p>  | <p>In partnership with DfC</p> | <p>Supported through existing budgets</p> |



## Leisure & Community Development Committee

6 September 2022

Report from:

Head of Communities

### Item for Decision

TITLE: Department for Communities (DfC) People and Place Review

Background and Key Issues:

#### Background

1. 'People and Place – A Strategy for Neighbourhood Renewal' was launched by the Department for Communities, (DfC), in June 2003. It was aimed at targeting urban communities in Northern Ireland suffering the highest levels of deprivation by bringing together the work of all government departments in partnership with local people to tackle disadvantage.
2. The Neighbourhood Renewal, Areas at Risk and Small Pockets of Deprivation programmes have been in place since the early 2000's and there have been subsequent evaluations of these programmes, resulting in limited change. LCCC does not have any designated Neighbourhood Renewal areas and does not therefore receive funding under these programmes.
3. The department has publicly committed to a comprehensive and strategic review of the current People and Place Strategy through an inclusive co-design approach including a wide range of stakeholders. The review commenced in June 2022 and will provide an integrated place-based approach to tackling deprivation and will align with the draft Executive Anti-Poverty Strategy. Attached at **Appendix 1** is the first issue of a DfC Newsletter, with a link to a questionnaire on this matter which Members are encouraged to complete.

### **Drivers for Change**

4. There is a recognition that the strategic context within which Neighbourhood Renewal operates has changed since its inception in 2003. Many other central government departments now operate place-based approaches to tackling issues; the changing economic and societal landscape as a result of the COVID pandemic; the role of Community Planning; and of course, the development of the Executive's Anti-poverty Strategy (draft) are now key factors in the operating environment. This new strategy should be no different and it is therefore an opportune time to review the approach to place-based deprivation within this new operating context.

### **Co-Design Process and Structures**

5. The Review will bring together organisations from all sectors involved in tackling poverty and deprivation to build upon the effective elements of the Strategy and seek to recommend an efficient and integrated approach, based on evidence of need.

6. To ensure that the approach to the Review is as inclusive as possible, the structures will reflect representation from a range of Government Departments, Councils, the Community & Voluntary Sector and regional bodies.

7. The review process has begun with the establishment of Locality Co-Design Groups (co-terminus with local Council areas). A representative from DfC delivered a presentation to the Strategic Community Planning Partnership at its meeting in June on the review which was followed by a meeting which took place for the LCCC area on 6 July 2022 with representatives from the statutory agencies on the Strategic Community Planning Partnership in attendance. This should effectively contribute to maximising opportunities for integrating work on the ground. The role of the Locality Co-design Group will be to inform the shaping of the new strategy and associated implementation plan. Local Councils play an important role in the Co-Design process including through representation and ensuring the new Strategy and programme is appropriately aligned to the Council level strategies and plans to tackle deprivation/disadvantage in the respective Council area.

8. Additional structures will be in place comprising a Regional Advisory Group, Shared Learning Groups, Interest Groups and a Joint Departmental Group. This is to ensure that best practice is promoted, the lived experience is captured, ideas are tested and importantly there is commitment and participation from right across government including integrated budgets, funding models and outcomes.

9. It is envisaged that the work of the Co-Design groups will be reflected in the draft strategy which will be subject to final Ministerial decision and approval before being submitted for recommendation to the Executive.

### **Communication & Engagement**

10. The Department is in the process of developing a communication plan and engagement strategy that ensures effective and consistent messaging both to those involved in the Co-Design process, elected members and wider interested stakeholders.

**Timelines**

11. Subject to approval, the aim would be to progress towards transition and implementation of the new strategy during the 2023/24 year. There are no plans to change the delivery of Neighbourhood Renewal in 2022/23.

**Recommendation:**

It is recommended that:

- the content of the paper is noted in respect of the review of People and Place including the opportunity to complete a questionnaire, the link to which is contained in the attached Newsletter; and
- an Elected Member Engagement Session is organised with key DfC staff who are leading this review to update members and provide an opportunity to input to the process.
- future meetings of the Locality Co-Design Group should include the Elected Members who are currently appointed to the Strategic Community Planning Partnership to ensure representation.

**Finance and Resource Implications**

**Screening and Impact Assessment**

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy?  Yes/No

If no, please provide explanation/rationale

If yes, what was the outcome?:

|   |                             |  |                             |   |                             |
|---|-----------------------------|--|-----------------------------|---|-----------------------------|
| <b>Option 1</b><br>Screen out<br>without mitigation | <input type="text"/> Yes/No | <b>Option 2</b><br>Screen out with<br>mitigation | <input type="text"/> Yes/No | <b>Option 3</b><br>Screen in for<br>a full EQIA | <input type="text"/> Yes/No |
|---|-----------------------------|--|-----------------------------|---|-----------------------------|

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

Insert link to completed Equality and Good Relations report:

[Empty text input field]

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

Has a Rural Needs Impact Assessment (RNIA) template been completed?

If no, please give explanation/rationale for why it was not considered necessary:

[Empty text input field]

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

[Empty text input field]

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**Appendix 1 – People and Place Newsletter Issue 1**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

If Yes, please insert date:

[Empty text input field]



# PEOPLE AND PLACE REVIEW

JUNE 2022 NEWSLETTER | ISSUE 1

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**The Team:** The Department for Communities team is led by **Nicholas Creagh** and includes **Dawn Vance**, **Patricia Mulligan**, **Caoilín Boyle**.



**SURVEY - Please share:** To be part of the wider process we would love you to participate.



**Subscribe:** If you would like to subscribe to our messaging and have not already done so, please email us.

**Unsubscribe**

If you have received messaging and do not wish to do so, feel free to let us know.



We are currently working on updating our internet pages. **We'll keep you posted!**

**To date, most of you will have had communications about the review of the:**

## PEOPLE AND PLACE

– A STRATEGY FOR NEIGHBOURHOOD RENEWAL 2003.


Using a co-design process, all organisations with an interest in addressing poverty will come together in working with our team and our colleagues to shape a refreshed People & Place Strategy that has those most in need, at its heart.

### WHAT HAS HAPPENED SO FAR?

Locality Co-Design groups are now in progress and include Neighbourhood Renewal Partnerships, Council officials, Statutory Organisations and Community & Voluntary Sector throughout our urban and rural communities. Three have taken place:

- **Antrim & Newtownabbey:** Thursday 19th May
- **Ards & North Down:** Wednesday 25th May
- **Mid Ulster:** Thursday 16th June
- **Next up?** Eight more to go in this first round! These will take place throughout the remainder of June and early July.

### NOT ON THE LOCALITY CO-DESIGN GROUP?

Don't worry! Questions that are asked of the Groups will be made available for you to have your say, or of course, those on the Groups who want to say more. This method of information gathering will continue throughout the journey. **The share button  to your left has the link.**

On the Group but your Council area has not yet met? No problem – all of this will be covered in the next few weeks.

### CONTACT US

We will continue to update you on a regular basis and in more detail. If you have any questions or comments, please email: [peopleplacereview@communities-ni.gov.uk](mailto:peopleplacereview@communities-ni.gov.uk)



Department for  
**Communities**  
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Department for  
**Communities**





## Leisure and Community Development Committee

Tuesday 6 September 2022

Report from:

Head of Communities

### Item for Decision

**TITLE: Museum and Heritage Service Collections Development Policy and Forward Plan including 2 year Action Plan**

Background and Key Issues:

#### Background

1. The Irish Linen Centre & Lisburn Museum is a UK Accredited Museum under a Scheme managed by the Arts Council. The Accreditation Scheme complies with the UK's Museum Standards procedures known as SPECTRUM.
2. In October 2019 the Irish Linen Centre and Lisburn Museum was awarded provisional Accreditation Status rather than full status. The Accreditation panel requested the submission of two revised documents with Council approval, namely :
  - **Collections Development Policy; and**
  - **Museum Forward Plan and Action Plan.**

#### Key Issues

3. The development and progression of both of these documents were stalled due to Covid. The UK's Museum Accreditation Panel has only recently resumed meeting post Covid.

4. The Northern Ireland Museums Council who makes representation and recommendation to the Accreditation Panel has now requested the submission of the revised documentation.

**Collections Development Policy**

5. The Collections Development Policy is one of the Primary Procedures of the Accreditation standard and is attached at **Appendix 2**. It has been updated to reflect the changes to the most recent template (included in red). The only significant change is the insertion of Section 2, A brief history of the Collections.

**Museum Forward Plan 2022-2024**

6. Following discussions with the Northern Ireland Museum Council, it was agreed it was more appropriate to submit an updated Museum Forward Plan which is attached at **Appendix 3**.

The template for the Forward Plan 2022-2024 requires a review of progress with the previous plan, a brief assessment of the Museum’s current situation including an Action Plan attached at **Appendix 3a** outlining Collections Management and Visitor Services goals.

**Recommendation:**

It is recommended that the Museum’s Collections Development Policy and the Museum Forward Plan and Action Plan 2022-2024 are agreed.

**Finance and Resource Implications:**

Within agreed estimates and sourcing of external funding.

**Screening:**

Equality and Good Relations

Yes

Environmental Impact Assessment

No

Rural Impact Assessment

Yes

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, “This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration”.

|                    |  |
|--------------------|--|
| <b>APPENDICES:</b> | <b>Appendix 2 Museum Collections Development Policy</b><br><b>Appendix 3 Museum Forward Plan 2022-2024</b><br><b>Appendix 3a Action Plan 2022-24</b> |
|--------------------|--|

|   |                                 |
|---|---------------------------------|
| <b>HAS IT BEEN SUBJECT TO CALL IN TO DATE?</b><br>If Yes, please insert date: | <input type="text" value="No"/> |
|---|---------------------------------|

# Irish Linen Centre & Lisburn Museum

## Collections Development Policy

2022-2027

Paul Allison  
Museum Service Manager

**1. Name of Museum:**

Irish Linen Centre & Lisburn Museum

**2. Name of governing body:**

Lisburn and Castlereagh City Council.

**3. Date on which this policy was approved by governing body:**

27 September 2022

**4. Policy review procedure:**

The Collections Development Policy will be published and reviewed from time to time, at least once every five years.

**5. Date at which this policy is due for review:**

September 2027

The Northern Ireland Museums Council will be notified of any changes to the Collections Development Policy, and the implications of any such changes for the future of collections.

**6. Scope of Collections Development Policy**

The Collections Development Policy is one of 9 primary procedures of the United Kingdom's Collections Management Standard, SPECTRUM. All United Kingdom accredited museums are required to have at least the 9 primary procedures included within their collections management procedures.

**This policy is based on the 2018 Collections Trust template as required by the accreditation standard.**

This policy governs the acquisition of items for the Collections of the Irish Linen Centre & Lisburn Museum. The adoption of this policy by the governing body, Lisburn and Castlereagh City Council is a requirement of the United Kingdom Museum Accreditation Scheme.

## 7. Relationship to other relevant policies/ plans of the organisation:

### 7.1 The museum's statement of purpose is:

The Irish Linen Centre & Lisburn Museum is an accredited local authority museum.

The museum researches, collects, conserves, interprets and exhibits the history and heritage of Lisburn and Castlereagh district, Lisburn, the Lagan Valley and the local, national and global significance of the Irish Linen Industry in the 19th and 20th century.

The museum service actively engages with our visitors and communities, to deliver a varied programme of exhibitions, activities and events to present opportunities for "education, enjoyment, reflection and knowledge sharing"

7.2 The governing body, Lisburn and Castlereagh City Council will ensure that both acquisition and disposal are carried out openly and with transparency.

7.3 By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

7.4 Acquisitions outside the current stated policy will only be made in exceptional circumstances.

7.5 The museum recognises its responsibility when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the United Kingdom Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

7.6 The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or the Museum Service Manager is satisfied that the museum can acquire a valid title to the item in question.

7.7 In exceptional cases, disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below will be followed. In cases where disposal is motivated by financial reasons, the governing body, Lisburn and Castlereagh City Council, will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:

- The disposal will significantly improve the long-term public benefit derived from the remaining collection.
- The disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)
- The disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored
- Extensive prior consultation with sector bodies has been undertaken
- The item under consideration lies outside the museum's established core collection

## 8. History of the collections

8.1 Lisburn Museum was established and commenced collecting in 1979. Since then, collecting focused on building collections on the history and heritage of Lisburn, Lagan Valley and in recognition of the significance of the Linen industry to the area, specialist linen collections.

8.2 In 1993 the museum acquired the library, archives and research papers of the Linen Industry Research Association.

8.3 In 2000, the museum was gifted by way of donation, Lisburn Historical Society's collections.

8.4 The reorganisation of local government in 2015, led to the formation of Lisburn and Castlereagh City Council. This expanded the geographical area for collecting to include the Castlereagh district electoral areas.

8.5 In recent years the donations of an archival database of local records relating to the Great War by a local historian, along with the donation from the University of Ulster of 1500 glass photographic plates (from Ewart Liddell) along with a digitised catalogued, have enriched the museum's collections.

## 9. An overview of current collections

9.1 The collections relating to Lisburn Museum are:

### *Art Collection*

The museum collection is comprised of prints, drawings, watercolours and oils of local topographical views, portraits and general works by local artists. The museum has a particularly fine collection of paintings by Lisburn born artist Samuel McCloy (1831-1904) and is developing a notable collection of paintings of the Lagan from 1800 to the present.

### *Local and Social History of Lisburn and the Lagan Valley*

Artefacts related to local crafts, trades, domestic life, civic life, costume, transport, sport and military services are collected. These include ceramics, glass, furniture, clocks, medals, maps, prints, photographs, documents, newspapers, and antiquarian books.

### *Archaeological and Natural Science Collection*

Local pre-history, natural history and geological objects have been collected for display purposes. **In 2021 the museum acquired the finds from the 2003 archaeological excavation at Castle Gardens.**

### *Museum Library*

The museum collects books, journals and antiquarian books on subject material associated with or relevant to the history of Lisburn, the Lagan Valley including one of the museum's specialist collections, Irish linen.

The origin and development of the Irish Linen Industry in the Lagan Valley area from the 17th century, and its importance both to the region and to the industry in general in the whole of Ireland, is the rationale for the museum's specialist linen collections.

9.2 The collections relating to the Irish linen industry are:

### *Textiles*

Major Irish linen damask collection, needle worked textiles and linen costume.

### *Non-Textiles*

General linen industry artefacts illustrating the history of how linen was made, what was made and who made it – domestic and industrial artefacts, working hand looms weaving cambric and damask linen, thread making collection, advertising materials, prints, drawings, portraits and photographs.



### *Linen Library*

The complete library of the former Linen Industry Research Association, comprising a unique wide-ranging collection of, research papers, textbooks and journals, from the early 18th century to its closure in 1993.

## **10. Themes and priorities for future collecting**

### 10.1 Themes and priorities for future collecting

The collecting area for the museum is generally locally focused - Lisburn and the Lagan Valley region, incorporating the Castlereagh area.

Augmenting the museum's linen collections remains a priority, focusing on pre power loom equipment, archives and textiles.

Objects, archives and linen associated with linen production especially significant companies such as Coulson Damask Manufactory.

The museum will focus on adding to its art collections not only expanding the McCloy and Osbourne collections, but developing a collection of modern artists such as Emma Spence.

## **11. Themes and priorities for rationalisation and disposal**

11.1 The museum does not intend to dispose of collections during the period covered by this policy. However the governing body, Lisburn and Castlereagh City Council may approve disposal of objects for legal, safety or care and conservation reasons such as spoliation, radiation, infestation, repatriation.

## **12. Legal and ethical framework for acquisition and disposal of items**

12.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

## **13. Collecting policies of other museums**

13.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

13.2 Specific reference is made to the following museums

National Museums of Northern Ireland

Down County Museum

## **14. Archival holdings**

### **14.1 Management of archives**

As the museum holds archives, including photographs and printed ephemera, its governing body will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd ed., 2002).

## **15. Acquisition**

15.1 The policy for agreeing acquisitions is:

The Museum Service Manager, as the Council's senior museum professional, will normally have delegated authority for the rejection of potential gifts or bequests to the museum, for soliciting gifts of material for the collections within the terms of this policy, and for making recommendations and taking action on the purchase of material in accordance with the museum's Acquisition and Accessioning Policy and complying with the Council's normal Standing Orders.

15.2 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

15.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the United Kingdom ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body, Lisburn and Castlereagh City Council, will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

## **16. Human remains**

16.1 The museum does not hold or intend to acquire any human remains.

## **17. Biological and geological material**

17.1 So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

## **18. Archaeological material**

18.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body, Lisburn and Castlereagh City Council or the Museum Service Manager has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

18.2 In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

## **19. Exceptions**

19.1 Any exceptions to the above clauses will only be because the museum is:

- Acting as an externally approved repository of last resort for material of local (United Kingdom) origin.
- Acting with the permission of authorities with the requisite jurisdiction in the country of origin.

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

## **20. Spoliation**

20.1 The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

## **21. The Repatriation and Restitution of objects and human remains**

21.1 The museum's governing body, Lisburn and Castlereagh City Council, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by Department of Culture, Media and Sport in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 22.1-5 will be followed but the remaining procedures are not appropriate.

## **22. Disposal procedures**

22.1 All disposals will be undertaken with reference to the SPECTRUM primary procedures on disposal.

22.2 The governing body, Lisburn and Castlereagh City Council, will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

22.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

22.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort – destruction.

22.5 The decision to dispose of material from the collections will be taken by the governing body, Lisburn and Castlereagh City Council only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

22.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body, Lisburn and Castlereagh City Council of the museum acting on the advice of the Museum Service Manager, not of the manager of the collection acting alone.

22.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other accredited museums likely to be interested in its acquisition.

22.8 If the material is not acquired by any accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the Museums Association's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

22.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other accredited museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

22.10 Any monies received by the museum governing body, Lisburn and Castlereagh City Council, from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Northern Ireland Museums Council.

22.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the accreditation

standard. Such income must be restricted to the long-term sustainability, use and development of the collection.

22.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with the museum's procedure on Deaccessioning and Disposal.

#### *Disposal by exchange*

~~22.13 The museum will not dispose of items by exchange.~~

#### *Disposal by destruction*

22.13 If it is not possible to dispose of an object through transfer or sale, the governing body, Lisburn and Castlereagh City Council, may decide to destroy it.

22.14 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.

22.15 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.

22.16 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.

22.17 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

# **Irish Linen Centre & Lisburn Museum Forward Plan 2022-2024**

Paul Allison  
Museum Services Manager

**Name of museum:**

Irish Linen Centre & Lisburn Museum

**Name of governing body:**

Lisburn and Castlereagh City Council,

**Date on which this Forward Plan was approved by governing body:**

27 September 2022

**Review date for this Forward Plan:**

November 2024



## 1.Introduction

The United Kingdom Museum Accreditation Scheme 2018, Section 2.1 requires the submission of a Museum Forward Plan covering at least the current year and subsequent planning year

The adoption of the Irish Linen Centre & Lisburn Museum's Forward Plan 2022-2024 by the governing body, Lisburn and Castlereagh City Council, is a requirement of the accreditation Scheme.

The Plan should:

- Include the museum's statement of purpose
- Explicitly state the period the plan covers, 2022 -2024
- Outline the key aims and targets over the plan's duration
- Outline how the aims will be achieved
- Identify the resources necessary to achieve the aims
- Provide copies of the museum budgets for the current and subsequent planning year
- Identify the plan's next review date.

## 2.History of the Irish Linen Centre & Lisburn Museum

The Irish Linen Centre & Lisburn Museum is an accredited local authority museum. The collecting area for the museum's generally locally focused collection is Lisburn and the Lagan Valley region, including the Castlereagh area.

Lisburn Museum was established in 1979, by Lisburn Borough Council, opened to the public in 1980. The Irish Linen Centre adjoins Lisburn Museum, opened in 1994, reflecting the importance of Lisburn and the Lagan Valley to the development of the Irish Linen industry.

Following the 2015 Review of Public Administration, the museum is now managed, funded and owned by Lisburn and Castlereagh City Council.

In 2019 the museum was the third busiest museum in Northern Ireland with a footfall of 153,400 visitors, including 282 group visits (8198 group visitors).

The Covid 19 pandemic had a significant impact on visits to the museum, enforced lockdowns, restricted openings and the public's reticence to visit has led to museum numbers falling to 46,667 visitors 2020 and recovering to 84,520 in 2021.

Current footfall, January to July 2022, of 62,009 visitors is approximately 27.5% down, like for like compared to January to July 2019. Group visits, year to date, have fallen to 60 groups (1,422 group visitors).

A key objective of this plan is post Covid recovery, although it is evident the pre Covid museum business model must hybridise to reflect the importance of digital content for the Virtual Museum and the museum's social media platforms.

As a consequence of lockdown and several museum staff focusing on digital content for the Virtual Museum and social media platforms, has led to online engagement increasing from 75,943 online visitors in 2019 to 130,735 online visitors in 2020. The filming and streaming of the museum talks to a global audience rather than hosting 100 visitors in the Assembly Room and has increased some audiences fourfold.

Whilst our focus remains steadfastly with attracting visitors to Lisburn Museum, our significant online audience dictates there should be an annual programme of digital content.

### **3.Museum Statement of Purpose**

In 2007, the International Council of Museums defined a museum as:

"A non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment."

Since 2009 the mission statement of the Irish Linen Centre & Lisburn Museum has reflected such a definition:

**"The mission of the Irish Linen Centre & Lisburn Museum is to present, preserve and interpret through collection, research, exhibitions and educational programmes, the Irish Linen Industry and the history and heritage of Lisburn and district.**

**The museum service promotes knowledge, understanding and enjoyment of its collections to its visitors and a wider audience through display, publications and other media."**

From the earliest of times the purpose and role of museums has and will continue to evolve. In recent years the museum world has been split trying to redefine the role and purpose of museums at his time. After three years of fierce debate, on 24 August 2022, the International Council of Museums agreed a new definition:

"A museum is a not-for-profit, permanent institution in the service of society that researches, collects, conserves, interprets and exhibits tangible and intangible heritage. Open to the public, accessible and inclusive, museums foster diversity and sustainability. They operate and communicate ethically, professionally and with the participation of communities, offering varied experiences for education, enjoyment, reflection and knowledge sharing."

The Irish Linen Centre & Lisburn Museum's statement of purpose has been updated to reflect the modern definition of a museum.

The Irish Linen Centre & Lisburn Museum is an accredited local authority museum.

The museum researches, collects, conserves, interprets and exhibits the history and heritage of the Lisburn and Castlereagh district, Lisburn, the Lagan Valley and the local, national and global significance of the Irish Linen Industry in the 19th and 20th centuries.

The museum service actively engages with our visitors, and communities, to deliver a varied programme of exhibitions, activities and events to present opportunities for "education, enjoyment, reflection and knowledge sharing"

This statement reaffirms that first and foremost the museum is a repository for artefacts and archives that should be collected and preserved for society reflecting

the history and cultural heritage of not only Lisburn and the Lagan Valley but also the significance of the Irish Linen industry.

Whilst the museum collections are the foundation of the museum, Lisburn Museum is more than a store of artefacts. The proposed statement of purpose reflects the important role of the museum service, to use collections, establish collaborative creative partnerships so as to engage with visitors (to the museum and online), communities and organisations to contribute to meeting key objectives of the Council's Interim Corporate Plan 2021 -2024 and Community Plan:

Leading Well: Our Community has confidence in civic leadership.

Our Economy: We benefit from a growing vibrant economy.

Health & Wellbeing: We live healthier, more fulfilling and longer lives.

Where we live: We live in resilient and environmentally friendly places.

Our Community: We live in confident, harmonious, safe and welcoming communities.

#### **4.Museum Accreditation**

The museum, as an accredited museum, is required to not only comply with the 2018 Accreditation standard but also the procedures set out for Collections Management by the Collections Trust in the UK's Collections Management Standards known as SPECTRUM 5.0 (published 2017).

The Accreditation standard focuses on three key aspects:

- The governance and management of the museum
- The management of the museum collections
- Museum visitors and their experiences.

The Collections Standard Spectrum 5.0 lists 21 procedures museums can consider for managing collections. All accredited museums are required to have policies and procedures approved by the governing body for 9 procedures identified as primary procedures. The 9 primary procedures are as follows:

1. Object entry: procedure for the receipt and deposit of an artefact or archival document whether it be purchased by the museum, donated to the museum, on from another museum or brought in as a museum enquiry.
2. Acquisition and Accessioning: this procedure includes the Collections Development Policy and outlines what must be considered before agreeing to purchase an artefact or the donation of an artefact before accessioning into the museum collections.
3. Location and Movement control: This procedure governs the administrative process of where objects are located and the tracking of the movement of objects within the museum, on loan to other museums or with conservators.
4. Inventory: The numbering and labelling of artefacts.
5. Cataloguing: This procedure relates to information required for each artefact and trying to standardise descriptions of artefacts to assist when searching the collections database.
6. Object exit: This governs how objects are returned from loan, or museum enquiry and handover to a conservator. It does not include the deaccessioning or disposal of an artefact.
7. Loans in: This procedure is for agreeing a loan of an object from an individual or museums and organisations.
8. Loans Out: This governs the museum lending objects to another museum.
9. Documentation planning: This outlines how the museum will manage change to collections management documentation.

To meet Accreditation and Collections Management Standards, the museum is required to have in place the following policies, procedures and plans which must be reviewed at least once every 5 years:

1. Forward Plan
2. Collections Development Policy
3. 9 Primary procedures:
  - Object Entry
  - Acquisition and Accessioning
  - Location and Movement Control

- Inventory
- Cataloguing
- Object Exit
- Loans In
- Loans Out
- Documentation Planning
- 4. Care and Conservation Policy and Plan
- 5. Access Policy
- 6. Environmental Sustainability Policy
- 7. Documentation Plan.

The Council approved current museum collections policies, procedures and plans are aligned to the current 2018 UK Accreditation Standard and the 2017 edition of the UK's Collections Management Standard SPECTRUM 5.0, consequently there will be no significant changes the museum's current policies and procedures.

The Documentation Plan and the Care and Conservation Plan are effectively Action Plans for the museum's collections management team, such plans are dynamic and are subject to change.

## **5. Key Aims 2020-24**

Museum Key objectives are:

1. Museum Service planning, programming and delivery should where possible contribute to meeting the key objectives of the Council's Interim Corporate Plan 2021-2024 and Community Plan.
2. To enhance the cultural life and heritage of Lisburn and Castlereagh City Council by providing an accredited regional museum along with a supporting programme of heritage activities and events.

3. To contribute to the economic development and wellbeing of Market Square, the Lisburn Historic Quarter and Public Realm spaces through the provision of a flagship museum and ancillary commercial activities.
4. The Irish Linen Centre and Lisburn Museum will continue to advise and assist with the protection and development of the city's heritage.

Over the next two years the key aims of the museum service are:

### **1. Ensuring the long term care of the museum collection**

#### *a. Collections Management*

- i. Review and approval of 9 Primary Collections policies and procedures.
- ii. Review and approve Documentation plan.
- iii. Continue the digitisation of museum collections, in particular the photography of artefacts and align with Modes the museum's collections database.
- iv. Migrate museum collections records to cloud storage via Object Matrix and integrate with new Digital Asset Management programme Portfolio Extensis.
- v. Develop a museum Reproduction Policy.
- vi. Develop an Integrated Pest Management procedure.
- vii. Review Collections management location, inventory, cataloguing and object movement records.

#### *b. Collections Storage*

- i. Review storage in photographic suite to increase capacity for ancillary storage of for example picture frames.
  1. Review storage of accessioned and non-accessioned objects at the museum's offsite store.
- ii. Review the suitability of existing object and documents storage systems and picture racking in the museum store for optimum storage of archives and objects.

*c. Care and Conservation*

- i. Following condition assessments prioritise conservation of archival documents and artefacts likely to be required for museum exhibitions over the next two years.
- ii. On receipt of specialist conditions report source and apply for grant funding for conservation of two significant artefacts:
  1. Dennis Light 4 Fire engine. Amount required in region of £30,000
  2. Conservation of the "Waringstown Cloth " an early 18<sup>th</sup> century handwoven draw loom damask linen tablecloth on long term loan from Hampshire Cultural Trust. Conditional on sourcing £50,000 grant funding to mount and display the tablecloth in the Irish Linen Centre.

**2. Increase the number and range of museum service users ( in venue and online)**

*a. Museum exhibition programming*

2022 Display of NI Centenary Quilts

Queen's Platinum Jubilee

50<sup>th</sup> anniversary of Mary Peters gold medal

Veterans for Change exhibition

2023 Bicentenary of Barbour's at Hilden

Lisburn Cathedral 400 years

British Museum Unlocking Ancient Egypt

2024 Molra and Castle Gardens archaeological treasures

150<sup>th</sup> anniversary of Wallace Fountains in Lisburn

"30 years of Irish Linen, 300 years of history" 30<sup>th</sup>

anniversary of the opening of the Irish Linen Centre

*b. Museum Events programming*

- i. Enhance annual talks programme
- ii. Annual events programme such as harp and literary recitals, murder mystery evenings, seasonal programming, cultural



heritage programming for Ulster Scots Week, Irish Language Week

- iii. Ancillary programmes to support Good Relations Week, Lisburn Cathedral 400 and possible Linen Biennale
- iv. Explore expanding the museum's Flaxie Festival for under 5's
- v. Increase the frequency of museum outdoor tours and trails

*c. Museum Education programming*

- i. Maintain annual schools education programme
- ii. Annual Science month programme
- iii. Expand the "Out and about Boxes" range of schools programmes
- iv. Develop a " Museum in a Case" schools programme using the travelling display cases funded by the British Museum Trust
- v. Continue running the "Cultural take out kits" programming
- vi. Museum education team to contact all pre-school and primary schools within 10 miles of the museum to maximise the number and frequency of school visits from museum's key school audience

*d. Museum Engagement Programming*

- i. Complete the Lisnagarvey Men's Shed Photo voice project
- ii. Publish Hilden Primary School Community Engagement tool kit
- iii. Develop annual Hilden cultural events programme during refurbishment stage of Hilden PS restoration project.
- iv. Complete Veterans for Change programme
- v. Collaborate with Men's Shed groups to construct 35 "sand boxes" for archaeological workshops
- vi. Undertake two community engagement archaeological excavations at Moira Demesne and Castle Gardens ( pending granting of State Monument Consent License
- vii. Explore viability of museum developing a social prescribing programme

- viii. In response to the current problem of Energy Poverty develop a changing programme of weekly events and activities to encourage visits to the museum as a "Welcoming Place"

### 3. Enhance visitor experience

- a. Increase the digital content on the museum's website and social media platforms to promote range of museum services, activities, events exhibitions and engagement programmes
- b. Expand and develop the range of Braille leaflets to include exhibition panels and object labels.
- c. Increase the number of digital screens and iPad on display promoting museum services, events, exhibitions and engagement programmes.
- d. Increase the number of chairs and soft furniture in museum galleries, encouraging museum visitors to increase time visitors spend in galleries.
- e. Following procurement of portable exhibition panels, assess viability of developing "single object" displays

### 6. Museum Action Plan 2022 -2024

The museum Action Plan, Appendix 1, focuses on the key aims and objectives as outlined above.

Section 2.1 of the UK Museum Accreditation Scheme requires the governing body approves the Forward Plan for the current and subsequent planning year. The museum action plan is based on two main assumptions:

- Despite challenging labour market situation, the museum can recruit staff to fill vacant museum posts.
- Museum programming is based on current museum budgets, the agreed action plan may require review at the end of the estimates

process, reflecting the impact of potential significant inflationary increases affecting staffing costs and energy costs.

## 7.Resource Management

Museum events and programming requires a cohort of trained Front of House Gallery Staff and the current labour market conditions are leading to a high turnover in temporary staffing. Gallery staff require at least 6 months training in the specific history of Lisburn and the Lagan Valley, the history of Irish Linen, the ability to spin flax and to deliver education tours and workshops and participate in museum engagement programmes.

The UK Accreditation Scheme requires affirmation by the governing body of appropriate budgets to manage the museum and deliver museum programming.

The 2023/24 estimates process has commenced, and whilst the final agreed budget will be confirmed the first quarter of 2023, it is likely the museum will face significant budgetary challenges in certain areas, for example energy costs. The museum's current annual revenue budget expenditure is £841,540, as highlighted in Table 1.

Table 1. Breakdown of Museum Budgetary costs.

| Costs                 | 2022/23         | Indicative 2023/24 |
|-----------------------|-----------------|--------------------|
| Staff                 | £662,800        | £662,800 *         |
| Utilities             | £61,000         | £75,000**          |
| Facilities Management | £48,410         | £45,000            |
| Administration        | £7,500          | £7,500             |
| Museum                | £25,530         | £25,530            |
| Museum programming    | £36,300         | £36,300            |
| <b>TOTAL</b>          | <b>£841,540</b> | <b>£852,130</b>    |

\* To be determined

\*\* To be determined

The indicative budget for 2023/24 is based on current assumptions and is subject to further scrutiny and approval as the estimates process progresses.

## **8.Museum Income**

The museum shop (located in museum foyer) resumed trading from 1 December 2021. The shop net income target for this year is £25,000. Trading has been encouraging, with net sales this year to date of £11,805. It is likely that the British Museum "Unlocking Ancient Egypt" exhibition will attract significant visitors to the museum. The 2001 Tutankhamun's Wardrobe exhibition attracted 50,000 visitors in three months. Consideration should be given to increasing the museum's income target along with making additional funds available to buy stock in two categories, Irish Linen and books and souvenirs linked to the exhibition, including bespoke stock from the British Museum.

The action plan outlines two significant conservation projects:

- The Dennis Light 4 fire engine
- Mounting and displaying the "Waringstown cloth"

The combined cost of these projects is estimated at £80,000 and can only proceed if the museum successfully applies for grant funding to cover a significant proportion of the costs.

With increasing budgetary pressures, sourcing and applying for grant funding to support museum engagement programmes is a major priority for the museum management team.

## **9.Managing Risk**

The challenging labour market and volatility of energy costs coupled with spiralling inflationary costs may impact on service delivery. The museum's Risk Register will take into account such staffing and budgetary challenges.

**10. Review Date: Museum Forward Plan 2022-2024**

The museum's Forward Plan 2022-2024 should be reviewed and updated by November 2024.

| <b>Irish Linen Centre &amp; Lisburn Museum Action Plan 2022-2024</b> |   |            |                   |
|--|---|------------|-------------------|
|  |   |            | <b>Appendix 1</b> |
| Objectives   | Tasks   | Time scale | Lead Officer/team |
| <b>Key Aim 1. Ensure Long term future of the museum collections</b>  |   |            |                   |
| Review museum's 9 primary procedures                                 | Confirm current primary procedures comply with 2018 UK Accreditation standard ,revise as necessary: | Nov-22     | Paul Allison      |
|  | Object Entry  |            |                   |
|  | Acquisition and Accessioning  |            |                   |
|  | Location and Movement Control   |            |                   |
|  | Inventory   |            |                   |
|  | Cataloguing   |            |                   |
|  | Object Exit   |            |                   |
|  | Loans In  |            |                   |
|  | Loans Out   |            |                   |
|  | Documentation Planning  |            |                   |
|  | Seek Governing body approval  | Dec-22     | Angela McCann     |
| Review museum's collections documentation plan                       | Review existing documentation plan  | Nov-22     | Paul Allison      |
|  | Ccreate new documentation plan 2022-2027  | Nov-22     | Paul Allison      |
|  | Seek governing body approval  | Dec-22     | Angela McCann     |

|   |   |                             |                  |
|---|---|-----------------------------|------------------|
| Digitisation of museum collections                  | Photograph accessioned objects in museum collections, transfer and copy images to MODES, museum's collections database                              | Ongoing                     | Collections Team |
|   |   |                             |                  |
| Migration of collections databases to Cloud storage | Migrate museum collections records to cloud storage via Object Matrix and integrate with new Digital Asset Management programme Portfolio Extensis. | 2022-2023                   | Ciaran Toal      |
|   |   |                             |                  |
| Develop a museum image reproduction policy          | Ensure compliance with SPECTRUM 5.0   | Dec-23                      | Ciaran Toal      |
|   |   |                             |                  |
| Develop an Integrated Pest Management Procedure     | Ensure compliance with SPECTRUM 5.0 and current best practice especially for a museum with textiles collection                                      | Dec-24                      | Ciaran Toal      |
|   |   |                             |                  |
| Review Collections management records               | update and review location, inventory, cataloguing and object movement records  | Ongoing                     | Collections team |
|   |   |                             |                  |
| Review storage of museum collections                | Review storage in photographic suite  | Completion by December 2022 | Collections Team |
|   |   |                             |                  |
|   | Review storage at the museum's offsite store.   | Completion by December 2022 | Paul Allison     |
|   |   |                             |                  |
|   | Review the suitability of existing object and documents storage systems   | Completion by April 2023    | Ciaran Toal      |
|   |   |                             |                  |

|   |   |                             |                  |
|---|---|-----------------------------|------------------|
| Explore viability of Museum Conservation projects                       | Prioritise conservation of archival documents and artefacts likely to be required for museum exhibitions over the next two years. | Ongoing                     | Collections Team |
|   |   |                             |                  |
|   | Dennis Light 4 fire engine  | Completion by December 2023 | Collections Team |
|   |   |                             |                  |
|   | Conserve, mount and display the Waringstown cloth   | Completion by October 2024  | Collections Team |
|   |   |                             |                  |
| <b>Key Aim 2. Increase the number and range of museum service users</b> |   |                             |                  |
|   |   |                             |                  |
| Museum Exhibition programmes  | 2022 Display of NI centenary Quilts   | Dec-23                      | Museum Team      |
|   | 50th anniversary of Mary Peters gold medal  | Dec-23                      | Museum Team      |
|   | Veterans for Change exhibition  | Dec-23                      | Museum Team      |
|   |   |                             |                  |
|   | 2023 Bicentenary of Barbour's at Hilden   | Apr-23                      | Museum Team      |
|   | Lisburn Cathedral 400 years   | Apr-23                      | Museum Team      |
|   | British Museum Unlocking Ancient Egypt  | June -October 2023          | Museum Team      |
|   | 2024 Moira and Castle Gardens archaeological treasures  | Apr-24                      | Museum Team      |
|   | 150th anniversary of Wallace Fountains in Lisburn   | Jun-24                      | Museum Team      |
|   | "30 years of Irish Linen, 300 years of history" 30th anniversary of the opening of the Irish Linen Centre                         | Oct-24                      | Museum Team      |
|   |   |                             |                  |
| Museum Events programmes  | Deliver annual talks programme  | Ongoing                     | Museum Team      |



|                             |  |                             |                |
|-----------------------------|--|-----------------------------|----------------|
|                             | Annual events programme such as harp and literary recitals, murder mystery evenings, seasonal programming, cultural heritage programming for Ulster Scots Week, Irish Language Week,       | Ongoing                     | Museum Team    |
|                             | Ancillary programmes to support Good Relations Week, Lisburn Cathedral 400 and possible linen Biennale   | Completion by December 2023 | Museum Team    |
|                             | Explore expanding the museum's flaxie festival for under 5's   |                             | Education Team |
|                             | Increase the frequency of museum outdoor tours and trails  | Completion by December 2023 | Education Team |
|                             |  |                             |                |
| Museum Education programmes | Deliver annual schools education programme   | Ongoing                     | Education Team |
|                             | Deliver Annual Science month programme   | Ongoing                     | Education Team |
|                             | Expand the "Out and about Boxes" range of schools programmes   | Completion by April 2023    | Education Team |
|                             | Develop a " Museum in a Case" schools programme using the travelling display cases funded by the British Museum Trust  | Completion by April 2023    | Education Team |
|                             | Continue running the "Cultural take out kits" programming  | Ongoing                     | Education Team |
|                             |  |                             |                |
|                             | Museum education team to contact all pre school and primary schools within 10 miles of the museum to maximise the number and frequency of school visits from museum's key school audience. | Completion by February 2023 | Education Team |
|                             |  |                             |                |

|   |   |                            |                   |
|---|---|----------------------------|-------------------|
| Museum Engagement programmes                | Complete the Lisnagarvey Men's Shed Photovoice project  | Dec-22                     | Collette Brownlee |
|   | Publish Hilden Primary School Community Engagement tool kit   | Jan-23                     | Collette Brownlee |
|   | Develop annual Hilden cultural events programme during refurbishment stage of Hilden PS restoration project.  | Ongoing                    | EducationTeam     |
|   | Complete Veterans for Change programme  |                            |                   |
|   | Collaborate with Men's Shed groups to construct 35 "sand boxes" for archaeological workshops  | Completion by January 2023 | EducationTeam     |
|   | Undertake two community engagement archaeological excavations at Moira Demense and Castle Gardens ( pending granting of State Monument Consent License                        | Completion by March 2023   | Museum Team       |
|   | Explore viability of museum developing a social prescribing programme   | Commencing April 2023      | EducationTeam     |
|   |   |                            |                   |
|   | Develop Welcoming Place weekly activities and events programme  | By October 2022            | Education Team    |
|   |   |                            |                   |
| <b>Key Aim 3 Enhance Visitor Experience</b> |   |                            |                   |
| Visitor Experience improvement projects     | Increase the digital content on the museum's website and social media platforms to promote range of museum services, activities, events exhibitions and engagement programmes | Completion by March 2023   | Museum Team       |

|  |   |                          |             |
|--|---|--------------------------|-------------|
|  | Expand and develop the range of Braille leaflets to include exhibition panels and object labels.  | Completion by March 2023 | Museum Team |
|  | Increase the number of digital screens and ipads on display promoting museum services, events, exhibitions and engagement programmes.           | Completion by March 2023 | Museum Team |
|  | Increase the number of chairs and soft furniture in museum galleries, encouraging museum visitors to increase time visitors spend in galleries. | Completion by March 2023 | Museum Team |
|  | Following procurement of portable exhibition panels, assess viability of developing "single object" displays                                    | Completion by March 2023 | Museum Team |
|  |   |                          |             |



## Leisure and Community Development Committee

**6 September 2022**

**Report from:**

**Head of Communities**

### Item for Noting

**TITLE:** Lisburn & Castlereagh City Council Policing & Community Safety Partnership Minutes of Meeting

**Background and Key Issues:**

1. The minutes of meetings of the Lisburn & Castlereagh City Council Policing & Community Safety Partnership will be presented at future meetings of the Leisure and Community Development Committee for noting following their adoption by the PCSP.
2. The minutes of the following meetings of the Lisburn & Castlereagh PCSP are presented for noting:-
  - Private Meeting of the PCSP held on the 21 April 2022; and
  - Public Meeting of the PCSP held on 17 May 2022.

**Recommendation:**

1. It is recommended that the minutes of the PCSP meetings held on the 21 April and 17 May 2022 are noted.

**Finance and Resource Implications:**

None.

### Screening and Impact Assessment

#### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

N/A

If yes, what was the outcome?:

|   |                                       |  |                                       |   |                                       |
|---|---------------------------------------|--|---------------------------------------|---|---------------------------------------|
| <b>Option 1</b><br>Screen out<br>without mitigation | <input type="button" value="Yes/No"/> | <b>Option 2</b><br>Screen out with<br>mitigation | <input type="button" value="Yes/No"/> | <b>Option 3</b><br>Screen in for<br>a full EQIA | <input type="button" value="Yes/No"/> |
|---|---------------------------------------|--|---------------------------------------|---|---------------------------------------|

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

#### 2. Rural Needs Impact Assessment:

|   |                                   |   |                                   |
|---|-----------------------------------|---|-----------------------------------|
| Has consideration been<br>given to Rural Needs? | <input type="button" value="No"/> | Has a Rural Needs Impact<br>Assessment (RNIA) template been<br>completed? | <input type="button" value="No"/> |
|---|-----------------------------------|---|-----------------------------------|

If no, please given explanation/rationale for why it was not considered necessary:

N/A

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix 4 Minutes of Private Meeting held on the 21 April 2022  
Appendix 5 Minutes of Public Meeting held on 17 May 2022

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

PCSP 21 04 2022

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**LISBURN & CASTLEREAGH CITY COUNCIL****Minutes of the Meeting of the Policing and Community Safety Partnership held remotely by zoom and in the Council Chamber on Tuesday 21 April 2022 at 6.30 pm****PRESENT:**

In a remote location –  
 Councillor M Guy (Chairperson)  
 Councillor N Anderson  
 Councillor R Carlin  
 Councillor A Gowan  
 Councillor A McIntyre  
 Councillor S Skillen  
 Ms G Conroy  
 Mrs Y Craig  
 Mr P Dean  
 Ms A Landa  
 Mrs P Leeson  
 Mr D McBurney  
 Mrs P Yellamaty

In the Council Chamber –  
 Councillor A Ewing  
 Mr J Bentley

**IN ATTENDANCE:**

Acting PCSP/Member Services Manager  
 PCSP Officer (SA)  
 Member Services Officer (PS)

**Designated Organisations**

In a remote location –  
 Ms J Harkness – Youth Justice  
 Ms N Bradshaw – Probation Board NI  
 Ms E Millar - EA

In the Council Chamber –  
 Chief Inspector J Wilson, Police Service of Northern Ireland

**Commencement of the Meeting**

The Chairperson, Councillor M Guy, welcomed everyone to the meeting, which was being held via zoom and in the Council Chamber in hybrid format due to the current Covid-19 restrictions. She extended a particular welcome to Mr P Dean who had recently been appointed an Independent Members of the Partnership.

PCSP 21 04 2022

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### 1. Apologies

It was agreed to accept an apology for non-attendance at the meeting on behalf of Superintendent J Mullan, Mr D Marley, Mr G Clifton, Ms A Twomey and the PCSP Officer (JB).

### 2. Minutes

It was proposed by Mr D McBurney, seconded by Mrs Y Craig and agreed by the Partnership that the Minutes of the Private Meeting of the PCSP held on 15 March 2022 be confirmed and signed. Mr McBurney sought an update on the Cultural Diversity Event referred to at that meeting and was advised that this would be provided later in the meeting.

### 3. Declaration of Conflicts of Interest

The Chairperson sought any Declarations of Conflicts of Interest and the following declarations were made –

- Ms G Conroy advised that her parents had been involved in one of the funding applications.
- Councillor S Skillen declared an interest in any matters involving Ballybeen Improvement Group as she was on their Board.
- Mr J Bentley advised that he had been involved with one of the Grand Choice applicants however they had not been granted funding.

### 4. Update from Statutory Organisations

Representatives from Statutory Organisations having been asked to provide updates on the work of their respective organisations with regards to community safety priorities, the following updates were provided:

#### Update from Chief Inspector J Wilson, PSNI

Chief Inspector Wilson advised that the Local Policing Plan had been circulated to members of the PCSP. He advised that the Corporate level plan had yet to be agreed and summarised that the plan was similar to the previous year with the addition of item 1.2.

He advised that due to the system being closed down for end of year procedures, there were no updates on crime figures at this moment in time. He provided an update on ongoing projects throughout the borough area. He advised that an event had been held where the District hosted the Chief Constable for a day, he advised on ongoing successful drug searches and stated that current focus was on the Balmoral Show and on road safety issues. The District were also preparing for summer and the forthcoming marching season.



PCSP 21 04 2022

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Update from Ms Esther Millar, Education Authority

Ms Millar updated on a stakeholder hate crime event and on continuing work with the Youth Council, she provided information on the work of detached youth workers and on emerging issues, she advised of a new programme running in Dundonald High School which was being delivered to build relationships with statutory agencies. She then responded to some questions from members on how work was currently being delivered.

Update from Nicola Bradshaw, Probation Board NI

Ms Bradshaw advised that the service was not yet back to a full face to face service but was still restricted, however she stated that face to face services had been prioritised for high risk service users. She advised that users were responding well to telephone contact. She updated on a change to legislation in respect of domestic abuse.

The Chairperson, Councillor M Guy, expressed thanks to representatives of the PBNI who had attended a graffiti bus event in Carryduff. In response to a question from a member Ms Bradshaw outlined the availability of the bus and plans for its use across other areas. She undertook to feedback to the service the desire for this to be rolled out further afield.

Update from Ms J Harkness, Youth Justice

Ms Harkness advised that referrals were picking up again and being progressed. She advised of an early stage diversion project and work in schools which were ongoing. She advised of work plan need to take place in schools and invited requests from community groups which might wish to avail of the service.

5. Report of the Acting PCSP/Member Services Manager

It was agreed that the report and recommendations of the Acting PCSP/Member Services Manager be adopted, subject to any decisions recorded below, and other items noted.

5.1 Participatory Budgeting – Grand Choice Event – Downshire West

Members of the Partnership were appraised of the event which had taken place on Saturday 9 April 2022 at St John's Parish Centre, Moira when twenty three applicants competed on the day showcasing their projects, attracting around 800 people throughout the course of the day. They were provided with a list of the applicants and projects and it was highlighted that Kilwarlin Rural Development Group had withdrawn from the competition must before the community event. Members were advised that 752 votes had been cast resulting in 16 groups across the DEA being awarded a total of £15,755.50. They were provided with an Appendix showing the voting results and amounts awarded to each of the 16 groups.

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Members were reminded that the partnership had agreed the following proposal for the delivery of the participatory budgeting schemes –

- 2020/21 - Castlereagh East and Downshire West
- 2021/22 - Lisburn South and Castlereagh South
- 2022/23 - Downshire East and Lisburn North

However, it was highlighted that Covid-19 had impacted the timeline and resulted in the Castlereagh East and Castlereagh South events being delivered as online competitions in Summer 2021. It was also highlighted that provision had been made in the 2022/23 Action Plan for other Grand Choice events.

Members were advised that since the report had been issued to them conversations had been taking place regarding a total of three participatory budgeting initiatives being rolled out before the end of March 2023. It was recommended that the following events be held –

- September – Lisburn South
- November – Downshire West
- February – Lisburn North

It was proposed by Mr D McBurney, seconded by Mrs Y Craig and agreed by the Partnership that the information circulated be noted and that three Grand Choice participatory budgeting event be organised as outlined above.

## 5.2 Balmoral Show

Members were advised that the PCSP would be an integral part of the Community Safety marquee at the Balmoral Show for the 4 days from 11 – 14 May 2022 and were provided with information on other organisations that would also have a presence.

It was agreed that the above information be noted.

## 5.3 Applications for funding under £500

Members were advised of the following applications for funding under £500.00, the application from First Lisburn Blues Supporters Club was highlighted as having been received since the report was circulated –

| Group                            | Project                                | Amount Requested |
|----------------------------------|--|------------------|
| Magheragall District<br>LOL No 9 | Parade Marshalling Training – May 2022 | £500             |
| Hillsborough<br>Working Together | Parade Marshalling Training – May 2022 | £500             |

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|                                       |   |         |
|---------------------------------------|---|---------|
| Downshire Primary School Hillsborough | Buddy Scheme with PSNI for younger students   | £498.75 |
| PSNI Bike Safe                        | Host PSNI Bike Safe – September 2022  | £500    |
| PSNI                                  | Youth Engagement with Dreamscheme NI  | £400    |
| PSNI                                  | Domestic Violence Initiative with Hydebank Wood College   | £480    |
| First Lisburn Blues Supporters Club   | Community Fun Day – engagement with local PSNI Neighbourhood Policing Team to establish relations | £500    |

It was proposed by Councillor N Anderson, seconded by Mr P Dean and agreed that the applications outlined above be approved.

#### 5.4 Cultural Diversity Day – Saturday 21 May 2022

The PCSP Officer (SA) advised that plans were being progressed to celebrate Cultural Diversity Day on Saturday 21 May 2022. They were advised that discussions had taken place with members of Carryduff Intercultural Friendship Group and it was proposed to hold an event in the Carryduff area between 11.00 am – 3.00 pm. Members were advised that a meeting had been arranged for 22 April 2022 to confirm a suitable venue and itinerary for the event. Members were told that they would be advised of the arrangements in due course and were encouraged to support the event with their attendance.

It was agreed that the information be noted.

#### 5.5 PSNI/PCSP Engagement Event – Save the Date

Members were advised that work was ongoing between the NIPB and the PSNI in relation to increasing the effectiveness of the Policing Committees and developing the reporting template. The Acting PCSP/Members Services Manager advised that a series of regional engagement events would be held in June which District Commanders and PCSP Members would be invited to attend. The events would take the form of workshops to discuss the reporting template, effective problem solving and how engagement between PSNI, PCSPs and the community could be enhanced.

Members were advised that the regional event for the North District (LCCC, Antrim & Newtownabbey, Ards & North Down and Causeway Coast & Glens) had been suggested for Wednesday 8 June from 10.30 am to 4.00 pm in Mossley Mill. It was highlighted that formal notification would be issued in due course by the NIPS.

It was agreed that the information be noted.

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**6. Any Other Business****6.1 Councillor A Ewing  
Bike Safe Event**

Councillor Ewing wished to commend police on Bike Safe events which he had attended in the past and went on to highlight the benefits of such events, he asked if there were any plans for these to be held in the near future. Chief Inspector J Wilson responded that he was not aware of any but went on to highlight some similar events that were being organised.

**6.2 PCSP Officer (SA)  
Speed Indicator Devices**

The PCSP Officer updated on progress regarding the installation of new SIDS advising that it was planned to have SIDS installed in the following areas -

Magheraconluce Road - Letter drop to local residents ongoing to ascertain their contentment with proposed siting arrangements  
Killynure Road, Carryduff  
Gransha Road, Dundonald  
Milltown Road, Derriaghy

**6.3 The Chairperson, Councillor M Guy  
Congratulations**

The Chairperson, Councillor M Guy wished to express congratulations on behalf of the Partnership to Ms A Twomey on the occasion of her forthcoming wedding.

**6.4 The Acting PCSP/Members Services Manager  
Next Meeting of the PCSP**

The Acting PCSP/Members Services Manager advised that the next meeting of the Partnership would be held in Public in the Connect Hall, Dromara on Tuesday 17 May 2022 at 7.00 pm and she encouraged all members to attend advising that it would be an 'in person' event.

There being no further business, the meeting was terminated at 7.35 pm.

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Chairperson

**LISBURN AND CASTLEREAGH CITY COUNCIL****Minutes of the Meeting in Public of the Policing Committee of the Policing and Community Safety Partnership held in the Connect Hall, Dromara, on Tuesday 17<sup>th</sup> May 2022 at 7.00pm**

**PRESENT:** Councillor M Guy (Chairperson)  
 Councillor A Ewing  
 Councillor A Gowan  
 Councillor S Skillen  
 Mr J Bentley  
 Ms G McCann  
 Ms P Leeson

**IN ATTENDANCE:** Acting PCSP/Manager Services Manager  
 PCSP Officer (JB)  
 Member Services Officer (BF)  
 Administration Officer (EW)

**Designated Organisations**

Superintendent J Mullan, Police Service of Northern Ireland;  
 Chief Inspector J Wilson, Police Service of Northern Ireland;  
 Mr D Marley, Northern Ireland Housing Executive

**Commencement of the Meeting**

The Chairperson, Councillor M Guy, welcomed those present to the meeting and extended a particular welcome to the members of the public. She indicated that the theme for the meeting would be rural crime and gave an overview of the agenda and the speakers. She pointed out that PCSP and PSNI officers were in attendance to offer information on a range of initiatives, including Farm Watch, Neighbourhood Watch and Text Alert and she encouraged members of the public to engage with the officers in this regard.

**1. Apologies**

Apologies for non-attendance were reported on behalf of Councillors R Carlin and H Legge; and Independent Members N Bradshaw, A Landa, E Millar and P Yellamaty.

**2. Declarations of Interest**

There were no declarations of interest.

**3. PSNI Presentation on Rural Crime – Chief Inspector Jonathan Wilson**

The Chief Inspector gave an overview of the work of the PSNI within the local area and provided examples of the types of rural crimes which had been reported and investigated. He explained that there were many types of rural crimes, including organised plant theft, livestock theft, burglaries and scams. He stated that rural crime accounted for approx. 1% of overall crime in Northern Ireland, but that the cost associated with such offences was disproportionate.

He pointed out that, whilst there had been a reduction in the number of rural crimes reported since 2010/11, there had been a level of under-reporting of such instances given the pandemic. However, despite the overall downward trend, the statistics did not account for the significant impact that this type of crime had on individuals, farm businesses and the wider community. He added that the PSNI would continue to work with partners to combat and deter criminals who sought to target the rural community.

He then outlined the types of operations which had been carried out by the Neighbourhood Policing Teams in combatting crime in partnership with a range of bodies and agencies. In addition, he gave an overview of the community engagement work which had been carried out, such as attending the Balmoral Show and the 'Grand Choice' participatory budgeting event, which had taken place in Moira on 9th April. He concluded by outlining the work that would be undertaken over the summer period in conjunction with statutory bodies to maintain the level of protection provided within rural areas.

The Chairperson thanked the Chief Inspector for his presentation.

## 2. Presentation from PSNI Crime Prevention Officer – Shelley Grimes

Ms Grimes gave an overview of her role within the PSNI and outlined the advantages of the Text Alert scheme, which operated within the Council area. She explained that the scheme enabled the PSNI and the PCSP to communicate directly with individuals who signed-up for the scheme by SMS text messages and alert them of ongoing issues. She added that there were 1,500 registered users and encouraged members of the public in attendance to join by completing the form which was available at the crime protection promotional table.

She then gave examples of the types of crime prevention gadgets which were on display at the meeting and drew attention to a stand within the hall which was promoting a Tracker device. She indicated that the device assisted police in the recovery of stolen farm property or machinery and there had been a significant success rate in either stopping thefts or recovering property through its usage.

Ms Grimes then responded to a number of questions on the types of vehicles which could be protected by the Tracker and the Chairperson thanked her for her presentation.

## 3. Camilla Mackey, Agricultural Inspector, HSENI

Ms Mackey delivered a presentation on farm safety and concentrated on the following topics:

- the dangers from slurry
- the dangers from farm animals
- the dangers from tractors and other farm machinery
- the dangers from falls and falling objects

She explained that farm machinery presented many risks and it was essential that such items were kept in good condition. Where faults did arise, especially in relation to brakes and braking systems in vehicles, she pointed out that farmers should make sure that the person carrying out repairs was qualified.

She outlined the dangers associated with mixing slurry, particularly the risk posed by the gas hydrogen sulphide, which, at a low concentration, could impair a person's sense of smell and ability to recognise the presence of the gas. At higher concentrations, the gas could impair breathing, cause confusion and pose a danger to life. As such, the mixing process was the most dangerous period for farmers and she emphasised the importance of leaving a shed as soon as that process had begun and to stay out for at least thirty minutes.

The meeting was advised also by Ms Mackey of the 'Farm in Mind' website, which had been developed by HSENI, in partnership the Farm Safety Partnership and the Workplace Health Leadership Group to help signpost people to the right support services in relation to stress and anxiety. The website was tailored to the specific needs of the farming community and contained a range of resources which would provide additional support.

In response to a question from the floor, Ms Mackey reported that the average age for farmers in Northern Ireland was 58. She added that a majority of accidents involved individuals over 44 years, and that the aging profile farming population was a cause for concern. She reported that there had been a trend identified in that younger members of farming families were opting not to take on the responsibility of ownership. She indicated that, as a step to address this matter, the Department for Agriculture and Rural Affairs (DEARA) provided schemes to assist farmers in succession planning.

The Chairperson thanked Ms Mackey for her presentation.

#### 4. Question from the floor

A member of the public referred to an incident which had occurred recently in the village when damage had been caused to his fence by an unlicensed vehicle. He indicated that he had located the vehicle and had informed police, but expressed frustration that no action had been taken by the PSNI to recover the vehicle and the matter had only been progressed whenever a local councillor had raised the issue with police on his behalf.

Superintendent Mullan undertook to investigate the matter and discuss the issues raised with the member of the public after the meeting.

#### 5. Any Other Business

None.

Conclusion of the Meeting

The Chairperson thanked those present for attending and extended thanks the representatives of the Connect Hall for allowing the premises to be used for the meeting.

There being no further business, the meeting ended at 7:51pm.

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Chairperson





## Leisure & Community Development Committee

6 September 2022

Report from:

Head of Communities

### Item for Decision

**TITLE:** Application for Seeding Grant – Dunbeg, Ashvale & Kilwarlin Community Group

Background and Key Issues:

#### Background

1. In line with council estimates, there is provision within the community services budget of £1,000 to provide seeding grants to newly formed, constituted groups to assist with running costs in the early days of their establishment. This grant is for a maximum of £200.

#### Application

2. A request has been received from Dunbeg, Ashvale & Kilwarlin Community Group as a newly established group for the provision of a Seeding Grant.

3. The group has completed an application form and submitted the requested documentation to confirm its status as a properly constituted organisation. Following consideration by officers, it is noted that the organisation has objectives directly linking to the improvement of community development in the area.

**Recommendation:**

It is recommended that;

1. The provision of a £200 Seeding Grant is awarded to Dunbeg, Ashvale & Kilwarlin Community Group.
2. Delegated Authority is granted to the Head of Communities, in consultation with the Chair and Vice Chair of this Committee to approve future seeding grants, within budget

**Finance and Resource Implications**

£200 from Community Services existing Seeding Grant budget. There is £200 remaining in the budget from an overall total of £1,000

## Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

If yes, what was the outcome?:

|   |                                  |  |                                     |   |                                     |
|---|----------------------------------|--|-------------------------------------|---|-------------------------------------|
| <b>Option 1</b><br>Screen out<br>without mitigation | <input type="text" value="Yes"/> | <b>Option 2</b><br>Screen out with<br>mitigation | <input type="text" value="Yes/No"/> | <b>Option 3</b><br>Screen in for<br>a full EQIA | <input type="text" value="Yes/No"/> |
|---|----------------------------------|--|-------------------------------------|---|-------------------------------------|

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

|   |                                     |   |                                     |
|---|-------------------------------------|---|-------------------------------------|
| Has consideration been<br>given to Rural Needs? | <input type="text" value="Yes/No"/> | Has a Rural Needs Impact<br>Assessment (RNIA) template been<br>completed? | <input type="text" value="Yes/No"/> |
|---|-------------------------------------|---|-------------------------------------|

If no, please given explanation/rationale for why it was not considered necessary:

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

If Yes, please insert date:



## Leisure & Community Development Committee

6 September 2022

Report from:

Head of Communities

### Item for Noting

**TITLE:** Update on PEACEPLUS –  
1. Allocation of Funding; and  
2. Appointment of Social Partners

**Background and Key Issues:**

#### 1. Allocation of Funding

On 26th July 2022, council received correspondence from the Chief Executive of SEUPB, outlining the latest updates on the PEACEPLUS Programme and the financial allocations for the Co-designed Local Community PEACE Action Plans.

The PEACEPLUS Programme has been approved and adopted by the European Commission, and as such will allow SEUPB to formally launch Calls for Applications in the months ahead.

Furthermore the financial allocations were outlined from the PEACEPLUS budget of €110m. This is a closed call for Local Authorities only. This timely announcement will allow council plans to be developed and submitted to SEUPB for assessment early in 2023.

The LCCC allocation is €4,445,808 which is substantially more than that received for the PEACE IV programme at €2,993,261; a difference of €1,452,547, approximately £1.23m.

## 2.Appointment of Social Partners

It was agreed by Council in June 2022, that delegated authority is granted to the Chairman and Vice Chairman of the Leisure and Community Development Committee to agree the appointment of the Social Partners for the PEACEPLUS Partnership. Attached at **Appendix 6** is the completed list for the 5 target Social Partners and the 7 DEA's, with a nomination for Downshire West to be confirmed.

The first meeting of the partnership will take place in September and consultations on the development of the Action Plan will commence thereafter.

Updates will be brought to committee as the process moves forward.

### Recommendation:

It is recommended that the content of the report is noted in respect of the funding allocation from SEUPB and the appointment of the social partners to the PEACEPLUS Partnership.

### Finance and Resource Implications

Allocation of Fund from SEUPB at €4,445,808

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

Letter of budget allocation notification

If yes, what was the outcome?

|   |                                 |  |                                 |   |                                 |
|---|---------------------------------|--|---------------------------------|---|---------------------------------|
| <b>Option 1</b><br>Screen out<br>without mitigation | <input type="text" value="No"/> | <b>Option 2</b><br>Screen out with<br>mitigation | <input type="text" value="No"/> | <b>Option 3</b><br>Screen in for<br>a full EQIA | <input type="text" value="No"/> |
|---|---------------------------------|--|---------------------------------|---|---------------------------------|

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

If no, please given explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix 6 Social Partners

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

**Appendix 4 – Social Partners**

| <b>Social Partners – 5 Target</b> |                  |
|-----------------------------------|------------------|
| Early Intervention Lisburn        | Mabel Scullion   |
| Resurgam Trust                    | Adie Bird        |
| TADA Rural Network                | Diane Ewart      |
| Helping Hands Autism              | Caroline Birch   |
| Lisburn YMCA                      | Pauline McMullan |

| <b>Social Partners – 7 DEAS</b> |                |
|---------------------------------|----------------|
| Lisburn North                   | Lynsey Agnew   |
| Lisburn South                   | Martin Busch   |
| Downshire East                  | Eddie Doyle    |
| Downshire West                  | TBC            |
| Killultagh                      | Thomas McKenna |
| Castlereagh East                | Tanya Hughes   |
| Castlereagh South               | Aaron Thompson |



## Leisure and Community Development Committee

6 September 2022

Report from:

Head of Communities

### Item for Noting

- TITLE:**
- 1. Arts Organisation/Individual Artist /Making Art in Communities Grants Scheme 2022.23**
  - 2. Outcome of Appeal – Community Festival Fund 2022.23**

**Background and Key Issues:**

#### **1.Arts Organisation/Individual Artist/Making Art in Communities Grants Scheme 2022.23**

Members are advised that the council's Annual Arts Organisations, Individual Artist and Making Art in Communities Grants Scheme were opened for applications in March 2022 All grants must be delivered between 01 April 2022 and 31 March 2023.

The Arts Organisation Grants Scheme is to support constituted Arts Organisations based or working in the council area to undertake non-profit making arts-based events, projects or related activities.

The Individual Artist Grants Scheme is to support individuals who were born in, reside or are based and deliver services in the council area and who are involved in the amateur and professional arts to participate in or deliver arts events, projects or related activities with the exception of specialist training to enhance professional development.



The Making Art in Communities Scheme is to support constituted community organisations based in the council area to use arts-based activities to raise community awareness about issues, including health promotion, environment and sustainability, urban renewal, rural revitalisation, cultural planning, community strengthening, social inclusion and cultural diversity.

The Table of Outcomes attached at **Appendix 7** details the award made to each of the applicants in line with agreed budget.

## 2. Community Festivals Fund – Outcome of Appeal

An appeal was received in respect of the outcome of the Community Festivals Fund by the Hill Street Residents Group in line with agreed procedures. In line with the Scheme of Delegation, the appeal was considered by the Director of Leisure and Community Wellbeing and the Head of Communities who reviewed the application received. The appeal was upheld and an award of £2,700 was made to the group.

### Recommendation:

Members are asked to note that following the assessment process for the respective Arts Grants and in line with the council’s Scheme of Delegation, the Outcome of Appeal for Hill Street Residents Group are noted.

### Finance and Resource Implications:

The full costs of the agreed grants for the council’s Arts Organisations Grants Scheme, Individual Artist Grants Scheme and Making Art in Communities Grants Scheme for 2022.2023 are included in the Arts Service budgets for the same financial period.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

If yes, what was the outcome?:

**Option 1**  
Screen out  
without mitigation

**Option 2**  
Screen out with  
mitigation

**Option 3**  
Screen in for  
a full EQIA

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

## 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

**Yes/No**

Has a Rural Needs Impact Assessment (RNIA) template been completed?

**Yes/No**

**If no, please give explanation/rationale for why it was not considered necessary:**

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

**No**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**Appendix 7 Arts Grants Table of Outcomes**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

**No**

**If Yes, please insert date:**

| <b>ARTS GRANTS SCHEME 2022/23</b>                 |       |                  |                |  |
|---|-------|------------------|----------------|--|
| Name  | Score | Amount Requested | Amount Awarded | Programme  |
| <b>Individual Artists</b>                         |       |                  |                |  |
| Grainne Kiely                                     | 98    | £3,000.00        | £2,940.00      | "Usable Artworks" Royal blue meets grassy green...what a beautiful pear! |
| Mr Clinton Kirkpatrick                            | 94    | £3,000.00        | £2,820.00      | Creation of new artworks fit for exhibition.                             |
| Andrea McCullough-Alderdice                       | 75    | £2,800.00        | £2,100.00      | Primary 7 Personalised Pots  |
| Andrew Joseph Milligan                            | 72    | £475.00          | £342.00        | Ulster Youth Orchestra Summer Residential course 2022                    |
| Anushiya Sundaralingam                            | 95    | £3,000.00        | £2,850.00      | Nilam (Blue)   |
| <b>Arts Organisations</b>                         |       |                  |                |  |
| Bailies Mills Accordion Band                      | 78    | £1,700.00        | £1,326.00      | Band tuition for new members   |
| Lagan Valley Patchwork Guild                      | 90    | £1,800.00        | £1,620.00      | April 2022 - March 2023 Programme  |
| Lisnagarvey Operatic and Dramatic Society         | 97    | £3000.00         | £2,910.00      | Come to the Cabaret  |
| <b>MAC</b>  |       |                  |                |  |
| Annahilt and Magheraconluce Community Association | 89    | £1,500.00        | £1,335.00      | Harry's Corner   |
| Dromara and District Community Art Group          | 88    | £1,050.00        | £924.00        | Drawing in Dromara   |
| Moneyreagh & District Community Association       | 92    | £1500.00         | £1,380.00      | Paintbox Art Group and Craft and Grow, Knitting, crochet & other         |
| <b>TOTAL</b>                                      |       |                  | £<br>20,547.00 |  |



## Leisure & Community Development Committee

6<sup>th</sup> September 2022

Report from:

Head of Parks & Amenities

### Item for Decision

**TITLE: Ballybeen Sport & Wellbeing Hub Lease and Service Level Agreement**

#### Background and Key Issues:

On 29 November 2019, Lisburn & Castlereagh City Council officially opening the Ballybeen Sport & Wellbeing Hub. This was part of a £1.8m scheme to be managed by the local community. The lease to hand this facility over to the local community group (Ballybeen Improvement Group) has yet to be signed. Similar facilities were opened and placed under community management at that time including Tolerton Sports Zone.

Members of the Leisure & Community Development Committee debated the content of the lease for all MUGAs (Multi Use Games Area) at the time and specifically at committee meetings in September and October 2019.

The lease of Ballybeen Sport & Wellbeing Hub was slightly more complicated by the development of the grass pitch adjacent to the artificial surface and the need to manage two facilities sharing one changing facility.

The final agreed Lease and Service Level Agreement (SLA) which incorporates Members wishes and direction is presented to Members for final approval before advancing to Council for signature under seal. The terms are consistent with previous agreed leases and SLAs for similar facilities.

In the absence of a signed lease, the facility has been managed by BIG as if the lease were in place and in line with the draft lease attached.

The Lease in the name of the Trustees is for a period of 5 years beginning on 1<sup>st</sup> May 2022 and ending on 30<sup>th</sup> April 2027. All income is retained by the community group.

These dates were chosen to coincide with the pitch bookings season.

**Recommendation:**

It is recommended that Members recommend that the Lease and SLA for the Ballybeen Sport & Wellbeing Hub progresses to Council for approval and signature under Seal.

**Finance and Resource Implications:**

No income to Council as 'peppercorn' rent. All income is retained by the community group. BIG are responsible for utilities and Council remains responsible for asset repairs

**Screening:**

Equality and Good Relations

No

Environmental Impact Assessment

No

Rural Impact Assessment

No

**SUBJECT TO PLANNING APPROVAL:**

Yes

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

- Appendix 1 [P&A] – Ballybeen Sport & Wellbeing Hub-Lease
- Appendix 2 [P&A] – Ballybeen Sport & Wellbeing Hub-SLA
- Appendix 3 [P&A] – Ballybeen Sport & Wellbeing Hub-Lease Map

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

Dated the                      day of                      2022

**LISBURN & CASTLEREAGH CITY COUNCIL (1)**

and

**NEIL SHIELDS, DAVID LIVINGSTONE, JAMES CHESHIRE, RICHARD  
SJ McILHATTON, TANYA HUGHES, CRAIG MULLAN, PAUL  
MAXWELL AND GLENN MAXWELL AS TRUSTEES OF BALLYBEEN  
IMPROVEMENT GROUP (2)**

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**LEASE**

**in respect of a Multi-Use Games Area and Changing Facility at The  
Ballybeen Sport and Wellbeing Hub, Dungoyne Park, Ballybeen,  
Belfast, BT16**

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**LEASE** dated 2022

**BETWEEN**

- (1) **LISBURN & CASTLEREAGH CITY COUNCIL** having its principal office at Lagan Valley Island, Lisburn, County Antrim, BT27 4RL ("the Landlord")
- (2) **NEIL SHIELDS, DAVID LIVINGSTONE, JAMES CHESHIRE, RICHARD SJ McILHATTON, TANYA HUGHES, CRAIG MULLAN, PAUL MAXWELL AND GLENN MAXWELL AS TRUSTEES OF BALLYBEEN IMPROVEMENT GROUP** a charity registered in Northern Ireland under charity number NIC 101460 having its registered office at Unit 7 Enler Complex, Craigleith Drive, Ballybeen BT16 2QP ("the Tenant")

**1. DEFINITIONS AND INTERPRETATION**

1.1 In this Lease:-

|                         |   |
|-------------------------|---|
| <b>"1977 Order"</b>     | means the Criminal Damage (Compensation) (Northern Ireland) Order 1977  |
| <b>"1996 Act"</b>       | means the Arbitration Act 1996  |
| <b>"1996 Order"</b>     | means the Business Tenancies (Northern Ireland) Order 1996  |
| <b>"Bye-Laws"</b>       | The bye-laws from time to time made by the Landlord or its successor in respect of leisure and community facilities, the current bye-laws are set out in Schedule 3 |
| <b>"Changing Rooms"</b> | means that portion of the Premises owned by the Landlord shown coloured green on the Plan   |

|                               |  |
|-------------------------------|--|
| <b>"Independent Surveyor"</b> | means an independent chartered surveyor with at least 5 years' experience of valuing premises comparable to the Premises   |
| <b>"Insured Risks"</b>        | means fire, lightning, explosion, aircraft (including articles dropped from aircraft), riot, civil commotion, malicious persons, earthquake, storm, tempest, flood, bursting and overflowing of water pipes, tanks and other apparatus, impact by road vehicles and any other risks the Landlord may reasonably consider should be covered.                            |
| <b>"Interest"</b>             | means a payment of four per cent above the published base rate of Ulster Bank Limited. If another bank succeeds to the business of that bank, the name of the successor is to be substituted for it. If the named bank ceases to trade in other circumstances, the Landlord may nominate any member of the Bankers' Clearing House to take the place of the named bank |
| <b>"Landlord"</b>             | means the person from time to time entitled to possession of the Premises when this Lease comes to an end  |
| <b>"Losses"</b>               | means all liabilities incurred by the Landlord, all damage and loss suffered by it and all damages awarded against it, all claims, demands, actions and proceedings made or brought against it and all costs, disbursements and expenses incurred by it  |
| <b>"Outgoings"</b>            | means all rates, taxes, assessments, impositions, duties, levies, charges and other outgoings of any type during the Term in respect of the Premises   |



including but not limited to business rates and charges for electricity, gas, water, sewerage, telecommunications and other services consumed on the Premises (but excluding any tax imposed on the Landlord in respect of the receipt of the Rent)

**"Permitted Use"**

means as a Port-a-Cabin for the sale of hot drinks and a multi-use games area, to provide sport/leisure related activities in accordance with the constitution of the Tenant and ancillary fundraising activities for the sole benefit of the Tenant

**"Plan"**

means the plan in Schedule One of this Lease

**"Planning Acts"**

means the Planning Act (Northern Ireland) 2015 and the rules, regulations and orders made thereunder, as they apply from time to time

**"Port-a-Cabin"**

means a port-a-cabin located on the Premises and owned by the Tenant and shown coloured blue on the Plan

**"Premises"**

means the land, buildings, including all fences and boundary fences, goal posts, flood lighting and any other fixtures or fittings thereto situate at The Ballybeen Sport and Wellbeing Hub, Dungoyne Park, Ballybeen, Belfast, BT16 and shown for the purposes of identification only edged red on the Plan

**"Rent"**

means £1.00 per annum (if demanded)

|                                  |   |
|----------------------------------|---|
| <b>"Rent Commencement Date"</b>  | means 1 <sup>st</sup> May 2022  |
| <b>"Service Level Agreement"</b> | means an agreement to be entered into between the parties contemporaneously with this Lease in the form attached at Schedule Two of this Lease  |
| <b>"Tenant"</b>                  | means the person from time to time in whom the Tenant's interest under this Lease is vested and includes (where appropriate) the servants, agents, employees, licensees, invitees and visitors of the Tenant and any undertenant or other lawful occupier of the Premises |
| <b>"Term"</b>                    | means the period of 5 years beginning on 1 <sup>st</sup> May 2022 and ending on 30 <sup>th</sup> April 2027   |
| <b>"Usual Quarter Days"</b>      | means the first days of May, August, November and February  |
| <b>"VAT"</b>                     | means Value Added Tax and any tax of a similar nature substituted for it or levied in addition to it  |

## INTERPRETATION

### 1.2 In interpreting this Lease:-

- 1.2.1 Reference to a particular statute or part of it ("statutory reference") includes (except where the contrary is indicated) any relevant derivative legislation and refer to that statutory reference as it may have been extended modified amended or re-enacted by the date upon which its construction is relevant for the purposes of this Lease and not as originally enacted or as at the date of this Lease;
- 1.2.2 References generally to "statute" or "statutes" include Orders in Council, derivative legislation and any regulation or other legislation of the

- European Community that is directly applicable in the United Kingdom and include existing statutes and those that come into effect during the Term;
- 1.2.3 References to "parties" or "party" mean the Landlord and the Tenant or either of them;
- 1.2.4 References to the expiry of the Term or to the last year of the Term are to the end of the Term and the last year of the Term however the Term comes to an end whether by effluxion of time or in any other way including but not limited to determination by forfeiture.
- 1.3 Any consent or approval of the Landlord must be in writing and signed by the Landlord or on its behalf if it is to be effective under this Lease.
- 1.4 Where the consent of the Landlord is required it may be given subject to any necessary further consent being obtained from a superior landlord and nothing in this Lease implies that this further consent may not be unreasonably withheld.
- 1.5 Whenever any party comprises more than one person the obligations and liabilities of that party under this Lease shall be joint and several obligations and liabilities of those persons.
- 1.6 Words importing one gender include all genders.
- 1.7 Any covenant by the Tenant not to do any act or thing includes an obligation not to allow that act or thing to be done.
- 1.8 The headings are for locating references in the text and are not to be taken into account in interpretation.
- 1.9 References to the Premises include any part of them as the circumstances may require.

## **2. DEMISE**

- 2.1 In consideration of the Rent and covenants on the part of the Tenant reserved and contained in this Lease the Landlord lets the Premises to the Tenant for the Term.
- 2.2 The Premises are let with the benefit of the following rights in favour of the Tenant and may also be exercised by any person authorised by the Tenant but only for proper purposes connected with the use or

enjoyment of the Premises:-

2.2.1 rights of support and protection that are now enjoyed by the Premises;

2.2.2 the right to the free running and passage of water, soil and electricity and also rights to use and maintain sewers, drains, pipes, wires and cables for those services.

2.3 The letting is subject to the following rights in favour of the Landlord and may also be exercised by any person who is or who becomes entitled to use them:-

2.3.1 rights of support and protection enjoyed by any neighbouring or adjoining property;

2.3.2 the right to the free running and passage of water, soil and electricity and also rights to use and to enter the Premises to maintain sewers, drains, pipes, wires and cables for those services for the benefit of any neighbouring or adjoining property.

2.4 The only rights granted to the Tenant are those expressly set out in this Lease and the operation of section 6 of the Conveyancing and Law of Property Act 1881 is excluded.

2.5 The operation of section 41 of the Landlord and Tenant Law Amendment Act (Ireland) 1860 shall be excluded from this Lease.

### **3. RENT AND OUTGOINGS**

The Tenant covenants with the Landlord:-

3.1 to pay the Rent without any deduction set-off or abatement other than any deduction permitted by statute by equal quarterly payments in advance on the Usual Quarter Days in each year of the Term and:-

3.1.1 the first payment is for the period beginning on the Rent Commencement Date and ending on the day before the next Usual Quarter Day;

3.1.2 the first payment is due on the date of this Lease or on the Rent Commencement Date whichever is the later;

3.1.3 Rent for a period of less than a year is to be apportioned on a

daily basis;

- 3.1.4 if required in writing by the Landlord the Tenant must make these payments by standing order to any bank and account in the United Kingdom that the Landlord may nominate;
- 3.2 to pay Interest on any Rent or other sum payable under this Lease that is not paid within fourteen days of its due date.
- 3.3 to pay promptly to the authorities to whom they are due and to indemnify the Landlord against all Outgoings which now or during the Term are charged, assessed or imposed on the Premises or on its owner, landlord, tenant or occupier.

#### **4. INSURANCE**

- 4.1 The Tenant will insure all buildings/structures now or hereafter to be erected on the Premises for a sum equal to the full reinstatement cost of the Premises and any additions to them which should be insured, plus an appropriate percentage for professional fees in the name of the Tenant with a reputable insurance company against the Insured Risks and to keep the same so insured and upon the request of the Landlord from time to time to produce to the Landlord the policy of insurance and the receipt for the then current years premium. If any of the buildings/structures on the Premises or any part thereof shall be destroyed or damaged by fire to claim promptly all sums which are or may be payable and to use all sums received or so much as the Landlord may require in rebuilding and reinstating same under the direction of the Landlord.
- 4.2 In the event of any claim against an insurance policy relating to the Premises the Tenant will pay any excess which applies.
- 4.3 In the event of the Premises being completely destroyed either party shall be entitled to determine this Lease by one month's notice in writing to the other and all insurance monies shall be the property of the Landlord.
- 4.4 At all times during the term to put and keep in place a policy of Public Liability insurance in respect of the Premises from a reputable

insurance company on the insurance market in the United Kingdom in the sum of a least 10 million pounds against all liability actions proceedings costs claims demands and expenses whatever resulting from personal injury to or the death of any person or any injury or damage to any personal property arising out of or as a result of the use of the Premises and to produce to the Landlord on demand a copy of the said policy and receipt for the current years premium.

## **5. SECURITY AND CRIMINAL DAMAGE**

- 5.1 To maintain in relation to the Premises such standards of vigilance and to take all such precautions as may from time to time be reasonably necessary or recommended by the Police Service of Northern Ireland or the Northern Ireland Office (or any public department or agency which may in future discharge their functions) for the protection and security of the Premises against damage by fire explosion or malicious damage and to comply with all reasonable requests directions or prohibitions of the Landlord for the protection and security of the Premises and to compensate the Landlord for any loss caused by a breach of this covenant.
- 5.2 If the Premises or any part thereof should be damaged or destroyed by an event for which compensation is payable under the provisions of the 1977 Order to immediately give notice thereof to the Landlord and forthwith to institute a claim under the Order and to pursue such claim expeditiously AND EITHER to apply all compensation paid relating to the Premises in rebuilding and reinstating the same pursuant to the Tenant's own monies OR if the Landlord so reasonably requires to assign its rights under any such claim and all monies payable thereunder and to pay the Landlord any deficiency and if the amount of compensation awarded should be reduced or excluded as the result of the conduct negligence or default of the Tenant or anyone at or near the Premises expressly or by implication with its or their authority the Tenant shall pay to the Landlord any amount by which any

compensation recoverable by the Landlord shall be reduced by reason of such conduct act or neglect.

## 6. REPAIR, CLEANING AND DECORATION

The Tenant covenants:

- 6.1 to keep the Premises in good and tenantable condition in particular the Port-a-Cabin and windows therein;
- 6.2 not to cause or permit to be caused any physical damage to the Premises, including the surface of the pitch, and if the Tenant is at any time in breach of this clause to allow access to the Landlord and/or its contractor(s) to inspect the damage and to approve the remedial work to be carried out by the Tenant (damage by any Insured Risk excepted);
- 6.3 to keep the Premises clean and tidy and clear of rubbish;
- 6.4 to keep the Port-a-Cabin in reasonable decorative condition and to decorate the Port-a Cabin in the last year of the Term;
- 6.5 to obtain the approval of the Landlord in advance to the colour of any paint during the last year of the Term;
- 6.6 to allow the Landlord and all persons authorised by the Landlord on reasonable notice (except in an emergency) to enter the Premises to inspect the state of them and to carry out repairs of a structural nature to the Premises;
- 6.7 If the Landlord gives the Tenant notice of any failure to do repairs required by this Lease, such repairs having been previously approved by the Landlord, to start the work within three months, or immediately in case of emergency, and to proceed with it diligently and in default, the Landlord is entitled to enter the Premises to carry out the repairs and the Tenant must pay the reasonable cost of the repairs on demand;

## 7. ALTERATIONS

The Tenant covenants with the Landlord:-

- 7.1 not, unless the Landlord gives consent (which consent shall not be unreasonably withheld or delayed in respect of non-structural alterations) to alter or add to the Premises or to any wiring or installations within the Premises nor allow anyone else to do so. This obligation does not restrict any duty to comply with other terms of this Lease nor with statutory requirements;
- 7.2 if any authority acting under an Act of Parliament requires that the Premises are altered, added to or modified or that any fixtures or equipment be installed or removed:-
  - 7.2.1 to give the Landlord promptly a copy of any notification received to that effect;
  - 7.2.2 to do the work required.
- 7.3 all alterations, improvements and/or fixtures installed or placed on the Premises from time to time shall become the property of the Landlord.

## 8. USE

The Tenant covenants with the Landlord:-

- 8.1 to use the Premises for the Permitted Use and no other purpose
- 8.2 not to use the pitch which forms part of the Premises between the hours of 22:00 – 08:00 (unless by prior short term agreement with the Landlord);
- 8.3 not to use the Premises for the sale of any alcoholic liquor or for any trade manufacture or business other than the sale of hot drinks from the Port-a-Cabin;
- 8.4 not to do any act or allow to remain upon the Premises any substance or article which may constitute a nuisance or which may cause inconvenience disturbance injury or annoyance to the Landlord or to the owner or occupier of any neighbouring premises and not to use the Premises for any dangerous noisy or offensive occupation or for any illegal or immoral purpose nor to do or allow on the Premises anything



whereby any insurance policy relating to the Premises may become void or voidable;

- 8.5 not to do any act or allow any use of the Premises which may bring the Landlord into disrepute by association;
- 8.6 not to allow any material, manufactured or part manufactured goods, tools, machinery, unroadworthy vehicles, pallets, packaging, waste or rubbish to be stored in or left on any open land which forms part of the Premises;
- 8.7 to ensure that the rules and constitution of the Tenant's association, namely Ballybeen Improvement Group require its members to comply with the terms of this Lease and the Service Level Agreement.

## **9. PLANNING**

The Tenant covenants with the Landlord:-

- 9.1 not to commit any breach of planning control and to comply with the Planning Acts in relation to the Premises;
- 9.2 not to make an application for planning permission in relation to the Premises;
- 9.3 if the Landlord requires, and at the Landlord's expense, to join the Landlord in making representations about any proposed development on the Premises or neighbouring premises;
- 9.4 to allow the Landlord to enter the Premises to comply with any lawful requirement under the Planning Acts, even if that restricts the enjoyment of the Premises.

## **10. ALIENATION**

The Tenant covenants with the Landlord:-

- 10.1 not to assign, underlet, charge or part with the whole or part of the Premises nor to allow any other company or person to enter into occupation or share possession of or take any security over the whole or any part of the Premises and not to hold the whole or any part of the Premises on trust for anybody or to agree to do any of those things provided that the occasional temporary use of the Premises for community based activities shall not be a breach of this clause respect.

## 11. TENANT'S OTHER COVENANTS

- 11.1 To pay as Rent and to indemnify the Landlord against any VAT that may be chargeable on the Rent or any other payment made by the Tenant under this Lease.
- 11.2 Not to display or affix nor permit to be displayed or affixed on the Premises any flags, emblems, signs or notices which in the opinion of the Landlord could give rise to any disturbance or breach of the peace. Advertising signage is permitted provided that it is situated inside the curtilage of the Premises and is not of an illegal, immoral, political or religious nature nor advertising alcohol or tobacco.
- 11.3 To comply with the dog control orders issued by the Landlord.
- 11.4 To comply in all respects with the requirements of all statutes, statutory instruments regulations and bye-laws (and in particular the Bye-Laws) and all notices, orders, directions, licenses and consents made under them and with every direction or requirement of any local or public or other statutory authority in respect of the Premises and the Tenant's use of the Premises (whether such requirements or directions are imposed upon the Landlord or the Tenant or are now in existence) and to comply in all respects with any matters to which the Premises is subject and to keep the Landlord indemnified fully against all actions, proceedings, claims or demands which may arise as a result of any non-compliance with any such directions, requirements or matters.
- 11.5 To do everything necessary to obtain, continue and renew any licence or registration required by law for using the Premises for the use allowed, including paying all fees.
- 11.6 To give the Landlord promptly a copy of any notice received whatsoever concerning the Premises or any neighbouring premises.
- 11.7 To take all reasonable steps to prevent any encroachment or easement being made or acquired over the Premises and to give notice to the Landlord immediately any is attempted.
- 11.8 To pay to the Landlord on an indemnity basis all proper costs and other expenses reasonably incurred by the Landlord in relation to:-
  - 11.8.1 every application made by the Tenant for consent whether it is granted refused offered subject to any

- qualification or withdrawn unless consent is unreasonably refused or given subject to unreasonable qualifications and is in breach of an obligation under this Lease not to unreasonably withhold or delay consent;
- 11.8.2 the preparation and service of a notice and/or failure proceedings under section 14 of the Conveyancing and Law of Property Act 1881, even if forfeiture is avoided without a court order;
- 11.8.3 the recovery of Rent or other sums due from the Tenant;
- 11.8.4 enforcing or requiring the Tenant to remedy a breach of the provisions of this Lease;
- 11.8.5 a schedule of dilapidations recording failure to give up possession of the Premises in the appropriate state of repair when this Lease ends.
- 11.9 To comply with all requirements or recommendations of the Police Service of Northern Ireland or the Northern Ireland Office (or any public department or agency which may in the future discharge their functions) and the reasonable requirements of the Landlord for the protection and security of the Premises against criminal damage and to ensure that at all times both the Landlord and the local Police are aware of the name, address and home telephone number of at least two keyholders of the Premises.
- 11.10 To allow the Landlord and any person with written authority from the Landlord upon reasonable notice to enter the Premises to view them as or for a prospective purchaser, tenant or mortgagee.
- 11.11 During the last six months of the Term to allow the Landlord to fix a notice to a suitable part of the outside of the Premises announcing that they are for sale to or let.
- 11.12 At the expiry of the Term to return possession of the Premises to the Landlord leaving the Premises in the state in which this Lease requires the tenant to keep them and to remove the Tenant's fixtures and all signs erected by the Tenant immediately.

11.13 To perform and observe all obligations, burdens, conditions or other covenants imposed by or referred to or contained in the title deeds for the Premises.

11.14 To comply fully with the terms of the Service Level Agreement and the terms contained therein and all such additional or amended terms as may from time to time be notified in writing by the Landlord to the Tenant for the proper management of the Premises.

## **12. LANDLORD'S COVENANTS**

The Landlord covenants with the Tenant:-

12.1 to permit the Tenant to hold the Premises peaceably and without any interruption by the Landlord or any person claiming under or in trust for the Landlord.

## **13. ARBITRATION**

In the event that any matter is referred to arbitration as provided for in this Lease, the arbitral proceedings shall be conducted in accordance with the 1996 Act and the Landlord and the Tenant hereby agree that:-

13.1 the proceedings shall be held in Northern Ireland;

13.2 the language to be used in the proceedings shall be English and English translations of any relevant documents not originally written in English shall be provided;

13.3 the award of the tribunal shall be in writing signed by the arbitrator and shall contain the reasons for the award;

13.4 the parties shall be notified of the award of the tribunal by a copy of the award being sent to each of them on the same day by recorded delivery service post or communicated by such other means as the parties shall agree in writing and shall be deemed to have been received 24 hours after the time of posting or such other means of communication; and

13.5 the date of the award of the tribunal shall be the date on which the parties are deemed to have received a copy of the award.

## 14. NOTICES

14.1 A notice under this Lease must be in writing and unless the receiving party or its authorised agent acknowledges receipt is valid if (and only if) it:-

14.1.1 is given by hand sent by registered post or recorded delivery and

14.1.2 is served:-

(a) where the receiving party is a company incorporated within the United Kingdom at its registered office; or

(b) where the receiving party is the Tenant and the Tenant is not such a company at the Premises; or

(c) where the receiving party is the Landlord and the Landlord is not such a company at the Landlord's address shown in this Lease or at any address specified in a notice given by the Landlord to the Tenant;

14.2 unless it is returned through the Post Office undelivered a notice sent by registered post or recorded delivery is to be treated as served on the third working day after posting whenever and whether or not it is received;

14.3 the term "working day" means a day when the UK clearing banks are open for business in the City of London;

14.4 if the receiving party consists of more than one person a notice to one of them is notice to all;

## 15. EXCLUSIONS AND INDEMNITY

15.1 The Landlord gives no warranty that the Premises including the multi-use games area and/or goal posts (where applicable) are legally or physically fit for any of the rights granted in this Lease.

15.2 To be responsible for and keep the Landlord indemnified against any Losses resulting directly or indirectly from any breach by the Tenant of the provisions of this Lease.

## 16. FORFEITURE

16.1 A "Forfeiting Event" is any of the following:-

16.1.1 any Rent or sum regarded as rent for the purposes of this Lease is outstanding for twenty-one days after becoming due whether formally demanded or not in the case of Rent in relation to any other sum regarded as rent for the purposes of this Lease;

16.1.2 a material breach by the Tenant of any of the provisions of this Lease or of the Service Level Agreement;

16.1.3 the Tenant is Insolvent;

16.2 "Insolvent" for the purposes of this Lease means:-

16.2.1 in relation to a company any of the following:-

(a) it is deemed unable to pay its debts as defined in the Insolvency (Northern Ireland) Order 1989 (referred to in this Clause as the "Order") article 103;

(b) a proposal is made for a voluntary arrangement under Part II of the Order;

(c) an order is made for the appointment of an administrator to manage the affairs, business and property of the [party] or documents are filed with a court of competent jurisdiction for the appointment of an administrator of the [party] or notice of intention to appoint an administrator is given by the [party] or its directors or by a qualifying floating charge holder (as defined in paragraph 15 of Schedule B1 to the Order);

(d) a receiver administrative receiver or manager is appointed;

(e) it goes into liquidation as defined in article 6(2) of the Order (other than a voluntary winding up solely for the purpose of amalgamation or reconstruction of a solvent company);

- (f) a provisional liquidator is appointed under article 115 of the Order;
- (g) a proposal is made for a scheme of arrangement under the Companies (Northern Ireland) Order 1986 article 418;

16.2.2 in relation to an individual any of the following:-

- (a) an application is made for an interim order or a proposal is made for a voluntary arrangement under Part VIII of the Order; or
- (b) a bankruptcy petition is presented to the court or his circumstances are such that a bankruptcy petition could be presented under Part IX of the Order; or
- (c) he enters into a deed of arrangement;

16.3 whenever a Forfeiting Event exists the Landlord may enter the Premises (or any part of it) at any time even if a previous right of re-entry has been waived and then the Term will end but without affecting any rights that either party may have against the other including (for example) the breach under which the re-entry is made.

## **17. THIRD PARTY RIGHTS**

Nothing in this Lease is intended to confer on any person any right to enforce any term of this Lease which that person would not have had but for the Contracts (Rights of Third Parties) Act 1999.

## **18. 1996 ORDER**

18.1 Compensation under the Business Tenancies (Northern Ireland) Order 1996

18.1.1 Without prejudice to the question of whether or not this lease is or may be a tenancy to which the Business Tenancies (Northern Ireland) Order 1996 applies, for the purposes of Article 23 of that Order, the Tenant acknowledges that the

Landlord is a public authority and is aware of that fact at the date of this Lease

**18.1.2 Pursuant to the provisions of the Business Tenancies**

(Northern Ireland) Order 1996, Article 23(7), the parties agree that the Tenant shall not be entitled to compensation under Article 23 of that Order

**EXECUTED AS A DEED** by the parties on the date which first appears in this Lease.





**SCHEDULE 1**

**The Plan**

See attached.

**SCHEDULE 2**  
**The Service Level Agreement**

See attached.

**SCHEDULE 3**

**Bye-Laws in respect of Leisure and Community Facilities**

See attached.

**SEALED** with the Corporate Seal of  
the said **LISBURN & CASTLEREAGH CITY COUNCIL**  
in the presence of:

---

**MAYOR**

---

**CHIEF EXECUTIVE**

**EXECUTED AS A DEED**

by **NEIL SHIELDS**

**DAVID LIVINGSTONE**

**JAMES CHESHIRE**

**RICHARD SJ McILHATTON**

**TANYA HUGHES**

**CRAIG MULLAN**

**PAUL MAXWELL**

And **GLENN MAXWELL**

in the presence of:

Dated the                    day of                    2022

**LISBURN & CASTLEREAGH CITY COUNCIL (1)**

and

**NEIL SHIELDS, DAVID LIVINGSTONE, JAMES CHESHIRE, RICHARD  
SJ McILHATTON, TANYA HUGHES, CRAIG MULLAN, PAUL  
MAXWELL AND GLENN MAXWELL AS TRUSTEES OF BALLYBEEN  
IMPROVEMENT GROUP (2)**

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**SERVICE LEVEL AGREEMENT**

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**AGREEMENT** dated

2022

**BETWEEN**

- (1) **LISBURN & CASTLEREAGH CITY COUNCIL** having its principal office at Lagan Valley Island, Lisburn, County Antrim, BT27 4RL ("the Council")
- (2) **NEIL SHIELDS, DAVID LIVINGSTONE, JAMES CHESHIRE, RICHARD SJ McILHATTON, TANYA HUGHES, CRAIG MULLAN, PAUL MAXWELL AND GLENN MAXWELL** as trustees of **BALLYBEEN IMPROVEMENT GROUP** a charity registered in Northern Ireland under charity number NIC 101460 having its registered office at Unit 7 Emler Complex, Craighleith Drive, Ballybeen, BT16 2QP ("the Association")

**Nature of Relationship**

1. The Council, pursuant to a Lease dated      day of      2022 ("the Lease") has leased the Multi-Use Games Area and land in which the Port-a-Cabin rests at the Ballybeen Sport and Wellbeing Hub, Dungoyne Park, Ballybeen, Belfast, BT16 ("the Premises") to the Association for a term of 5 years from the date of the Lease and in consideration of this certain obligations are to be carried out by the Council and the Association as hereinafter set out.
2. The parties agree to the terms hereinafter set out.

**Purpose of Document**

The purpose of this document ("the SLA") is to detail the obligations of both parties so as to ensure the smooth operation of the services.

This SLA sets out the services to be provided by the Council and the Association, and will act as a reference for the Council and staff involved with the provision and use of the services.

This SLA will detail the following:

- Scope of the services;
- Responsibilities of all parties;
- Problem management process.

### **List of Services:**

The Council will carry out the following services:

#### **3. FIRE SAFETY**

- 3.1 To conduct a periodic fire safety risk assessment of the Premises and arrange for any remedial work to be addressed.

#### **4. ELECTRICAL WIRING**

- 4.1 To obtain an electrical hard wiring inspection report, taking action to address any issues identified and to carry out periodic inspections.
- 4.2 To procure the requisite PAT testing of all electrical items on the Premises.

#### **5. PLANNED PREVENTATIVE MAINTENANCE (PPM)**

- 5.1 To carry out periodic inspection of the following Mechanical & Electrical (M&E) Systems. Council to arrange for any remedial work to be addressed;
- Boiler
  - CCTV
  - Legionella Prevention (weekly flushing, water temperature recording (monthly), shower head cleaning (quarterly), review of legionella risk assessment (annually).
  - Fire alarm
  - Intruder alarm
  - Fire Extinguishers
  - Emergency Lighting



**6. MULTI-USE GAMES AREA MAINTENANCE**

- 6.1 To carry out periodic inspection of the multi-use games area located on the Premises.
- 6.2 Council to arrange for any remedial work to be addressed.

For the removal of doubt paragraphs 3-6 above do not apply to the Port-a-Cabin which belongs to the Association.

**7. DAILY RESPONSIBILITIES**

- 7.1 To be responsible for taking bookings for the grass pitch and changing rooms adjacent to the Premises;
- 7.2 To take and be responsible for the income and payment in respect of bookings of the grass pitch and changing rooms adjacent to the Premises;
- 7.3 To deal with and bear responsibility for all and any complaints that are received in relation to the grass pitch and changing rooms adjacent to the Premises.

The Association will carry out the following services:

**8. DAILY RESPONSIBILITIES**

- 8.1 To be responsible for taking bookings for the multi-use games area located on the Premises;
- 8.2 To take and be responsible for the income and payment in respect of the multi-use games area bookings;
- 8.3 To deal with and bear responsibility for all and any complaints that are received in relation to multi-use games area bookings;
- 8.4 Maintain a visitor log book to record the arrival and departure times including visitors name and company.

**9. HEALTH AND SAFETY**

To create and maintain a health and safety policy for the Permitted Use of the Premises as set out in the Lease.

**10. FIRE SAFETY**

To carry out weekly testing of the fire alarm system and record.

**11. EMERGENCY LIGHTING**

To carry out weekly testing of the emergency lighting system and record.

**12. LEGIONELLA**

To carry out legionella prevention measures in relation to BIG Portacabin only.

**13. UTILITY METER READINGS**

To carry out monthly meter readings for gas and electric and email the readings to the Council Energy Officer;

[estates@lisburncastlereagh.gov.uk](mailto:estates@lisburncastlereagh.gov.uk)

**14. PLANNED PREVENTATIVE MAINTENANCE (PPM)**

Advise the Council of a point of contact so access can be arranged for Council staff and/or Council contractors to carry out PPM inspections and repairs.

**15. REACTIVE MAINTENANCE/ REPAIRS**

To advise the Council's Parks & Amenities Unit within 24 hours of any repairs required following wear and tear, accidental damage, vandalism etc and to allow access to Council staff and/or Council contractor(s) to inspect damage and to approve the remedial work to be carried out by the Association.

**16. REVIEW INSPECTION AND ENFORCEMENT**

16.1 To review all policies annually.

16.2 To carry out inspections as often as required by the HSE and/or statute and more frequently if deemed necessary by the policies and/or the

Landlord or by assessments required in the interests of health and safety, fire safety, gas safety, electrical wiring or legionella.

- 16.3 To provide the Council with details of any correspondence with the regulator (e.g. the HSE) and details of any enforcement action where applicable within 3 working days of the receipt of such correspondence or notice of action.
- 16.4 To permit the Council to inspect all of the policies, assessments, inspection records and documentation relating to the above.

## **17. ACCOUNTS/FINANCES**

- 17.1 Submit annual audited accounts for the attention of Head of Parks & Amenities of the Council as soon as they become available.
- 17.2 Submit a copy of an end of year report for the attention of Head of Parks & Amenities of the Council outlining performance against the business plan including details of user groups – activities – maintenance plan at the Premises, on or before 31st May each year.
- 17.3 Appoint a named person from time to time who will be accountable for the management of the Association's finances and to make the identity of such person known to the Council.
- 17.4 Ensure that the reports documented above are submitted promptly to the Council.
- 17.5 Notify the Council in writing and without delay, of any financial problems or difficulties or any potential problems or difficulties facing the Association.

## **18. CHANGING ROOMS**

- 18.1 The Council will permit the association free use of the Changing Rooms when not required for use by bookings of the grass pitch.
- 18.2 On all such occasions the Association is responsible for open and close of the Changing Rooms and for their cleanliness and tidiness after use.
- 18.3 The Association must make every effort to conserve utility costs on such occasions.

**19. UTILITIES**

- 19.1 The Association is responsible for all utilities (including but not limited to rates, water, electricity, gas, oil) in respect of Premises as defined in the Lease.
- 19.2 The Council is responsible for all utilities in respect of the Changing Rooms, and associated street and car park lighting

**20. OTHER**

- 20.1 The Association will be responsible for and ensure that the Association complies with all regulations in relation to safe guarding children and vulnerable adults in relation to their use of the Premises and will on demand provide to the Council copies of all appropriate policies and other documentation so required in relation to Access NI checks.
- 20.2 The Association shall be responsible for the insurance of all individuals participating in sporting activities on the Premises and furnishing on demand to the Council a copy of the valid insurance certificate.
- 20.3 The Association shall promptly notify the Landlord of any health and safety hazards which may arise in the course of their managing the Premises.
- 20.4 The Association shall be affiliated to Sport Lisburn and Castlereagh.
- 20.5 The Association must strive to achieve the Club mark award.
- 20.6 The Association shall liaise with the Lisburn and Castlereagh City Council Sports Development Unit in order to progress sports development opportunities.
- 20.7 The Association has been made aware of the Council's obligations under Section 1.1 of the Wild Life and Natural Environment Act (NI) 2011 ("WANE Act") and their duty to exercise its duty to conserve biodiversity. To this end and to ensure compliance with the WANE Act the Association must contact the Council Parks and Amenities Service Unit before any proposed works are carried out on the Premises to ensure:-
  - 20.7.1 bird nests and bat roosts are not disturbed;
  - 20.7.2 badger setts are not disturbed;

- 20.7.3 hedge rows are not disturbed or removed without the prior written authorisation of the Council;
- 20.7.4 when planting an area to use only native species in such planting;
- 20.7.5 to report as soon as possible to the Council the presence of any invasive species.
- 20.8 The Council reserves the right to carry out any work on this site to fulfil its biodiversity duty as set out by WANE Act in relation to the Premises to include but not limited to the erection of bird boxes native planting and erection of appropriate signage.
- 20.9 No person shall release any sky lanterns and or balloons onto land, air or water from any Council owned property or land.
- 20.10 Define clearly in written form for all those working within the Association or on its behalf their respective responsibilities relating to the obligations contained within this SLA.
- 20.11 Permit the Council reasonable access, should it be required, to inspect all systems, procedures and information and/or provide copies of all relevant documents to the Council upon request, subject to Data Protection legislation.

This List of Services is not exhaustive and may be amended or extended from time to time by the Council acting reasonably.

### **Progress and Review Meetings**

- 21. Daily telephone/email contact may take place throughout the duration of the SLA as and when required.
- 22. Review meetings may be called if and when required by either party to review progress, propose improvements and to plan for future requirements of the Council.
- 23. Any changes to this SLA will be documented and agreed between the Council

and the Association. No variation of this SLA shall be effective unless it is in writing and email acknowledgment is given by a representative of both parties indicating their agreement to the variation.

### Resolution of Issues

Any issues or problems should be directed in the first instance to :

Head of Parks & Amenities \_\_\_\_\_, The Council

\_\_\_\_\_, The Association

24. The provisions of this clause 1 shall apply if the parties agree that an expert is to resolve disputes.

In the event of any dispute arising under this agreement between the parties the same shall be determined by an independent expert who shall act as expert and not as arbitrator and who shall be appointed on the joint written application of both parties or in default of agreement on the application of either party by the President of the Royal Institution of Chartered Surveyors.

The appointment of the expert shall specify that his decision shall be made following representations in writing by the parties and the costs of the expert shall be borne as directed by the expert and his decision shall be final and binding on all parties.

25. The provisions of this clause 2 shall apply if the parties do not agree that an expert is to resolve disputes.

In the event of any dispute arising under this agreement between the parties either party may give to the other a notice in writing specifying the dispute and requesting that agreement be reached on the identity of an Arbitrator to be appointed to determine the dispute in accordance with the Arbitration Act 1996.

If no Arbitrator has been appointed by agreement within 2 months of the notice referred to above then either the Council or the Association may make written request to the President of the Royal Institution of Chartered Surveyors for him to appoint an Arbitrator who shall then determine the matter in dispute.

### **Period of Duration**

This SLA will be in place for the duration of the Lease unless otherwise determined under the provisions herein.

### **Determination on breach by the Association**

Council may terminate this SLA immediately upon written notice in the event of a breach by the Association of any of its obligations.

### **Effect of breach by the Association of the Lease**

The proviso for re-entry contained in the Lease is exercisable on any breach of any obligation on the part of the Association contained in this SLA as well as on the happening of any of the events mentioned in the Lease.

### **Council's right to remedy default by Association**

If the Association fails to comply with any of its obligations in the Lease, the Council may give the Association written notice of that failure, and the Association must remedy it (if capable of remedy) within a reasonable period specified by the Council, having regard to the nature of the breach (as determined by the Council's Surveyor). If the Association fails to do this the Council may enter the Property and carry out any works or do anything else which may be needed to remedy the Association's failure to comply with its obligations under the Lease, and any costs incurred by the Council will be a debt due from the Association and payable on demand and may be recovered by the Council as if it were additional rent.

### **Statement of Partnership**

This SLA represents the obligations of both parties in supporting the requirements of the Council. The Association agrees to action and comply with the points outlined above and understands that non-compliance may lead to the partnership being revoked within given notice periods.

### **Third Party Rights**

A person who is not a party to this Agreement has no right under the Contracts (Rights of Third Parties) Act 1999 ("the Act") to enforce any term of this Agreement, but this does not affect any right or remedy of a third party which exists or is available apart from the Act.

### **Law and Jurisdiction**

This Agreement shall be construed in accordance with the laws of Northern Ireland and the parties irrevocably submit to the exclusive jurisdiction of the Northern Irish courts to settle any disputes which may arise in connection with this Agreement.

### **Good Faith**

Each of the parties hereto undertake with the other to act in good faith and to do all things reasonably within its power which are necessary or desirable to give effect to the spirit and intent of this Agreement.



Signed (on behalf of the Council)

\_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Signed (on behalf of the Association)

\_\_\_\_\_

Name: Neil Shields

Position: Trustee

Date: \_\_\_\_\_

\_\_\_\_\_

Name: David Livingstone

Position: Trustee

Date: \_\_\_\_\_

\_\_\_\_\_

Name: James Cheshire

Position: Trustee

Date: \_\_\_\_\_

\_\_\_\_\_

Name: Richard McIlhatton

Position: Trustee

Date: \_\_\_\_\_

\_\_\_\_\_

Name: Tanya Hughes

Position: Trustee

Date: \_\_\_\_\_

\_\_\_\_\_

Name: Craig Mullan

Position: Trustee

Date: \_\_\_\_\_

\_\_\_\_\_

Name: Paul Maxwell

Position: Trustee

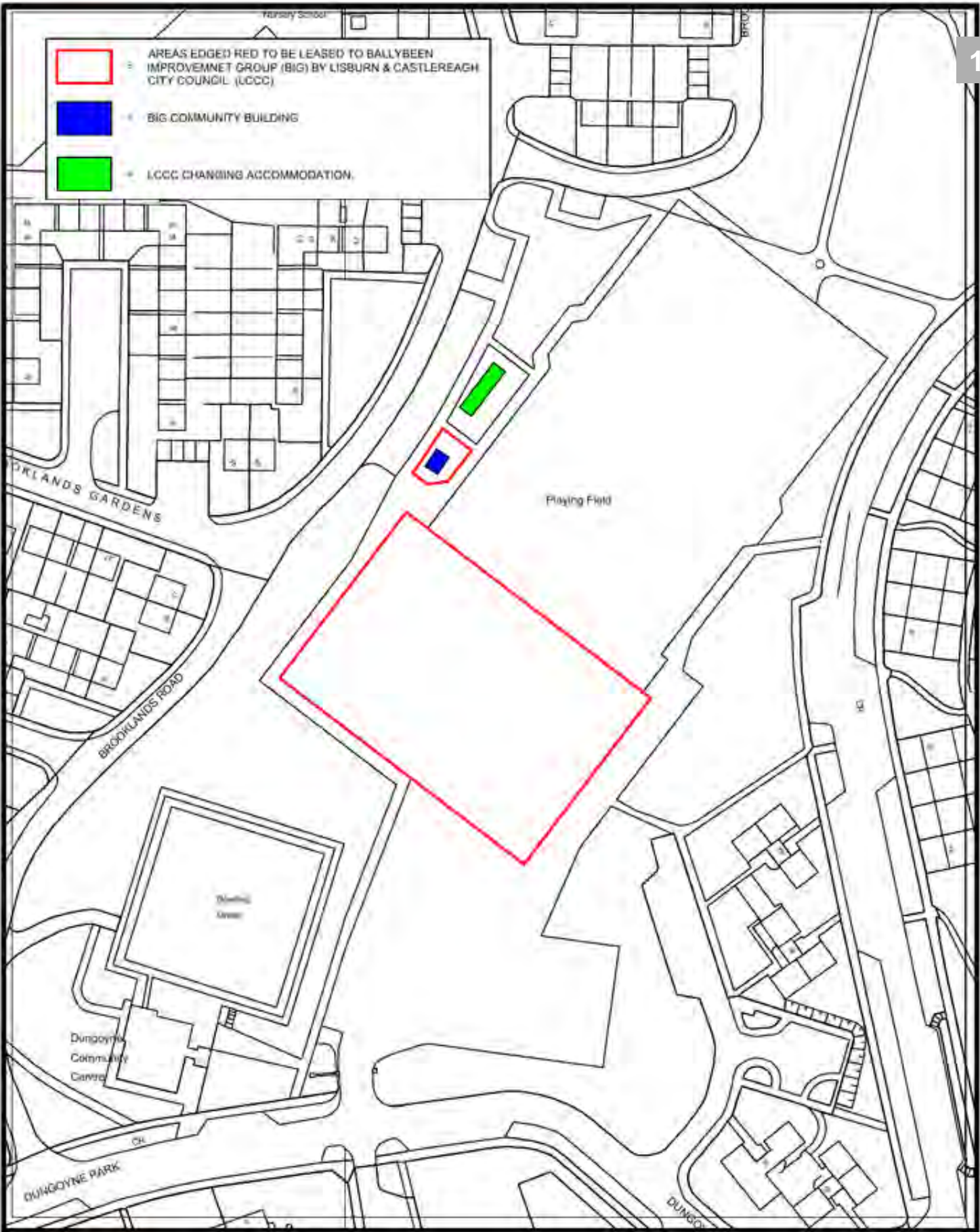
Date: \_\_\_\_\_

\_\_\_\_\_

Name: Glenn Maxwell

Position: Trustee

Date: \_\_\_\_\_



**LCCC**  
**Lisburn & Castlereagh City Council**

**Service Transformation Assets & Technical Services**  
 Civic Headquarters  
 Lagan Valley Island  
 Lisburn BT27 4RL  
 Tel: 098 1050 1050  
 www.lisburncastlereagh.gov.uk  
 Donal Rogan Director of Service Transformation

Site: Ballybeen Sport & Wellbeing Hub lease map.

|           |             |
|-----------|-------------|
| scale:    | 1/1250 @ A4 |
| date:     | May 22      |
| drawn by: | G Young     |

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## Leisure & Community Development Committee

**Tuesday 6<sup>th</sup> September 2022**

Report from:

Head of Sports Services

### Item for Noting

**TITLE:** Canal Boxing Academy – Charity Boxing Ball

#### Background and Key Issues:

1. Members are advised that correspondence has been received by the Director of Leisure and Community Wellbeing from Canal Boxing Academy as attached at Appendix 1
2. The letter requests that Council consider taking a table of 10 at a charity boxing ball to take place on Saturday 17<sup>th</sup> September at a cost of £700
3. Members are advised that a similar request from Crewe Utd was considered in September 2021 and it was agreed that a donation of £400 be made with the Chair and Vice Chair or their nominees attending
4. Noting the charity boxing ball is to take place on Saturday 17<sup>th</sup> September and after consultation with the Chair and Vice Chair of Leisure and Community Wellbeing, it was agreed under delegated authority to take a similar approach as Crewe Utd, in line with the Policy on Requests for Financial Assistance.
5. The request, in line with the Policy, is from a registered charitable organisation and will benefit a substantial number of persons residing in the Council area through fundraising.

**Recommendation:**

It is recommended that;

1. Members note that under delegated authority and following consultation with the Chair and Vice Chair of Leisure and Community Wellbeing it was agreed to provide Canal Boxing Academy with a donation of £400 toward their charity boxing ball and the Chair and Vice Chair or their nominees to attend.

**Finance and Resource Implications**

£400 to be sourced from in year budgets

## Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes/No

If no, please provide explanation/rationale

Reactive request

If yes, what was the outcome?:

|  |        |   |        |  |        |
|--|--------|---|--------|--|--------|
| <b>Option 1</b><br>Screen out without mitigation | Yes/No | <b>Option 2</b><br>Screen out with mitigation | Yes/No | <b>Option 3</b><br>Screen in for a full EQIA | Yes/No |
|--|--------|---|--------|--|--------|

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

|  |        |   |        |
|--|--------|---|--------|
| Has consideration been given to Rural Needs? | Yes/No | Has a Rural Needs Impact Assessment (RNIA) template been completed? | Yes/No |
|--|--------|---|--------|

If no, please given explanation/rationale for why it was not considered necessary:

Reactive request

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

If Yes, please insert date:

Russell ... 20/6/22

To whom it may concern

Firstly would like to introduce myself. My name is Nicola Russell one of the three founder members of Canal Boxing Academy.

Every year we hold a Charity Boxing Ball to raise money towards much needed items for our club but this year is a big one as we are getting our long awaited new club. It has been a long 7 years in the waiting. But we also raise money for a chosen charity in previous years we have raised money for

- Autism Ni
- Mountain Rescue
- Knockmore Primary School
- Children Cancer
- Mini bus for our club.

This year we are raising money for Tiny Life. I have chosen Tiny Life because it is very close to our boxing family as our member Kurt Walker and partner Ria had their baby girl Lyla three months early weighing 800 grams. It was as you could imagine a challenging time for them and their families. Also Kurt was in for fighting in the Olympics in Tokyo. Due to Covid the Olympics didn't go ahead so he had time to be there for his incredible daughter who did all the fighting and is now 19 months old and doing amazing and has actually just started walking.

Lucky Kurt got to the Olympics in July and did our club and country proud and is now at the minute about to start his professional career which we are so excited about.

This year were holding our Charity Boxing Ball in the fantastic Europa Hotel Belfast on Saturday 17th September 2022 and would really appreciate if you would consider attending.

We hold a great night with 6 bouts of boxing by our club members and with other clubs we work with. It's a great opportunity to see how much hard work they put into training. A 3 course meal and entertainment after. Also a few surprises during the night as well.

Our tables hold 10 to a table at a cost of £70 per head.

If you are interested in our night please don't hesitate to email for any inquiries on [nicolarussell028@btinternet.com](mailto:nicolarussell028@btinternet.com)

It's for such a great course and also a fantastic night.

Look forward to hearing from you.

Many Thanks



## Leisure and Community Development Committee

**Confidential**

**6 September 2022**

Confidential Report from:

**Head of Communities**

*Local Government Act (Northern Ireland) 2014*

Schedule 6 - Access to Information: Exemption Information

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

When will the report become unrestricted:

Specify when  
report will  
become available

Redacted  
report  
available

Following  
ratification by  
Council

Never

### Item for Decision

**TITLE: Re-development of former Hilden Primary School – Updated position**

**Background and Key Issues:**

#### **Background**

1. In 2012, the extant Lisburn City Council agreed to the acquisition of the former Hilden Primary School from the Education Authority (EA), with a view to it being repurposed for community and social economy use. It is a listed building constructed in the early 20<sup>th</sup> century, situated opposite Hilden Mill. The transaction was completed in September 2015, by freehold transfer from EA at a cost of £80,000 to the Council.

### Key Issues and Updated Position

2. In October 2015, Council further agreed the appointment of an architectural design team to undertake the preparation of design drawings and an economic appraisal incorporating a business plan addressing the potential for community and small business usage (childcare facility and café). A feasibility study and economic appraisal were carried out in 2012 and 2016 respectively, however given the lapse in time and the ongoing consequences of the pandemic, an updated outline business case (addendum) has now been completed. This brings the proposed development into line with capital governance processes, and the costs reflect the most up to date information in relation to construction costs (August 2022). The information is also required to inform an application for funding the Heritage Lottery Fund (HLF). The Council will refurbish the building and bring it up to a standard suitable for the intended use. This is attached at **Appendix 1** for consideration and approval.

3. To assist in implementing the project to restore the former primary school, the Council appointed a business management consultant in April 2017. The purpose of the commission was to independently lead the process of identifying a suitable strategic social partner organisation to work with the Council. The appointed partner organisation would operate and manage the facility. Following the outcome of an externally advertised Expression of Interest exercise, Council approved the appointment of Resurgam Development Trust as the designated lead partner in January 2018. A draft Partnership Agreement and Lease for the premises post development has been drawn up and under negotiation with Resurgam which is attached at **Appendix 2 and 3** for noting. It will be tabled at a future meeting of the Corporate Services Committee for consideration and approval.

4. In September 2018, Council submitted a Stage 1 Development Phase application to the Heritage Lottery Fund under its Heritage Enterprise Grant funding stream. The following year £44,600 was awarded to undertake specific pieces of work including preservation of the heritage through community engagement with local people and businesses. This work is continuing through the Museum Services working in partnership with Resurgam as the Council's development partner. Attached at **Appendix 4** is a summary of the ongoing engagement and early outcomes achieved and attached at **Appendix 5** is an Activity Statement detailing how Museum Services will work with the development partner over the next 5-10 years.

### Design

5. The layout of the building lends itself to the proposed childcare facility with a dedicated access. Each of the former classrooms is updated with WC's and snack preparation areas (albeit it is the responsibility of the Resurgam Trust to fit out the building and ensure it is in accordance with current Health and Social Care guidance for this type of facility). The proposed café is situated at the front of the building behind the existing front elevation and is served by the existing entrance and proposed ramped access. The café will be visible to users of the Lagan towpath. Both these proposals will bring both economic and social benefits to the area and will create an opportunity for 29 new full and part-time jobs.



### **Current Position on Capital Programme**

6. The project is currently positioned at Phase 1 Outline Business Case on the Capital Programme with forecasted net cost to Council of £412,520. However this was based on an unconfirmed funding amount from the Heritage Lottery Fund. Project spend to date stands at approximately £127,940.32, which includes the cost of purchase of the building, consultancy fees and repairs. The repairs amount to approximately £25,838 and have been undertaken to the boundary wall, to remove the mobile classroom and make the building envelope watertight, including proprietary flashing to roof valleys.

### **Revised Costs**

7. In August 2022, the costs of renovation (capital and other costs), including inflation, Activity Statement Costs (includes staff time), Museum Exhibition Costs, Resurgam Fit Out Costs and Contingency (25%) stand at approximately £1,661,047. Based on the Stage 1 application to Heritage Lottery, its contribution to the overall costs were projected at 50.2% and discussions have concluded that this percentage should remain as the basis for the financial ask in the Stage 2 application. This equates to a request of £833,845. In terms of nett cost to Council, this would require an uplifted cash contribution equating to 36.3% of overall costs equivalent to £603,151 and a 4.5% contribution in kind (staff time and events) of £74,050. The remainder 9.0% is made up of a capital contribution for fit-out from Resurgam at £150,000.

8. Whilst HLF has re-affirmed its commitment to move to a Stage 2 application on the basis of the percentages as outlined above, this second phase of the commission is dependent on a successful application process with Council having identified the necessary capital funding in order to carry out the building works. Subject to the necessary approvals, this Stage 2 submission will be for the November deadline set by HLF.

### **Recommendation:**

It is recommended that:

1. The refreshed draft Outline Business Case is agreed as the basis for an investment decision in respect of the refurbishment of the former Hilden Primary School;
2. The cash contribution for the refurbishment of the former Hilden Primary School is agreed as the basis for the Stage 2 application representing 36.3% of the overall cost of the project and a 4.5% contribution in kind (staff time and events);
3. The draft Partnership Agreement and Lease (August 2022) with Resurgam, the Council's development partner is noted and subject to approval by Resurgam is tabled at a future meeting of the Corporate Services Committee;
4. This report and recommendations are considered at a future meeting of the Capital Projects Committee.

### **Finance and Resource Implications:**

Overall estimated cost of project per Heritage Fund guidance (which includes capital and five year revenue programming costs) £1,661,047 (inclusive of 25% contingency and 6.7% inflation adjustment) with an estimated cash capital cost to Council of £603,151, subject to successful application to Stage 2 Heritage Lottery Fund for remainder of overall costs.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

In progress

If yes, what was the outcome?:

**Option 1**  
Screen out  
without mitigation

**Option 2**  
Screen out with  
mitigation

**Option 3**  
Screen in for  
a full EQIA

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

### 2. Rural Needs Impact Assessment:

Has consideration been  
given to Rural Needs?

Has a Rural Needs Impact  
Assessment (RNIA) template been  
completed?

If no, please give explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

Approved

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in

accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**Appendix 1 Draft OBC**  
**Appendix 2 Draft Partnership Agreement**  
**Appendix 3 Draft Lease**  
**Appendix 4 Engagement Plan**  
**Appendix 5 Activity Statement**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

LISBURN AND CASTLEREAGH CITY COUNCIL

HILDEN SCHOOL  
OBC ADDENDUM

DRAFT REPORT

September 2022

## HILDEN SCHOOL OBC ADDENDUM CONTENTS

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| B | Grant Notification Letter                   |
| C | LCCC Procurement Procedure                  |

### APPENDICES

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| II  | Detailed Plans               |
| III | Cost Assumptions             |
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| V   | Economic and Financial Model |

## 1. INTRODUCTION AND BACKGROUND

### 1.1 Purpose

This Outline Business Case (OBC) has been prepared for Lisburn and Castlereagh City Council (LCCC) in relation to the proposed refurbishment of Hilden School.

Council already has capital budget cover to the value of £367,895 (as per LOO), which was the estimated match funding required at the First Round application of the Heritage Fund Enterprise Application.

The purpose of the business case is to provide approval for additional levels of match funding to cover unforeseen capital cost rises associated with the project. The increase in the estimated project cost has occurred due to a combination of further deterioration of the building over the Covid period and unprecedented inflationary price increases since the May 2019 cost estimate, as well as increased costs associated with works mandated through the Planning process.

The final assumptions underpinning the recommendations within this OBC will be verified within a Full Business Case (FBC) to be completed following the procurement process prior to final investment approval being sought.

### 1.2 Hilden School

Hilden School is a Grade B1 listed building<sup>1</sup> that is on the Historic Environment Division's Heritage at Risk register, which is a register that surveys, records and monitors the status of over 500 buildings and monuments of architectural and historic interest whose future seems uncertain due to lack of use or disrepair; or which are under threat through heritage crime and/or inappropriate development. These vulnerable buildings are considered 'buildings of potential', suitable for restoration and re-use.

The school is located on a rural road that leads out of the village of Hilden, through which the River Lagan runs, which is a suburb of Lisburn and is located approximately 1.5 km to the north east of Lisburn city centre.

The village has a designation as an area of townscape character owing to its genesis as a nineteenth century mill village, within which there are several buildings dating back to, and beyond, the Edwardian and Victorian times. At one time the mill was said by Bassett to have accommodated the largest manufacturers in the world of thread and shoemakers' thread for hand and machine sewing.

The key features of the townscape character area include the Thread Mill, Hilden House, Hilden Mill School and Numbers 1 to 5 Glenmore Terrace. In addition to these listed properties, there are also larger mill houses, garden walls and other domestic structures that are deemed of interest and in excellent condition. As would have been the norm for mill locations, the village was historically well served by the nearby river, canal and railway systems.

The school benefits from being well serviced by roads and railway – located just off the main Belfast to Lisburn Road (Belfast Road/Queensway), public transport access is available through the regular commuter bus and rail services to Bangor in one direction (through Belfast) and to Newry in the other direction (through Portadown). Car access is also convenient and facilitated by onsite and on road car parking provision.

<sup>1</sup> Reference: HB19/17/030

The wider village area is well known for its disused mill building and Hilden Brewery, located in the former Hilden House, is a popular tourism attraction offering evening entertainment and refreshments. The area houses Hilden Resource Centre and Glenmore Cottages, which are both facilities operated by the South East Trust. The service sector includes Grand Street Pharmacy, Post Office and New Horizons Credit Union.

The building design, whilst prohibitive in terms of the viable usages of the space in today's world, provides great attributes in the form of:

- High ceilings with large sash windows - providing naturally bright and airy spaces that create a lovely setting for both childcare and a social eatery;
- Two entrances (originally for the segregated education of girls and boys) - providing an opportunity for a dual-purpose building; and
- A large and wide corridor - providing a blank canvas on which to display interpretative panels about the school's history and the broader social stories of the linen families and children working in the Barbour Threads Factory on the site adjacent to the school.

### 1.3 Locational Overview

The map overleaf is useful in setting the context of the Hilden school building (purple boundary), which is in close proximity to the Lagan Towpath; to the disused mill (red boundary); to the Council's Glenmore Activity Centre and to Dead Wall Plantation (green boundary); as well as its relative proximity to the main Lisburn to Belfast Road and Hilden train halt.

As noted above there are a three neighbouring visitor experiences, unrelated to the proposed heritage project at Hilden Mill School, that provide an indication of the current footfall that could, subject to a quality offering and appropriate marketing, attract a substantial level of visitors into the school, to learn more about the heritage of the mill and to link into other buildings of heritage interest.



### Lagan Towpath

The first natural asset in the area is the adjacent river and canal system known as Lagan Towpath, which is marketed as *“the river and canal system that weaves through a low lying area of outstanding natural beauty through a mosaic of private and publicly owned land connected by the River Lagan, the old Lagan Canal and the towpath. Full of history, wildlife and tranquillity, the Lagan Valley Regional Park offers the chance to explore and enjoy the countryside so near to the doorstep of both Belfast and Lisburn.”*

The towpath is accessible from a number of locations including Hilden, at Lock 10; and provides 11 miles / 17km of continuous off-road public access linking the cities of Belfast and Lisburn. Footfall at the towpath totals nearly 2m along its length, with **footfall at Hilden recorded as 114,156 in 2021**. Comparison of this annual footfall to the footfall at the Lock Keeper’s Cottage (serviced heritage offering and café) provides an indication of the scope to increase footfall – with a footfall of 286,848 recorded in the same period.

### Glenmore Activity Centre

Glenmore Activity Centre is one of a number of LCCC-owned and operated leisure facilities, with pay as you go and subscription membership (Council’s Vitality Membership) access to the activities at the facilities, which consist of a main sports hall, squash courts, committee room, gym, outdoor pitches and outdoor play park. Typically the centre hosts a Gymnastics Club, School of Dance, Over 50’s Activity Club; Roller Disco; and classes such as pilates, bootcamp, circuit training, yoga, etc. The centre also acts as a hub for canoeing on the River Lagan. There is no café provision offered at Glenmore, with refreshments limited to vending machine offerings. The annual number of users of the Glenmore Activity Centre was 60,535 in 2019/20.





### **Rural to Urban Walking Trails**

Council, in conjunction with match funding from DAERA, will soon be completing an almost £200,000 investment in the development of walking trails and associated interpretation signage in the Glenmore area. These pathways are intended to increase the level of enjoyment of rural settings, with a view to improving people's health and well-being.

The first phase of the investment (completed in 2021) connects the Deadwall Plantation (an 8.5 acre woodland and grassland site within Lagan Valley AONB) with Glenmore Activity Centre (car parking provision); as well as providing seating, bins, planting and interpretation panels (including tactile maps) along the path.

The second phase of the project will link Glenmore Activity Centre with Hilden School, with signage then linking the two new trails with the extant Lagan Towpath, which takes the visitor to the Civic Centre, onwards to the Castle Gardens and ultimately to the Museum. The Council intends to link in and work in conjunction with the Lagan Valley Regional Park Event Team to offer and promote walking event days and volunteer conservation opportunities.

There are no footfall counter readings yet recorded for the path. Feedback from Council is that footfall has been much greater than expected.

In addition, there are private sector hospitality businesses in the area that are committed to working in conjunction with the proposed project and Council to uplift the appeal of the area, the anticipated positive impact of the proposed project on existing businesses is considered in the accompanying business plan.

## **1.4 Background to the Project**

The school functioned as a primary school until its closure in 2008. In the period leading up to this closure and indeed subsequently, there has been a strong level of community support for the retention of the building due to its significant social history, and due to a fondness for the architecture of the building.

In the period from whence it was occupied as a school to now the building has lain empty and unused – apart from historical annual opening for the European Heritage Days – which it is understood were well attended. It is evident to the passer-by that the building is visually disused – as is evident in the boarded-up windows and overgrown shrubbery.

Lobbying, which was initially driven by the Lisburn Preservation Building Trust and latterly Resurgam, was directed at Council to secure and restore the historic Hilden school building for future generations. In response to the lobbying, in late 2015 Council commissioned a condition survey, which indicated that the building was at risk of further deterioration if left in its current disused state and set out a schedule of recommended external and internal repair works. At the time of the survey, the building had suffered from water ingress through the floor and ceiling; with a number of incidents of vandalism recorded.

Subsequently, Council commissioned a feasibility study into the potential usage of the school, and following same, Council purchased the building and land from the Education Authority in June 2016 at a cost of £80,000.

Council subsequently issued a call for development partners to undertake the role of bringing the building back into viable productive use. Resurgam Trust was successful in their bid to become the Council's development partner and have, in consultation with the local community through Hilden Community Association, developed plans to bring the building back into use that should deliver economic and social benefits to the area. See Annex A for detail on same.

The Council, in conjunction with the appointed Development Partner Resurgam, has given due consideration to the identification and stress testing of a number of options for the end-use of the school building. The long list of options is presented below:

1. Community Building - Recognising the role of the existing Glenmore Activity Centre, this was to offer the opportunity for significant community programming in the building.
2. Education – Acknowledging the historical role of the building for educational purposes, this option recognised the opportunity for childcare and social purposes i.e. a Montessori or crèche with a tea room.
3. Community Street - The concept here was to create an internal street with rental uses envisaged for charity office, craft workshops, small office units, small commercial units, café/tea room, etc.
4. Museum - This option recognises the opportunity presented by the school's location adjacent to the historic mill.
5. Offices - This option, which provided seven offices totalling circa 300m<sup>2</sup>, recognised the opportunity presented by the school's location adjacent to the M1.
6. Upcycling Centre - This option, which provided product specific waste recycling rooms, recognised a market opportunity and current trend for upcycling old furniture and products.
7. Wellness Centre - This option provided primary care and pharmacy uses of the building.

Resurgam plans to operate the building as a social enterprise Day Nursery and Tea Room. The project fits strategically with Resurgam's portfolio of social enterprises, having experience in delivering catering and childcare-related services, and furthers its remit to advance community development.

The plan is that Council will project manage the construction contract and Resurgam will take a 25 year peppercorn lease on the building, on the basis of an internal repair and maintenance arrangement whereby Council will retain responsibility for lifecycle costs and works. See Appendix I for a copy of the lease.

The risk to the building's integrity and heritage value continues to be real; with a number of vandalism attacks, that included the smashing of internal sash windows, removal of wooden panelling and arson, in recent years. Council has incurred £25,838 in the past two years on repair work to the boundary wall, in removing the mobile classroom and in make the building envelope watertight, including proprietary flashing to roof valleys.

## 1.5 Heritage Fund Enterprise Programme

### 1.5.1 Overview

To fund the capital cost of restoring the building to enable its re-use, Council and Resurgam jointly submitted a First Round Application to the Heritage Enterprise Development Programme in May 2019 and were awarded a Development Grant in September 2019.

Salient points from the Heritage Fund guidance note for the Heritage Enterprise Programme are provided below:

- The Heritage Enterprise Programme is for projects that seek to achieve economic growth by investing in heritage. It is primarily for enterprising community organisations to help them rescue neglected historic buildings and sites and return them to a viable productive use.
- Heritage Enterprise is designed to bridge the funding gap that prevents a historic asset in need of repair from being returned to a beneficial and commercial use.

- A key aim of the Heritage Enterprise programme is the integration of commercial and community interests within heritage-led regeneration projects.
- Whilst grant recipients are not required to provide open public access to the heritage once the capital project is completed, under Heritage Enterprise there is an expectation of opportunities for people to develop skills and learn about heritage during the lifetime of the project.
- Priority is given to projects that are located within areas of the UK experiencing economic disadvantage. Projects do not need to be located within designated areas of deprivation but HF will ask for a definition of the economic need of the area and the difference a project will make.
- Furthermore prioritisation will be afforded to projects that focus on heritage assets which are both considered to be 'at risk' (e.g. identified on an 'at risk register') and formally designated (e.g. listed or locally listed building, scheduled monument, or in a conservation area).
- The case for grant funding will depend on there being a conservation deficit. This is where the existing value of a heritage asset plus the cost of bringing it back into use is greater than the value of the asset after development has been completed.
- Anticipated programme outcomes are as follows:
  - Outcomes for Heritage: heritage will be better managed and in better condition;
  - Outcomes for People: people will have developed skills and learnt about heritage; and
  - Outcomes for Communities: negative environmental impacts will be reduced; your local area/community will be a better place to live, work or visit and your local economy will be boosted.

### 1.5.2 Application Process Overview

The following overview and alignment to this project is presented for the application process for the Heritage Enterprise Programme:

| Process Steps (as per guidance)   | Hilden School   |
|---|---|
| <b>First-round Application</b><br>You submit your first-round application with your delivery-grant request (for doing the project) and, if needed, a development-grant request (for getting ready to do the project). | Completed in May 2019. At this stage the estimated cost of the Delivery Phase was £824,511. The construction cost at that time was estimated at £727,895 (design contingency 10%, construction contingency 10% and inflation 10%); with further capital costs: Exhibition at £20,000 and Kitchen Equipment at £30,000. Staff and evaluation costs amounted to £56,616.<br><br>Funding of £414,200 was indicatively identified by the Heritage Fund. This represented 50.2% of Delivery Phase Costs. Council was earmarked as providing cash contribution of £367,895. |
| <b>Development Phase</b><br>If successful, you enter your development phase and develop your more detailed second-round application, using the development grant you may have requested.                              | Grant Notification received 12 <sup>th</sup> September 2019 (see Annex B). Noted extract: "Development Grant is recognition that we value your proposals and want to have the opportunity to assess them in detail in your Delivery Phase Application."   |
| <b>Second-round Application</b><br>You submit your second-round application with your delivery-grant request.   | Due for submission by 17 <sup>th</sup> November 2022.   |
| <b>Delivery Phase</b><br>If you are awarded a grant, you enter your delivery phase and start your project using your delivery grant.  | The delivery phase for the proposed project will include the pre and in construction period from now to March 2024 and three years' post opening programming costs through Council's Museum Service.  |

## 1.6 LCCC Capital Programme

The Council has established a Capital Investment Programme that sets out the funding priorities for the next ten years. The Hilden development is a high priority project within this programme and £367,895 had been notionally allocated to the project within this programme based on early estimates. This allocation has previously been approved by Council Members.

### 1.7 Structure of this Business Case

This business case has been prepared based on the following primary sources of guidance:

- "The Green Book: Appraisal and Evaluation in Central Government", HM Treasury 2003<sup>2</sup> (updated in 2018);
- "The Northern Ireland Guide to Expenditure Appraisal and Evaluation (NIGEAE): New DFP Guidance on the Appraisal, Evaluation, Approval and Management of Policies, Programme and Projects<sup>3</sup>; and
- Better Business Case Guidance.

This OBC incorporates the Five Case Model as advised in the HMT 'Business Case Guidance for Projects'. The format of OBC is therefore as follows:

1. Strategic Case - To demonstrate the projects strategic fit with local, national and regional policies and to set out a compelling case for intervention.
2. Economic Case - To identify the preferred option that delivers value for money, taking into account benefits and risks, as well as economic considerations and affordability.
3. Commercial Case - To outline the commercial arrangements for the delivery of the project, both in terms of initial capital procurements, and long-term operational arrangements.
4. Financial Case - To demonstrate the affordability, fundability and financial sustainability of the project.
5. Management Case - To set out the proposed governance arrangements, including project management and project assurance, to demonstrate that the project can be delivered on budget, time and quality, and also the risk and benefits management processes.

There are a number of minor drafting notes in the business case that will be addressed at final reporting stage.

<sup>2</sup> See: [www.hm-treasury.gov.uk/Economic\\_Data\\_and\\_Tools/Greenbook/data\\_greenbook\\_index.cfm](http://www.hm-treasury.gov.uk/Economic_Data_and_Tools/Greenbook/data_greenbook_index.cfm)

<sup>3</sup> See: [www.dfpni.gov.uk/eag](http://www.dfpni.gov.uk/eag)

## 2. STRATEGIC CASE

### 2.1 Introduction

This section reaffirms the case for change that was made in the original appraisal and demonstrates the continuing strategic fit of the project; demonstrating that the project provides synergy and a holistic fit with other projects at the local level.

In addition, the section will update the case for change, providing the rationale, drivers and objectives for the spending proposal, which are made SMART – Specific, Measurable, Achievable, Relevant and Time constrained – for the purposes of post-evaluation.

### 2.2 Strategic Context

#### 2.2.1 NI Executive – Draft Northern Ireland Programme for Government Framework

In a similar vein to its predecessor, the current 2021 PfG recognises the relationship between health, disadvantage, inequality, the social and physical environment, and economic growth. It seeks to deliver nine outcomes that present a picture of the kind of society sought for Northern Ireland – “an inclusive society in which people of all ages and backgrounds are respected and cared for and, in which, all prosper. A society which has no barriers to prevent people from living fulfilling lives.” The outcomes of relevance to the proposed project are as follows:

- Outcome 1: Our Children and Young People have the best start in life - Calls for childcare providers to provide high quality level of care and support, so that all our children and young people enjoy their childhood and adolescence and grow to become resilient, confident and well equipped to take on the challenges and opportunities that adulthood brings. By providing opportunities for quality, accessible childcare in a relatively deprived area, there is a good chance of improving life chances of local children.
- Outcome 2: We live and work sustainably – protecting the environment - Recognises the role of creating and shaping high quality, sustainable, places for people to live, work and spend leisure time, supporting positive placemaking. The proposed development of a heritage building will compliment other placemaking investments. Council has already invested in walking routes in the Glenmore area, and the proposed project could provide amenity for anticipated greater footfall on the towpath and Dead Wall Plantation, providing the opportunity to enhance health and well-being outcomes.
- Outcome 9: People want to live, work and visit here - Recognises the role of providing access to culture and built heritage; by creating and shaping high quality, sustainable, places for people to live, work and spend leisure time. Furthering sustainable development and supporting positive placemaking and effective stewardship. Furthermore, the planned investment in Hilden could unlock further private sector investment as the appearance of the increases, positively impacting on people’s life satisfaction with where they live.

#### 2.2.2 Regional Development Strategy (RDS) 2035 ‘Building a Better Future’,

Revised in 2012, the RDS represents the spatial strategy of the NI Executive; providing an overarching strategic planning framework to facilitate and guide both the public and private sectors. The RDS has a statutory basis, having been prepared under the Strategic Planning (Northern Ireland) Order 1999, which requires Departments to “have regard to the regional development strategy” in exercising any functions in relation to development. The RDS contains a Spatial Framework and Strategic Guidelines, of which the following are particularly relevant to the proposed project:

- **RG4 Promote a Sustainable Approach to the Provision of Tourism Infrastructure:** The RDS notes that 'tourism can make a step change in its contribution to the economy if the public, private and voluntary sectors work together';
- **RG6 Strengthen Community Cohesion:** The RDS notes that the right environment can help strengthen community cohesion, foster a stronger community spirit and increase our sense of place; and
- **RG7 Support Urban and Rural Renaissance:** The RDS notes that cities, towns, villages and many neighbourhoods have unique identities and these should be recognised, built upon and enhanced. Regeneration is necessary to create more accessible, vibrant city and town centres which offer people more local choice for shopping, social activity and recreation.

### 2.2.3 Urban Regeneration Community Development (URCD) Policy Framework 2013

The URCD sets out the DfC policy objectives for urban regeneration and community development in Northern Ireland from 2013 to 2023 and beyond. It provides a clear strategic direction and informs its partners in central and local government and in the voluntary and community sector. The policy framework contains four main policy objectives:

1. Tackle area-based deprivation
2. Strengthen the competitiveness of our towns and cities
3. Improve linkages between areas of need and areas of opportunity
4. Develop more cohesive and engaged communities

It also contains four supporting actions that are helping to create a more conducive policy and financial environment in which regeneration and community development operate. The development of the proposed project has the potential to contribute to all four of the main policy objectives.

### 2.2.4 Lisburn and Castlereagh City Council Strategies

The proposed investment in Hilden School is consistent with a number of Council strategies and plans including:

**LCCC Corporate Plan 2018 - 2022** – The proposed redevelopment of DIIB can contribute to four out of the five key themes of the Corporate Plan, namely: The Economy; Health and Wellbeing; Where we live; and Our Community.

**Lisburn & Castlereagh Area Community Plan 2017-2032** - The Community Plan highlights a number of flagship projects designed to further the overall aim of 'creating an empowered, prosperous, healthy, safe and inclusive community'. The redevelopment of Hilden School has the potential to contribute to all of the five key themes within the Community Plan, namely: Children and Young People; The Economy; Health and Wellbeing; Where We Live and Our Community.

**LCCC Local Development Plan (Draft March 2021)** – This plan sets out how the area will develop and grow over the period up to 2032. It will provide the strategic policy framework across a range of areas such as housing, employment, tourism and infrastructure. The draft Plan Strategy contains strategic policies and the following six objectives: A Quality Place; A Thriving Place; A Vibrant Place; An Attractive Place; A Green Place and A Connected Place.

**Lifetime Opportunities** - The proposed project is consistent with Lifetime Opportunities, particularly in relation to helping create employment through the construction works and its ongoing operation over its lifetime. The opportunity exists through measures such as inclusion of Social Clauses in the construction contracts to generate employment and training opportunities for unemployed people including those in deprived areas. The proposed project has the potential to act as a positive catalyst for social and economic regeneration and reduce social exclusion, albeit on a relatively small scale.

**Northern Ireland Act (1998) Section 75 - Equality of Opportunity** - One of the key objectives of the proposed investment in Hilden School is to promote equality by providing accessible amenities for all sections of the community and Section 75 groups including people with disabilities.

## 2.3 The Case for Change

### 2.3.1 Overview

There is an accepted need to invest in the refurbishment of Hilden school, as evidenced by the Round One approval of the application for funding from the Heritage Fund. The key drivers for change are as follows:

- The building is a listed building and, indeed, is on the Historic Environment Division's (HED) Heritage at Risk (HAR) Register;
- The building is facing increasing rapid decline/deterioration and is wholly inaccessible due to its unsafe state of repair;
- There is an absence of self-sufficient community-based social capital in the area;
- The Conservation Area does not attract the levels of visitors that may otherwise be achieved through better linkage of the village with the well-frequented Lisburn Museum and the Lagan Valley towpath; and
- There is a missed opportunity to improve health and wellbeing through better visitor servicing with Glenmore Activity Centre and the Dead Wall Plantation, the latter having recently had investment through DAERA funding.

### 2.3.2 Condition Survey

#### Overview

Whilst the building is structurally sound, due to maintenance works and security measures implemented by Council; there is a requirement for extensive internal and external repair works to make the building fit for use/purpose. This sub section provides a detailed assessment of the condition of the building, as informed by an updated Condition Survey undertaken in August 2022 (see Appendix IV). The survey was completed by Hamilton Architects. The condition of the roof, external facades, windows, interior and roof space areas are considered.

#### Interior Areas

75% of wainscoting, architraves, and skirtings will need to be temporarily removed for sterilisation of masonry for dry rot. All timber to be assessed for viability and treated for dry rot before reinstatement, with the working assumption that 40% will be replaced. Collection of doors, wainscoting, and screens stored in R03 is to be inspected and reused in repair works, including full reinstatement of elements or reuse for splice.



## Exterior

### Roofs

The slate is in reasonable condition with a few slipped and cracked slates and areas where the flashing is damaged. Terracotta ridge tiles in reasonable condition with only one missing from RS02. Decorative bracketed timber eaves have peeling paint but are otherwise in reasonable condition. Defective lead flashing to RS15 with failing bitumen repairs. Flat roofs RF01/RF02 are missing a fan casing cowl and vent pipe cowl. Temporary bitumen finish applied to rooflights and lanterns to prevent water ingress and further vandalism. Chimneys all appear to be in reasonable condition, no lead dampproof course evident, and the fireplaces below require input from structural engineer.

### Walls

Dry dash render, minor cracking on some of the elevations that appears cosmetic but otherwise in reasonable condition. South elevation has a red brick plinth in reasonable condition and north has a cementitious plinth with cracks, graffiti and vegetative growth in reasonable condition, bad crack to the east corner of NE02. Red brick quoins in reasonable condition. Cementitious surrounds to ventilators have hairline cracking but otherwise in reasonable condition. Sandstone sill course with red brick ogee detail around north side in reasonable condition. The timbered members along the south gables are rotten and when dried out, have created gaps adjacent to the brickwork, rot is evident in the end grain and render panels are boost, in poor condition.

### Windows

All windows are boarded up with plywood and access for inspection was limited. A number were inspected and appeared in fair condition. Most panes of glass are broken. Red brick quoin surrounds in reasonable condition.

### External Doors

Some external doors were boarded up so access for inspection was limited. Broken glazing throughout but generally doors are in reasonable condition

### Rainwater Goods

10no. cast iron rainwater pipes with cast iron ogee gutter, in poor decorative condition but overall appear to be in reasonable condition. Vegetative growth to drainage channels with blockages to rainwater outlet.

### Boundary Wall

A report relating to the boundary wall, dated January 2019 was prepared by Taylor and Boyd (refer to Appendix 6.3). Emergency repairs to remove a section of this wall were undertaken following this report. This condition report did not further consider the condition of this wall, and Taylor and Boyd's document should be referred to in this regard.

### Other

Some items such as electrics or lights have been vandalised and are in poor condition.

### Roof Space

Specialist timber condition and treatment surveyance reports were prepared to inform the condition of the roof space.

### 2.3.3 Recent Investments

Council has undertaken emergency repair works as follows to the building:

| Date          | Works Description  | Cost           |
|---------------|--|----------------|
| 2019          | Boundary Wall Repair Works   | £3,470         |
| December 2020 | Temporary flashings to minimise water ingress  | £16,400        |
| January 2022  | <ul style="list-style-type: none"> <li>• Box in 4no. roof lights and 2no. roof cowls on flat roof and cover in with mineral felt.</li> <li>• Box in 2.no glazed roof slights on sloping roof and cover in with mineral felt to prevent ingress of water. Include for removing slates around roof lights and extending felt around the edges and reinstate.</li> <li>• Reinstate slipped tiles in various locations.</li> </ul> | £5,968         |
| <b>Total</b>  |  | <b>£25,838</b> |

### 2.3.4 Progress to Date in Heritage Enterprise Development Phase

In April 2021, Dr Ben Simon was appointed Heritage Development Officer for the Hilden School Heritage Project, on a nine-month contract, working a 20-hour week. Dr Simon was supported by the Education Services Officer and the Collections and Research Officer. Administration, events and online/ social media marketing support was also provided by the Museum Service Education Team. Overleaf, context detail is provided on the work undertaken and the outworkings of same.

#### Promotional Material

- For all events a display of images of the school was created to provide a point of reference;
- Photographs, including drone footage, have been taken of interior and exterior of the school. This is designed as a before exercise and it is planned to replicate the process once the building has been transformed; and
- A leaflet to promote the Hilden School Project was compiled and 7,500 copies published.

#### Written Communication

- Referred leaflet was distributed to over 4,000 households in north Lisburn, Hilden and Lambeg; as well as a further 1,000 to shops and business premises in the Hilden area.
- A follow-up door to door delivery took place with a further 2,500 leaflets posted through doors and left in local shops by museum staff.

#### Online Blogs

Regular blogs about the project were compiled by Dr Simon and hosted on Lisburn Museum's website. [www.lisburnmuseum.com](http://www.lisburnmuseum.com). Circa 1,000 listeners were engaged through this media.

#### Engagement

- Meeting: 2.30pm on 25 May 2021 (via zoom). Purposed was to introduce the project, 12 members from Hilden Community Association and Resurgam trust attended.
- Meeting: 7pm on 30 June 2021 at Lisburn Museum. There were 15 attendees, 6 people asked to be added to the project mailing list and some considered attending HAG sessions.
- Meeting: 3pm on 28 July 2021 at Lisburn Museum. This was aimed at the wider business community, 12 people attended and these were mainly residents with some local organisations represented. The drone footage of Hilden School was shown.

- Family Fun Event: 4 September 2021 at Glenmore Activity Centre. Discussions about the project were held with attending elected representatives and over 20 residents.
- Meeting: 29 September 2021 at Glenmore activity Centre. Some 27 participants booked and 34 participants attended. The aim of the session was to update the local community and stakeholders on progress.

### Heritage Advisory Group

Attendees at the stakeholder meetings were invited to join a Heritage Advisory Group (HAG), whereby the HAG follows a rights based / shared authority approach to ensure that the project develops with, rather than for, the community. Nine individuals from diverse backgrounds and interests have committed to being on the HAG. Invitations were also sent to members of the Barbour family and to the previous managing director of Barbour's Mill. These meetings explored:

- Why they considered local heritage as important;
- What they wanted to highlight in progressing the project; and
- What they hope the project will achieve.

The conversations have been transcribed and are designed to highlight themes which will help guide the focus of the project. Engagement included children and young people.

### 2.3.5 Proposed Facilities at Hilden post development

The following schedule of accommodation relates:

| Former Hilden Primary School Schedule of Accommodation |                        |                         |
|--|------------------------|-------------------------|
| Childcare  | Area (m <sup>2</sup> ) | Area (ft <sup>2</sup> ) |
| Playrooms (5 rooms)                                    | 222.0                  | 2,390                   |
| Homework room  | 14.0                   | 151                     |
| Office   | 11.1                   | 119                     |
| Staff room   | 13.7                   | 147                     |
| Ancillary (stores & circulation)                       | 76.6                   | 825                     |
| <b>Sub Total</b>                                       | <b>337.4</b>           | <b>3,632</b>            |
| Tea Room   | Area (m <sup>2</sup> ) | Area (ft <sup>2</sup> ) |
| Seated indoor café area                                | 46.7                   | 503                     |
| Kitchen  | 26.3                   | 283                     |
| Ancillary (toilets, stores & circulation)              | 51.5                   | 554                     |
| <b>Sub Total</b>                                       | <b>124.5</b>           | <b>1,340</b>            |
| <b>Total</b>   | <b>461.9</b>           | <b>4,972</b>            |

The proposed modus operandi of the facility is summarised as follows:

- Council will retain ownership of the building and will undertake all fabric lifecycle works.
- Resurgam will act as the lease holder with Council and will be responsible for the upkeep and maintenance of the building, as well as internal lifecycle works owing to the fact that the building is being used for social economy purposes. Resurgam will incur the fit out cost of the two businesses. Resurgam has sizeable financial recourse to cash reserves and/or debt finance if the venture is slow to launch or requires cashflow support in the early years of operation.

- Lisburn Community Inns Limited will operate the Tea Room on the basis of having 40 indoor covers and up to 25 outdoor seasonal covers. It will offer a similar menu to that currently offered in its other premises and will also provide meals to the Day Nursery. Opening times for the café will be 10am to 4pm Monday to Sunday. Research shows that there is an opportunity to provide visitor servicing in the vicinity of the tow path and Glenmore Activity Centre; with scope to link in with bus tours to Lisburn Museum (which has had no catering offering for the past number of years).
- A newly formed Childcare Company will operate a SE Trust registered Day Nursery (open 8am to 6pm Monday to Friday) offering up to 54 childcare places (full occupancy) from birth to 12 years. Research shows that there is unmet demand for childcare provision in the area.
- Evening use of the café space will be availed of by Hilden Community Association, to enable inclusive engagement and socialising by the local community.

## 2.4 Spending Objectives

The original economic appraisal (2015) that informed Council's decision to purchase the building had the following aim:

*To restore the Hilden Primary School building in line with best practice with a view to it being used for the economic and social benefit of the people of Lisburn; with particular regard given to the local area needs of the Hilden area.*

The following desired outcomes were articulated as follows:

- To safeguard the integrity of the building fabric for the enjoyment of future generations;
- To bring the building back into use within the community it serves;
- To link, where possible, to future developments of the Barbour Mill site; and
- To enable the social economy portfolio within the Council area to be strengthened and expanded.

The impacts/ outcome per Resurgam's 2022 business plan are as follows:

### **Impacts/ Outcomes**

- To safeguard the integrity of the building fabric for the enjoyment of future generations;
- To provide year-round formal and informal opportunities for exploration and enjoyment of the building's heritage;
- To bring the building back into use within the community it serves;
- To link, where possible, to future developments of the Barbour Mill site; and
- To enable the social economy portfolio within the Council area to be strengthened and expanded.

The implied spending objectives are therefore as follows:

1. To implement, and secure viable usage for, high quality commercial floorspace at Hilden School, in keeping with the heritage setting and value of the building.
2. To enhance public enjoyment of Hilden's built heritage regardless of propensity or ability to spend.
3. To support the development of the social capital of the Hilden and wider North Lisburn area.

4. To connect and optimise the leisure and amenity offering within Lisburn's Glenmore estate and the wider Lagan towpath.

## 2.5 Benefits and Risks

### 2.5.1 Benefits

A literature review informs anticipated benefits as follows:

- *“Over the long term, places with **strong, distinctive identities are more likely to prosper** than places without them. Every place must identify its strongest, most distinctive features and develop them or run the risk of being all things to all persons and nothing special to any”* (in Licciardi et al. 2012).
- *“Using the historic environment as an asset, and giving it new life, has also been one of the cornerstones of the economic and social revival of our towns and cities”* (Deloitte 2017).
- Heritage assets contribute to people's sense of place and belonging (CURD, 2009; Hawke, 2010). Higher sense of belonging **leads to greater social cohesion and the development of stronger local networks** (Heritage and Society, 2020). There is evidence that historic public spaces can bring different social groups together. They provide a platform for social interactions between groups of different ethnic background (Cattell et al, 2008). Historic parks and gardens facilitate social mixing in diverse communities (Neal et al, 2015).

Benefits from the proposed project are aligned to the Heritage Fund framework:

1. Outcomes for Heritage: Hilden School will be accessible by the public to enable future generations to enjoy the heritage of the mill and the area. The condition will be improved and there will be a management and maintenance plan in place to ensure that the building is better managed and kept in better condition.
2. Outcomes for People: The work commenced during the Development Phase actively engaged with people on a cross-generational basis, with the intention being that the adults and young people will continue this skills development and a selection will become volunteers. New jobs will also be created in an area of relatively high deprivation.
3. Outcomes for Communities: The proposed heritage led regeneration project will make Hilden a better place to live, work and/or visit. The feedback from the HAG clearly articulated the need for a community space in the area.

### 2.5.2 Risks

The key risks to Council are as follows:

1. Failure to secure Heritage Fund Delivery Phase funding approval – a recent meeting with the Heritage Fund Investment Team indicated that there is an unprecedented level of demand for funding. There is no guarantee of Second-round application success.
2. Reputational damage from deteriorating state of a listed building in Council's ownership – there is an expectation that Council, with a statutory responsibility to ensure heritage buildings are properly upkept, follows best practice in the management of its estate. The building is visually very run down and dilapidated, which if this continues could draw adverse press and/or HED's enforcement team's attention.

3. Costs escalate beyond contingency levels – the costs have escalated and whilst expressed at August 2022 rates, due to Covid and Brexit outworkings, there is a high chance that this will rise further, with no recourse for additional funding from Heritage Fund.
4. Building does not “work” as envisaged through the Resurgam business plan – the economy is experiencing a very precarious period; making it difficult to know what working habits, social patterns and disposable income will prevail, impacting on the viability of the proposed businesses in Hilden School.

Risks are further explored in Section 3 and are presented at a more comprehensive level within Council's risk register in Section 5.

## 2.6 Constraints and Dependencies

The Council is constrained in its options within this addendum on the basis that there is a commitment to partner with Resurgam to develop Hilden School, and there is an expectation that Council will fulfil this commitment by match funding the shortfall after maximum Enterprise Heritage funding is achieved from the Heritage Fund.

The project is thereafter dependent on approval of the Enterprise Heritage Development Round Application.

## 2.7 Conclusion

The proposed project continues to be strategically aligned to regional and local policy. As owner of a listed building there is a statutory obligation on Council to show leadership and best practice with respect to its heritage estate, particularly as it is the regulator of this function locally on behalf of HED. Therefore, the case for investment in the built heritage at Hilden School, regardless of the funder of same, is made.

### 3. ECONOMIC CASE

#### 3.1 Introduction

The Economic Case seeks to identify the option that delivers best public value to society, including wider social and environmental effects. Demonstrating public value requires a wide range of realistic options to be appraised (the long list), in terms of how well they meet the spending objectives and critical success factors for the school; and then possible options (the short list) is examined in further detail.

#### 3.2 Critical Success Factors

For completeness, the Critical Success Factors (CSF), along with the associated weightings against same, are set out in the table below.

| Hilden School Critical Success Factors  |   |            |
|---|---|------------|
| Criteria and Sub Criteria   | Rationale   | Weighting  |
| 1. Strategic Fit and Business Need<br>The option should provide a holistic fit and synergy with the wider city centre investment plan and strategies.   | Critical to ensuring strategic fit.   | 10%        |
| 2. Potential Value for Money – the option should optimise public value in terms of costs, benefits and risks.   | Critical to ensuring value for money while assessing risks and non-monetary benefits.                 | 25%        |
| 3. Delivery Capacity and Capability<br>3.1 The option should be within the skill set and experience of the appointed supplier.<br>3.2 The operating model should provide for an experienced provider  | To ensure only deliverable options are considered.<br>To ensure options can be delivered in practice. | 10%<br>10% |
| 4. Potential Achievability - the option should be deliverable within the parameters /timeframe of Heritage Fund.  | To ensure options meet the resources available.   | 15%        |
| 5. Potential Affordability<br>5.1 The option should be within the affordability envelope Council and Heritage.<br>5.2 The option should be predicated on a viable business model that is underpinned by robust revenue income and cost assumptions. | To ensure options are financeable.<br>To ensure options can be delivered within resources available.  | 10%<br>10% |

#### 3.3 List of Options

Given the fact that this project has progressed to the stage that it is at, with a Development Agreement and pending funding decision from the Heritage Fund, it is not possible to apply the standard variable table to produce and assess a long list of options. Council Officers have therefore stipulated that the addendum report should consider only the Do Minimum Option (as the counterfactual) and the proposed option, as currently presented in the Council's Application to the Heritage Fund.

#### 3.4 Capital Costs

##### 3.4.1 Option One: Do Minimum

Heritage Fund do not require an articulation of the baseline/ counterfactual option, as required by the OBC approach. Therefore, the Design Team has not prepared a schedule of costs for the Do Minimum Option.

As a proxy, it is noted that the 2015 feasibility study the cost of undertaking the Do Minimum Option works was considered the counterfactual. The Do Minimum consisted of internal and external repair works; along with a portion of the mechanical, electrical and BWIC servicing. Reduced siteworks and nil fittings were provided for. The approach to costing the Do Minimum Option has been retained, resulting in the following approximation of the cost in 2022:

| <b>Do Minimum Option - As at 2015 Feasibility Study</b> | <b>2015 Cost</b> | <b>2022 Cost</b> |
|---|------------------|------------------|
| Repair Works  | £75,000          | £279,500         |
| Windows and External Doors                              | £5,000           | £7,300           |
| Floor Finishes  | £18,500          | £29,800          |
| Wall Finishes   | £8,900           | £24,200          |
| Ceiling Finishes  | £5,000           | £12,500          |
| Mechanical Services                                     | £85,320          | £133,600         |
| Electrical Services                                     | £106,650         | £159,000         |
| BWIC Services   | £9,599           | £18,500          |
| Site works  | £15,000          | £30,000          |
| <b>Sub Total</b>  | <b>£328,969</b>  | <b>£694,400</b>  |
| Preliminaries & Design Contingency <sup>4</sup>         | £72,373          | £173,600         |
| <b>Total</b>  | <b>£401,342</b>  | <b>£855,501</b>  |
| <b>Design Team Fees (6.7%)</b>                          |                  |                  |

### 3.4.2 Option Two: Proposed Project

Capital costs consist of construction, day nursery and tea room fit out and heritage exhibition as follows:

| <b>Hilden School</b>             | <b>Amount</b>     |
|----------------------------------|-------------------|
| Construction                     | £1,398,947        |
| Day Nursery and Tea Room Fit Out | £150,000          |
| Exhibition Displays              | £28,050           |
| <b>Total</b>                     | <b>£1,576,997</b> |

These are disaggregated below.

#### Construction Cost

Full details of capital cost assumptions are provided in Appendix I and are underpinned by the following assumptions:

1. All costs are exclusive of VAT;
2. All costs are as of August 2022;
3. Designs are provided by the Boyd Partnership; and
4. Capital costs are based on costs provided by VB Evans.

| <b>Hilden School Proposed Construction Costs</b> |               |
|--|---------------|
| <b>Budget Category</b>                           | <b>Amount</b> |
| Repair Works                                     | £313,040      |
| Demolitions and Alterations                      | £20,832       |
| Windows and External Doors                       | £15,456       |
| Internal Walls                                   | £30,688       |
| Internal Doors and Screens                       | £42,560       |
| Floor Finishes                                   | £33,376       |

<sup>4</sup> 22% in 2015 and 25% in 2022



| Hilden School Proposed Construction Costs                             |                   |
|---|-------------------|
| Budget Category   | Amount            |
| Wall Finishes   | £27,104           |
| Ceiling Finishes  | £27,664           |
| Fixtures and Fittings   | £40,544           |
| Mechanical Services   | £149,632          |
| Electrical Services   | £178,080          |
| BWIC Services   | £24,640           |
| Site Works  | £155,568          |
| <b>Sub Total (including 12% preliminaries)</b>                        | <b>£1,059,184</b> |
| Design Development and Construction Contingency (25%)                 | £264,796          |
| <b>Total (cost includes BCIS uplift to mid-point of construction)</b> | <b>£1,323,980</b> |
| Professional Fees   | £74,967           |
| <b>Total</b>  | <b>£1,398,947</b> |

#### Day Nursery and Tea Room Fixtures and Fittings

An allowance of £150,000 or 15% of the capital cost is typically included for fitting out of the day nursery and Tea Room.

#### Exhibition Displays

An allowance of £28,050 has been included for the following exhibition spend:

| Cost Category  | Amount         |
|--|----------------|
| Printing costs for panels and graphics                   | £3,000         |
| Digital projector, screen and digital interactive screen | £4,000         |
| Lighting   | £2,500         |
| Museum quality display case                              | £16,000        |
| <b>Sub Total</b>   | <b>£25,500</b> |
| Contingency  | £2,550         |
| <b>Total</b>   | <b>£28,050</b> |

The above is based on actual costs recently incurred by Museum Service.

### 3.5 Revenue Costs

#### 3.5.1 Option One: Do Minimum

For the purposes of the addendum, these would be assumed to be nil.

#### 3.5.2 Option Two: Proposed Project

The plan is that there will be a framework for three key heritage offerings:

- Heritage Trail  
Trail from Council Offices to Hilden and from Museum to Hilden. Paper-based. Council Museum staff will research the history of the area, the River Lagan, Biodiversity and the Barbour Family to inform same.
- Programme of Events (through Museum Service) – Lisburn Museum has committed to integrating a sustainable education relationship with Hilden School post developmental phase. This counters the main risk of losing momentum for community involvement.

- **Volunteer Heritage Advocates** –Lisburn Museum has committed to delivering training to an annual cohort of six to ten people. This training will be OCN accredited through Resurgam.

In addition, during construction Council staff will maintain a Hilden School blog and will host a number of meetings with the Hilden Heritage Advisory Group (HAG) and Children’s Research Advisory Group ((CRAG).

The anticipated cost of this engagement, which is eligible for funding, are as follows.

| Year  | 22/23         | 23/24          | 24/25          | 25/26          | 26/27          | Total          |
|---|---------------|----------------|----------------|----------------|----------------|----------------|
| Monthly meetings with Partners                  | £500          | £500           | £550           | £550           | £600           | £2,700         |
| HAG meetings                                    | £300          | £300           | £300           | £325           | £325           | £1,550         |
| CRAG meetings                                   | £300          | £300           | £300           | £325           | £325           | £1,550         |
| Barbour Exhibition at ILCLM                     | -             | £5,000         | -              | -              | -              | £5,000         |
| Exhibition for Hilden building                  | -             | -              | £6,000         | -              | -              | £6,000         |
| Create Heritage Trail                           | -             | -              | £4,000         | -              | -              | £4,000         |
| Develop Heritage Advocate Training programme    | -             | -              | £3,000         | -              | -              | £3,000         |
| Deliver Heritage Advocate Training              | -             | -              | £3,000         | £3,000         | £3,000         | £9,000         |
| Maintain Online Blog                            | £1,000        | £1,000         | £1,000         | £1,000         | £1,000         | £5,000         |
| Bi Monthly Events Programme During Construction | £1,000        | £3,000         | -              | -              | -              | £4,000         |
| Archiving refurbishment                         | -             | £2,000         | -              | -              | -              | £2,000         |
| <b>Sub Total Staff Input</b>                    | <b>£3,100</b> | <b>£12,100</b> | <b>£18,150</b> | <b>£5,200</b>  | <b>£5,250</b>  | <b>£43,800</b> |
| Events Programme (10 per annum)                 | -             | -              | £7,000         | £2,500         | £2,500         | £12,000        |
| Annual Hilden Day                               | -             | -              | £3,500         | £3,500         | £3,750         | £10,750        |
| Marketing                                       | -             | -              | £2,500         | £2,500         | £2,500         | £7,500         |
| <b>Total</b>                                    | <b>£3,100</b> | <b>£12,100</b> | <b>£31,150</b> | <b>£13,700</b> | <b>£14,000</b> | <b>£74,050</b> |

### 3.5.3 Lifecycle Costs

Lifecycle costs presented below are the costs for Council under the proposed lease agreement, as estimated by VB Evans:

| Planned Replacement Cost Category | Unit Cost at August 2022 Prices | Replacement Timing |
|-----------------------------------|---------------------------------|--------------------|
| Repair works                      | £221,900                        | Every 10 years     |
| Roof replacement                  | £47,200                         | Every 45 years     |
| Window Replacement                | £13,800                         | Every 20 years     |
| Internal Walls                    | £27,400                         | Every 20 years     |
| Internal Doors                    | £38,000                         | Every 15 years     |
| Wall Finishes                     | £24,200                         | Every 5 years      |
| Floor Finishes                    | £29,800                         | Every 15 years     |
| Ceiling Finishes                  | £24,700                         | Every 5 years      |
| Drainage                          | £10,400                         | Every 61 years     |
| Mechanical Installations          | £133,600                        | Every 20 years     |
| Electrical Installations          | £159,000                        | Every 25 years     |
| Fixtures & Fittings               | £36,200                         | Every 10 years     |
| Siteworks                         | £138,900                        | Every 25 years     |
| BWIC Services                     | £22,000                         | Every 20 years     |

### 3.6 Quantifiable Benefits Appraisal

#### 3.6.1 Overview

Reflecting the nature of the intervention the key quantifiable outcomes from the proposed project relate to employment (construction and within the building) and to the implied value of heritage achieved through civic access to a key historic building. These are discussed below.

#### 3.6.2 Construction Employment GVA

The capital expenditure through the construction phase will create economic benefit, including employment, both directly and indirectly, and additional value to the economy. Construction costs based on 7 jobs for £1m spend. Multipliers are ignored. Displacement adjustment of 75% (per Scottish Enterprise Ready Reckoner).

| Construction Direct, Indirect and Induced Employment Impact |            |                  |
|---|------------|------------------|
|   | Do Nothing | Proposed Project |
| Construction Spend  | £855,501   | £1,323,980       |
| Direct Job Years @ 7 per £1m                                | 5.99       | 9.27             |
| Displacement (75%)  | (4.49)     | (6.95)           |
| Net Additional Job Years                                    | 1.50       | 2.32             |

#### 3.6.3 Direct Employment GVA

The proposed project will create 9.4 FTEs within the childcare and 2.0 FTE retail/ catering job sectors. These are expected to be substantially additional (50% displacement) as the roles within the social enterprises will be marketed to new entrants to the job market. The annual GVA impact of these roles is included as an economic impact as follows:

| Option Two - Job Creation | FTEs | SIC Codes (SIC2017) | GVA Per Job (UK Level) | Gross GVA    | Net GVA         |
|---------------------------|------|---------------------|------------------------|--------------|-----------------|
| Tea Room                  | 2.0  | 47 <sup>b</sup>     | £30,839                | £61,678      | £30,839         |
| Childcare                 | 9.4  | 96 <sup>b</sup>     | £36,288                | £341,107     | £170,554        |
|                           |      |                     |                        | <b>Total</b> | <b>£201,393</b> |

#### 3.6.4 Heritage Impact

Heritage and the Value of Place January 2021 guidance (Simetrica Jacobs Report) provides estimates of the value households are willing to pay to maintain the historic value of their high street and of town halls. The following calculation relates:

| Quantified Economic Impact Estimate for Heritage Value of Hilden School |                |
|---|----------------|
| Willingness to Pay  | £5.73          |
| Households in Lisburn North   | 8,810          |
| Adjustment for Visitation Assumptions (as per guidance)                 | 85%            |
| Affected Population   | 7,489          |
| <b>Aggregate Annual Value from Option Two</b>                           | <b>£42,909</b> |

<sup>b</sup> Retail

<sup>c</sup> Other Personal Service Activities

### 3.6.5 Summary Impact

The following summarises the annual impact from the proposed options:

| Quantified Economic Impact Estimate for Heritage Value of Hilden School | Option One | Option Two |
|---|------------|------------|
| Construction Jobs (not monetised)                                       | 1.36       | 1.85       |
| Additional Job Impact (per annum)                                       | -          | £201,393   |
| Heritage Impact (per annum)   | -          | £42,909    |

### 3.7 Scoring Options Against Critical Success Factors

In line with guidance the shortlisted options should be assessed as to how they will address the critical success factors (excluding value for money which is assessed elsewhere). The results are as follows:

| Critical Success Factor Scoring Matrix |           |   |  |
|--|-----------|---|--|
| Benefits                               | Weight    | Business As Usual   | Proposed Project   |
| Strategic Fit and Business Need        | 25        | This would see the Council adhere to best practice in terms of looking after the heritage fabric but does not meet any defined business need for end use.   | The proposed project fits well with regeneration, tourism, social inclusion and economic policy; it will also build on a business opportunity in the area.   |
|  | Score     | 7   | 9  |
|  | <b>WS</b> | <b>125</b>  | <b>225</b>   |
| Delivery Capacity and Capability       | 25        | This option is deliverable from a construction perspective albeit that it would likely require an amendment to the planning approval; although it would not score well from an operational perspective as no identified use for the facility has been identified within Council's estate/ current operational requirements. | This option is deliverable from both a construction perspective as it already has planning approval. In addition, there has been feasibility testing of the proposed usages of the building and, as such, a higher score is awarded.                             |
|  | Score     | 4   | 8  |
|  | <b>WS</b> | <b>100</b>  | <b>200</b>   |
| Project Achievability                  | 25        | Both options are deliverable from a construction perspective.   |  |
|  | Score     | 9   | 9  |
|  | <b>WS</b> | <b>225</b>  | <b>225</b>   |
| Potential Affordability                | 25        | This is not within Council's Capital Programme. Nor is there a viable business model for its end use.   | The affordability of this Do Something option is better for Council, albeit that the Capital Programme does not fully cover the uplifted cost of construction works. A viable business model has been prepared by Resurgam, with financial guarantees available. |
|  | Score     | 3   | 8  |
|  | <b>WS</b> | <b>75</b>   | <b>200</b>   |
| <b>Total Score</b>                     |           | <b>525</b>  | <b>850</b>   |

### 3.8 Risk Analysis

The risks identified in Section 2 are further explored below:

| Risk                         | Do Nothing  | Proposed Project   |
|------------------------------|---|--|
| Construction Cost Escalation | Both options are exposed to this risk. The costs have been prepared at August 2022 prices and have been subjected to a peer review informed by a recent Condition Survey. |  |
| Match Funding Availability   | No match funding would be available and Council would have to fully fund the cost of £856k which is beyond the current available funding within the Capital Programme.    | Match funding is likely to be achieved, with recent feedback from Heritage Fund being positive and supportive.   |
| Demand Risk                  | Not Applicable – no defined use for same.   | Risk reduced through proposed partnership with Resurgam and business plan underpinning proposed use.   |
| Displacement Risk            | Not Applicable – no defined use for same.   | Risk reduced through consultation with other businesses in the Hilden area, with displacement impacts considered acceptable for wider benefits achieved. |
| Risk Ranking                 | Medium  | Low / Medium   |

Red: High Risk, Orange: Medium Risk, Green: low, mitigated risk

### 3.9 Optimism Bias

Heritage Fund do not recognise the use of optimism bias perse i.e. using the Mott McDonald calculator. In lieu of same a 25% Design Development, Risk Allowance and Construction Contingency has been applied to cost estimates and the following is noted:

- Costs are based on RIBA Stage 2; and
- Costs are prepared by a Cost Consultant and have been validated in August 2022 by a second party.

### 3.10 Base Line NPSV and Sensitivity Analysis

#### 3.10.1 Assumptions

The following assumptions apply:

- Capital expenditure will consist of anticipated costs exclusive of VAT and inflation (included in QS costs at 6.7%);
- Land valuation is assumed to be £50,000 (estimated for purposes of OBC);
- Benefits as per Section 3.6 (consisting of productivity and heritage impacts);
- Discount rate used is 3.5%;
- Useful life is assumed at 50 years;
- Base date year is the financial year ended 31st March 2023;
- Duration of the analysis is 30 years; and
- BCR is calculated using the NPV of forecast economic and social benefits for 30 years (numerator) and the NPV in real terms of the capital and land values of the investment (denominator).

#### 3.10.2 Base Case Economic Outturns

The following outturns are achieved:

| Option             | Net Present Social Value (NPSV) | BCR  |
|--------------------|---------------------------------|------|
| 1 Do Minimum       | (£1,633,293)                    | 0    |
| 2 Proposed Project | £2,161,486                      | 2.03 |

### 3.10.3 Sensitivity Analysis

Sensitivity analysis is a means of testing the sensitivity of the base case results to changes in the main assumptions and parameters. We have assessed the economic impact with reduced job creation impacts through increased displacement of 75%.

| Economic Appraisal | Do Nothing   | Proposed Project |
|--------------------|--------------|------------------|
| Base Case          | (£1,633,293) | £2,161,486       |
| Sensitivity        | No Change    | £406,762         |

There is no impact in terms of the preferred option, as shown above, although the value for money is reduced.

### 3.11 Conclusion

Details of the short-listed options have been presented, which has included proposed project design, spending objectives, long and short list, scoring of options and economic appraisal. The shortlisted options are summarised as follows:

| Economic Appraisal           | Do Nothing   | Proposed Project |
|------------------------------|--------------|------------------|
| NPSV                         | (£1,633,293) | £2,161,486       |
| BCR                          | -            | 2.03             |
| Ranking                      | 2            | 1                |
| Non monetised benefit scores | 550          | 850              |
| Ranking                      | 2            | 1                |
| Risk Ranking                 | Medium       | Low/Medium       |

The preferred option is Option Two.

**4. COMMERCIAL CASE**

**4.1 Introduction**

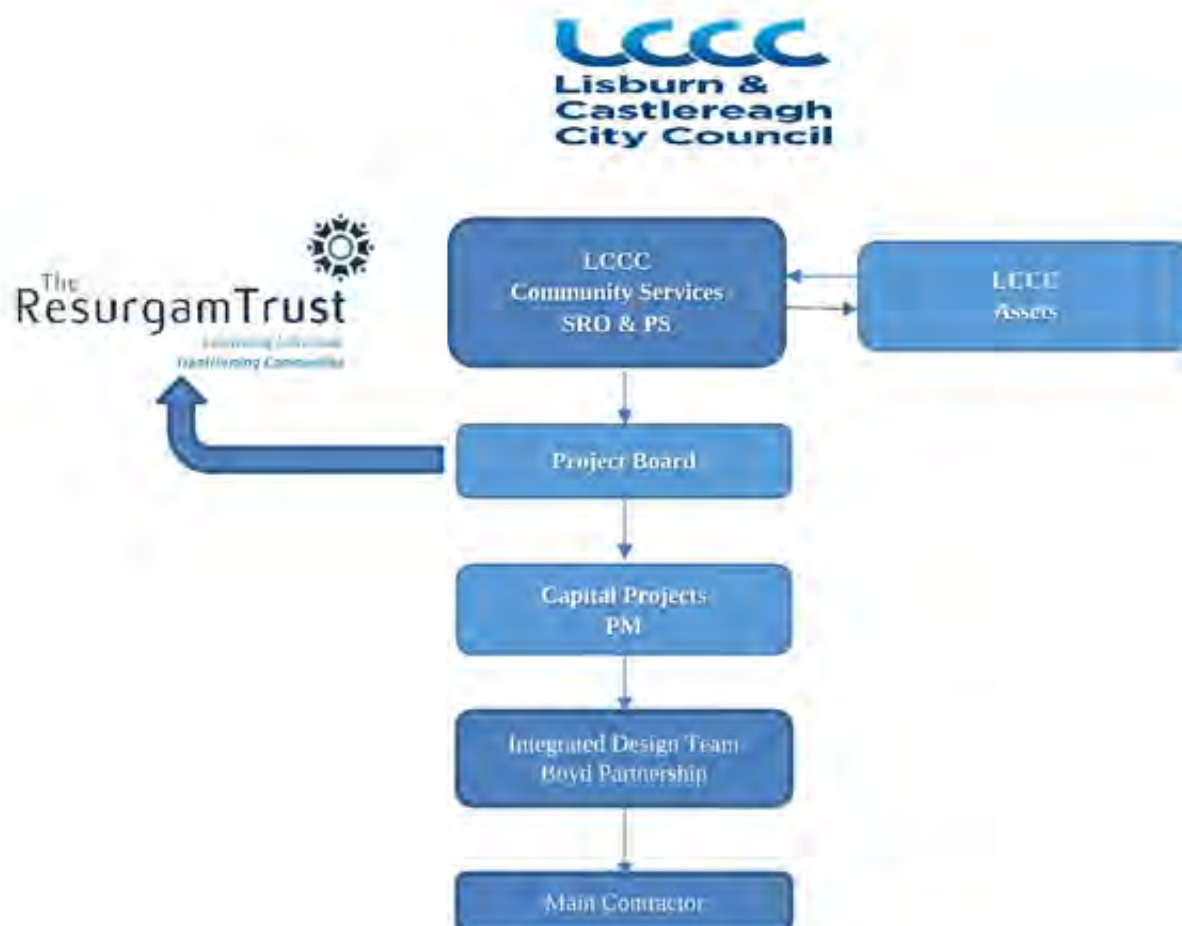
The purpose of the Commercial Case is to set out the project management arrangements and the subsequent management arrangements that will be in place for the operational phase.

**4.2 Ownership**

The building is owned by Lisburn and Castlereagh City Council.

**4.3 Project Management**

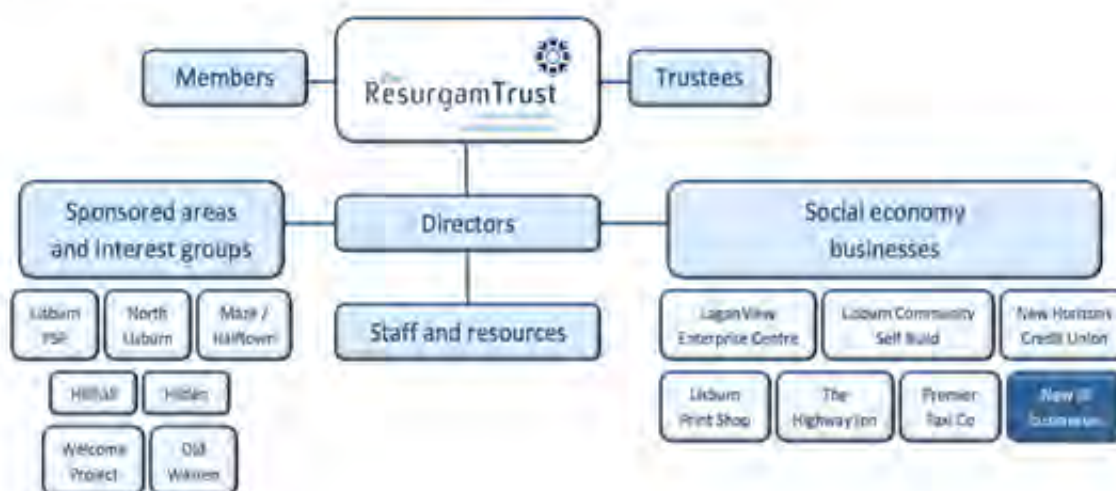
The following structure will apply for the project management of the school works:



#### 4.4 Operational Phase Arrangements

Council has already appointed The Resurgam Trust as its Development Partner. See Annex A.

Resurgam is a membership organisation that delivers a range of social supports within various communities in Lisburn, including Hilden, Hillhall, Maze, Old Warren and North Lisburn in the areas of health and well-being, education and employability. These programmes include interventions such as the Resurgam Youth Initiative (offering inclusion programmes, outreach provision and OCN training), Early Intervention Lisburn<sup>7</sup> (Best for Every Child, Help Kids Talk and Connected Minds) and Resurgam Healthy Living Centre (a member of the Healthy Living Centre Alliance<sup>8</sup>).



As a community-based Development Trust Resurgam operates (either as building owner or under a lease agreement) a number of community-based resources as follows:

**3D Youth Resource Centre** – This centre is located in the Old Warren area and is operated and managed by Resurgam under a lease agreement with Lisburn & Castlereagh City Council, having successfully worked in partnership with the Council to secure external funding to demolish the former West Lisburn Community Centre and build a new, 375m<sup>2</sup> youth centre that is now an inclusive hub for all structured and recreational youth activity for the Resurgam Youth Initiative.

**The Welcome House** – This is a multi-purpose community facility located at 28-30 Bridge Street, Lisburn that was implemented following a complete redesign and refurbishment of a former derelict building, with funding secured from The National Lottery Community Fund Space and Place programme, PEACE IV Programme, Ulster Garden Villages, Northern Ireland Housing Executive and The Clothworkers Foundation. It offers a Good Relations Hub and five apartments (assisted living accommodation for homeless young people). As above, this building is owned by the Council and leased by Resurgam.

Resurgam also is the umbrella organisation /parent company of a number of social enterprises that have evolved over the duration of Resurgam's lifetime, as detailed below:

- Lisburn Community Inns Ltd is a social enterprise trading as **The Highway Inn Bar & Kitchen and Trumbles Off-Sales**. The Highway Inn has been trading since May 2007 and facilities include a dining lounge and private function room, offering live sports, pool and darts. The Highway Inn is a lively

<sup>7</sup> A partnership composed of representatives from the statutory, community and voluntary sectors working in Lisburn

<sup>8</sup> A network of 29 community-led health improvement organisations based in areas of high health inequalities throughout NI



community based pub which receives huge support from the local community based organisations in Lisburn. Most weekends there is some form of entertainment taking place which ranges from sport, live bands, themed nights, BBQs, discos and charity fundraising and social events. Operating times Monday to Thursday 11am to 11pm; Friday to Saturday 11am to 2am; and Sunday noon to 11pm.

- Laganview Enterprise Centre Limited** is operated as a not for profit community social enterprise with charitable status that was incorporated in 2008. Having successfully attracted funding in excess of £1.6m, the organisation built, operates and owns the 13,000ft<sup>2</sup> Laganside Enterprise Centre, which comprises four commercial units, two workshop units, seven office suites and a community gym; with 100% occupancy achieved in 2020. It is governed by a voluntary Board of Directors made up of community representatives and advisors from public bodies who meet on a bi-monthly basis. Amongst the tenants is Lisburn Sure Start and Resurgam Healthy Living Centre.
- Laganside Business Services Limited** – this is a social economy business that offers printing, secretariat, administration, bookkeeping, payroll and tax/VAT services. The company has evolved since its original inception in 2000 when it started as a printing company, with seed funding from the Northern Ireland Voluntary Trust.
- Lisburn Community Self Build** - this is a social economy construction business, formed in 2000 that also provides training in construction and life skills for young school leavers. The project, which is managed by a voluntary board of directors, received the Queens Award for Volunteering in 2012.
- Premier Taxi Company** – this is a **limited** company that was formed as a social enterprise pilot in 2005. The company, which is managed by a board of volunteer directors, employs several members of staff and currently has in excess of 50 uniformed drivers.
- New Horizons Credit Union Limited** – this is a limited company that is affiliated to the Ulster Federation of Credit Unions and is regulated by The Financial Conduct Authority and the Bank of England Prudential Regulation Authority. Offers adult, junior and club membership. It was awarded the 2021 Credit Union of the Year by the Social Enterprise Awards.

Detail as to how this contract will be managed is detailed in Section 6.

A copy of Council's Procurement Procedures is contained in Annex B.

#### 4.5 Risk Apportionment

For the proposed project, which is co-designed and co-bid for with Resurgam, Council has allocated the following risk apportionment between itself and its Development Partner, Resurgam.

| Risk Category                         | Potential Allocation |          |        |
|---------------------------------------|----------------------|----------|--------|
|                                       | Council              | Resurgam | Shared |
| 1. Design risk                        |                      | ✓        |        |
| 2. Construction and development risk  | ✓                    |          |        |
| 3. Transition and implementation risk |                      |          | ✓      |
| 4. Operating risk                     |                      |          | ✓      |
| 5. Variability of revenue risks       |                      | ✓        |        |
| 6. Technology and obsolescence risks  |                      | ✓        |        |
| 7. Control risks                      |                      |          | ✓      |
| 8. Residual value risks               | ✓                    |          |        |
| 9. Financing risks                    |                      | ✓        |        |

| Risk Category           | Potential Allocation |          |        |
|-------------------------|----------------------|----------|--------|
|                         | Council              | Resurgam | Shared |
| 10. Legislative risks   |                      | ✓        |        |
| 11. Other project risks |                      |          | ✓      |

#### 4.6 Accountancy Treatment

The site and building valuation are already recognised as an asset on the Council's Balance Sheet under the Code of Practice on Local Authority Accounting in the United Kingdom. The work to be completed as part of the potential project will be treated initially as Assets under Construction on the Council's balance sheet. Once completed the capitalised building value will be depreciated over the asset's useful life up to a maximum of 50 years, in line with Lisburn and Castlereagh City Council's standard practice. Any equipment will be recognised as an asset on the Balance Sheet from date of operational use the Code of Practice on Local Authority Accounting in the United Kingdom. The capitalised equipment value will be depreciated over the various asset's useful life which varies by individual item of equipment, in line with Council's standard practice.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

## 5. FINANCIAL CASE

### 5.1 Introduction

The section presents the Financial Case for the Preferred Option, the purpose of which is to demonstrate the affordability and the funding requirements.

Unlike the detailed economic case, this analysis incorporates only actual cash flows and, therefore, all opportunity costs and residual values have been excluded. The financial case underpinning this OBC is indicative at this stage and is predicated on a number of key assumptions which are outlined throughout the section. It will, however, contain sufficient detail for the purposes of this OBC and to inform decision-making on funding.

### 5.2 Historical Analysis

A prelude to the forecasts is a presentation of the historical financial performance of Resurgam, who are the Development Partner in the proposed project. This provides Council with context to the proposed project and informs the validity of the assumptions used in the financial forecasts as well as the overall viability of the operation. Summary financial outturns for Resurgam are as follows:

| Resurgam Statement of Financial Activities for the year ended 31 <sup>st</sup> March | 2021              | 2020              | 2019 (not consolidated) |
|--|-------------------|-------------------|-------------------------|
| Donations and Legacies   | £20,791           | £371,287          | £37,600                 |
| Charitable Activities  | £878,893          | £462,725          | £1,163,055              |
| Trading Income   | £510,633          | £864,394          | £80,041                 |
| Other Income   | £271,304          | £4,684            | -                       |
| <b>Total Income</b>  | <b>£1,681,621</b> | <b>£1,681,621</b> | <b>£1,280,696</b>       |
| Wages & Salaries (including SSC)   | £541,731          | £517,867          | £272,022                |
| Other Non-Pay Costs  | £903,007          | £794,148          | £275,194                |
| <b>Total Expenditure</b>   | <b>£1,444,738</b> | <b>£1,312,015</b> | <b>£547,216</b>         |
| Net Income and Net Movement in Funds   | £236,883          | £391,075          | £733,480                |
| Total Funds Brought Forward  | £3,677,066        | £3,285,894        | £817,524                |
| Total Funds Carried Forward  | £3,913,950        | £3,676,969        | £1,551,004              |

| Resurgam Balance Sheet as at 31 <sup>st</sup> March | 2021              | 2020              | 2019 (not consolidated) |
|---|-------------------|-------------------|-------------------------|
| Fixed Assets  | £3,336,897        | £3,388,110        | £1,421,041              |
| Current Assets                                      | £862,464          | £572,382          | £280,924                |
| Current Liabilities: Due in less than one year      | (£234,637)        | (£224,072)        | (£106,656)              |
| Net Current Assets                                  | £627,826          | £348,310          | £174,268                |
| <b>Total Assets less Current Liabilities</b>        | <b>£3,964,723</b> | <b>£3,736,420</b> | <b>£1,595,309</b>       |
| Creditors: Due in more than one year                | (£50,773)         | (£59,451)         | (£44,305)               |
| <b>Net Assets</b>                                   | <b>£3,913,950</b> | <b>£3,676,969</b> | <b>£1,551,004</b>       |

A review of the above shows that the consolidated accounts for Resurgam have a positive net profit position in all years, as well as a strong balance sheet. Cash in bank was c.£664k at 31<sup>st</sup> March 2021.

## 5.3 Financial Projections – Council Position

### 5.3.1 Capital Cost Requirements

The assumed cost requirement including BIS-informed construction inflationary uplift is as follows:

| Assumed Spend Profile (Nominal Prices) | 2022/23  | 2023/24    | Total      |
|--|----------|------------|------------|
| Option Two - Proposed Project          | £150,000 | £1,248,947 | £1,398,947 |

### 5.3.2 Lifecycle Cost Requirements

As detailed in Section 3 the costs to be incurred by Council would be the lifecycle costs. These are uplifted by the GDP deflators to arrive at future costs, with the following deflator assumptions used:

| Adjustment Assumptions  | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|-------------------------|---------|---------|---------|---------|---------|
| Inflation Rate from OBR | -       | 2.41%   | 1.85%   | 1.95%   | 2.00%   |

Source: <https://www.gov.uk/government/collections/gdp-deflators-at-market-prices-and-money-gdp>

The assumed cost requirement including inflationary uplift is as follows:

| FY        | 2023-24  | 2024-25  | 2025-26 | 2026-27 | 2027-28 | 2028-29  | 2029-30  | 2030-31 | 2031-32 |
|-----------|----------|----------|---------|---------|---------|----------|----------|---------|---------|
| Lifecycle | £0       | £0       | £0      | £0      | £54,100 | £0       | £0       | £0      | £0      |
| FY        | 2032-33  | 2033-34  | 2034-35 | 2035-36 | 2036-37 | 2037-38  | 2038-39  | 2039-40 | 2040-41 |
| Lifecycle | £374,999 | £0       | £0      | £0      | £0      | £157,385 | £0       | £0      | £0      |
| FY        | 2041-42  | 2042-43  | 2043-44 | 2044-45 | 2045-46 | 2046-47  | 2047-48  | 2048-49 | 2049-50 |
| Lifecycle | £0       | £750,156 | £0      | £0      | £0      | £0       | £570,129 | £0      | £0      |
| FY        | 2052-53  |          |         |         |         |          |          |         |         |
| Lifecycle | £680,291 |          |         |         |         |          |          |         |         |

## 5.4 Funding

### 5.4.1 Assumptions

The expectation is that the revised Delivery Phase project cost will be submitted to Heritage Fund at the same level of percentage contribution as envisaged at the First-Round Application stage. For completeness this original ask is presented, along with the revised ask.

### 5.4.2 As per First-Round Application

| CAPITAL & OTHER COSTS                                    | Description   | Total           |
|--|---|-----------------|
| Preliminary works  | Preliminaries   | £60,545         |
| Repair and conservation work                             | Building Repair Works, Mechanical, Electrical and BWIC Services | £471,393        |
| Other capital work                                       | Siteworks   | £33,150         |
| Equipment and materials (capital)                        | Kitchen and Equipment   | £30,000         |
| Other costs (capital)                                    | Exhibition  | £20,000         |
| Professional fees relating to any of the above (capital) | Design Development and Contingency                              | £60,545         |
| <b>Total Capital Costs (per Grant Notification)</b>      |   | <b>£675,633</b> |
| Contingency  | Contingency 10%   | £61,508         |
| Inflation  | Allowance   | £30,754         |
| <b>Total Capital Costs (including contingencies)</b>     |   | <b>£767,895</b> |
| ACTIVITY COSTS   | Description   |                 |
| Other costs (activity)                                   | Museum & Heritage Service Staff Input                           | £4,200          |
| OTHER COSTS  | Description   |                 |
| Evaluation   | Evaluation Report to release last 10% grant                     | £10,000         |

| <b>CAPITAL &amp; OTHER COSTS</b> |  | <b>Description</b>          | <b>Total</b>    |
|----------------------------------|--|-----------------------------|-----------------|
| Non-cash Contributions           |  | Resurgam and LCC Staff time | £42,416         |
| <b>TOTAL</b>                     |  |                             | <b>£824,511</b> |
| <b>Funded by:</b>                |  | <b>Share</b>                | <b>Amount</b>   |
| Council – Cash                   |  | 44.6%                       | £367,895        |
| Council and Resurgam - In Kind   |  | 5.2%                        | £42,416         |
| Heritage Fund Delivery Grant     |  | 50.2%                       | £414,200        |
| <b>TOTAL</b>                     |  |                             | <b>£824,511</b> |

## 5.4.3 Proposed Second-Round Application

Using the same headers as before, the following is presented:

| <b>CAPITAL &amp; OTHER COSTS</b>                         | <b>Description</b>  | <b>Total</b>      |
|--|---|-------------------|
| Preliminary works  | Preliminaries   | £113,484          |
| Repair and conservation work                             | Building Repair Works, Mechanical, Electrical and BWIC Services | £806,800          |
| Other capital work                                       | Siteworks   | £138,900          |
| Equipment and materials (capital)                        | Building Fit Out  | £150,000          |
| Other costs (capital)                                    | Exhibition  | £28,050           |
| Professional fees relating to any of the above (capital) | Design Team Fee (6.73% of capital costs less costs to date)     | £74,967           |
| <b>Total Capital Costs</b>                               |   | <b>£1,312,201</b> |
| Contingency  | Design Development and Construction Contingency – 25%           | £264,796          |
| <b>Total Capital Costs (including contingencies)</b>     |   | <b>£1,576,997</b> |
| <b>ACTIVITY COSTS</b>                                    | <b>Description</b>  |                   |
| Other costs (activity)                                   | Events and Marketing by LCCC [To 2026]                          | £30,250           |
| <b>OTHER COSTS</b>                                       | <b>Description</b>  |                   |
| Evaluation   | Evaluation Report to release last 10% grant                     | £10,000           |
| Non-cash Contributions                                   | Museum & Heritage Service Staff Input [To 2026]                 | £43,800           |
| <b>TOTAL</b>   |   | <b>£1,661,047</b> |

| <b>Funded by:</b>              | <b>Share</b> | <b>Amount</b>     |
|--------------------------------|--------------|-------------------|
| Council – Cash                 | 36.3%        | £603,151          |
| Resurgam – Cash                | 9.0%         | £150,000          |
| Council and Resurgam - In Kind | 4.5%         | £74,050           |
| Heritage Fund Delivery Grant   | 50.2%        | £833,845          |
| <b>TOTAL</b>                   |              | <b>£1,661,047</b> |

## **5.5 Assessment of Affordability**

### **5.5.1 Overview**

In this section of the report, we consider the affordability and financial impact of the preferred project to Council.

### **5.5.2 Affordability**

The proposed capital project will be financed by Heritage Fund grant income. The cost of lifecycle costs will be funded through the Council's revenue budget.

### **5.5.3 Impact on Overall Financial Position**

Outstanding at time of drafting.

## **5.6 Summary**

Council needs to approve the uplifted funding requirement for Hilden School. The new capital funding requirement is £603,151, which represents an uplift of 63.9% over the existing provision within Council's Capital Programme. In addition, ongoing funding /budget is required to cover the lifecycle costs of ownership and maintenance of the heritage community asset.

## 6. MANAGEMENT CASE

### 6.1 Introduction

The purpose of this Management Case is to show that robust arrangements are in place to demonstrate how the Preferred Option can be successfully delivered and managed, in accordance with best practice, including a robust assurance framework, and that the necessary arrangements are in place for the management of contracts, benefits realisation and risk management.

### 6.2 Proposed Project Governance During Construction

Council has legal title for Hilden School and will assume full responsibility for project management of the capital development i.e. overseeing the contracting, procurement and construction management elements of the proposed project. A Project Board has been operational since 2019.

During the Delivery Phase the Project Board will be chaired by the Senior Responsible Owner (SRO), and will meet regularly. Within the project governance structure, key roles include:

| Role                       | Assigned Person                                  |
|----------------------------|--|
| Investment Decision Maker  | LCCC Leisure and Community Development Committee |
| Senior Responsible Officer | Louise Moore                                     |
| Project Sponsor            | Colum Surginor                                   |

The board will meet on a monthly basis during construction works and will be updated on progress against budget and timeframes regularly.

### 6.3 Proposed Project Governance Post Implementation

#### 6.3.1 Contract Management

Outstanding from Council,

#### 6.3.2 Museum Events and Collections Input

See Activity Schedule for details.

### 6.4 Project Implementation Plan

The following timetable relates:

| Task  | Timing                         |
|---|--------------------------------|
| Planning /Change of Use Approval [LA05/2019/0572/F] | Achieved 2 March 2021          |
| Listed Building Consent [LA05/2019/0574/LBC]        | Achieved 2 March 2021          |
| Development Phase Completion                        | By 31 <sup>st</sup> July 2022  |
| Assessment of Application by HLF                    | By 31 <sup>st</sup> March 2023 |
| Building Control Application [****AT RISK****]      | By 31 <sup>st</sup> March 2023 |
| Procurement (3 months) [****AT RISK****]            | By 31 <sup>st</sup> March 2023 |
| Construction Commencement                           | 1 <sup>st</sup> April 2023     |
| Construction Works (12 months)                      | 31 <sup>st</sup> March 2024    |
| Fit out   | April 2024                     |
| Delivery Phase Completion (3 years)                 | April 2027                     |



## 6.5 Council Risk Register

| Project Ref: 2240 |   | Project Name: Former Hilden Primary School |   |          |            |   |          |      |               |
|-------------------|---|--|---|----------|------------|---|----------|------|---------------|
| RISK REF          | DESCRIPTION/IMPACT  | EFFECTS                                    | COMMENT/ACTION  | BY       | RISK LEVEL | COMMENT   | REVIEWED | COST | RESIDUAL RISK |
| <b>A</b>          | <b>Statutory Risk</b>   |  |   |          |            |   |          |      |               |
| A1                | Achieving Planning Permission   | Programme                                  | Approval received 02.03.21  | TBP      | M          | Valid until 01.03.2026  | 01.02.22 | n/a  | L             |
| A2                | Achieving Listed Building Consent                                       | Programme                                  | Approval received 02.03.21  | TBP      | M          | Valid until 01.03.2026  | 01.02.22 | n/a  | L             |
| A3                | Achieving Building Control Approval                                     | Programme/ cost                            | Make prompt application   | TBP      | L          | -   | 01.02.22 |      |               |
| A4                | Discovery of underground services (NIE, sewers, BT etc)                 | Programme/ cost                            | Utilities checks carried out  | S&C/ T&B | L          | Ramp is only new construction works   | 01.02.22 |      |               |
| A5                | Failure to gain consent to discharge or insufficient capacity in system | Programme/ cost                            | Highlighted during Planning process   | T&B      | L          | PDE required - informative on planning approval   | 01.02.22 |      |               |
| <b>B</b>          | <b>Financial Risk</b>   |  |   |          |            |   |          |      |               |
| B1                | Deteriorating condition of building                                     | Programme/ cost                            | Will remain an issue until works commence   | LCCC TBP | H          | Although repairs were carried out on several occasions, water ingress still evident as of Jan 2022. | 01.02.22 |      |               |
| B2                | Asbestos exposure during construction                                   | Programme/ cost                            | Pre demolition survey to be arranged. Asbestos register for existing buildings.   | LCCC TBP | H          | -   | 01.02.22 |      |               |
| B3                | Heritage funding  | Cost                                       | Costs are substantially higher than in 2016. Check that HF are content to continue process with greater cost.   | LCCC     | M          | Update to costs 01.2022   | 01.02.22 |      |               |
| B4                | Secure funding  | Programme/ cost                            | Business case to be submitted to Council.   | LCCC     | M          | -   | 01.02.22 |      |               |
| B5                | Increased costs   | Cost                                       | Due to inflation/Brexit. Tender prices higher than anticipated.   | LCCC     | M          | Inflation continues to increase.  | 01.02.22 |      |               |
| <b>C</b>          | <b>Other Risk</b>   |  |   |          |            |   |          |      |               |
| C1                | Contractor going into liquidation                                       | Programme/ cost                            | Bond to be required to be taken out by Contractor as part of tender.  | LCCC     | M          | -   | 01.02.22 |      |               |
| C2                | Working in close proximity to dwellings causing nuisance to neighbours  | H&S  | PCI to note working hours and limitations on noise levels. Car parking areas etc to be defined. Consideration to be given to requirement for Contractor to apply for CCS. | TBP      | L          | -   | 01.02.22 |      |               |
| C3                | Coronavirus pandemic  | programme                                  | Procedures in place may cause delays to programme.  | ALL      | H          | -   | 01.02.22 |      |               |

Source: Colum Surginor, Project Manager

## 6.6 Monitoring and Evaluation

### 6.6.1 Monitoring

Monitoring of the project is fundamental to the appraisal process as it allows actual progress to be compared with what was originally planned. Monitoring is essentially a management function designed to check if a project is implemented on time and within budget.

LCCC will have overall responsibility for the monitoring and evaluation of the works to Hilden School.

Monitoring of the project should take place on a monthly basis until the construction works have been completed. Specific monitoring indicators are:

- Works duration;
- Construction quality;
- Cost of construction;
- Continued buy-in from key stakeholders such as the local community.

Monitoring information should be disseminated during monthly meetings between LCCC and developers/contractors. Prior to commencement of the works, the information required for regular monitoring and control will be agreed and appropriate systems put in place to enable such information to be collected.

Once operational it will be important to monitor behaviours and usage to ascertain if the anticipated outcomes have been achieved. The following should be monitored:

- Jobs created in the newly refurbished building;
- Public access of the newly refurbished building through the café footfall;
- Visitor feedback as to their visitor experience;
- Participation levels on Council marketed heritage events;
- Number of times the heritage app is downloaded;
- Number of guided heritage walks; and
- Number of OCN accredited Heritage Advocates.

### 6.6.2 Evaluation

Post project evaluations should seek to address whether the original project objectives have been achieved and should make recommendations for the future, therefore improving on project appraisal design, management and implementation.

An independent evaluator should be appointed by LCCC to undertake an evaluation not later than 12 months after the completion of the works to the facility. The results of this evaluation should be disseminated across other capital projects undertaken by LCCC (and beyond LCCC if appropriate) so that any lessons learned can be disseminated and considered in future similar projects.

Key evaluation indicators include measurement against Heritage Fund letter of offer and will include discussion on the above monitored data, supplemented with surveys and consultations with local people, users and beneficiaries e.g. Survey of Heritage Advocates to gauge impacts on their confidence and other social skills; survey of Hilden Community Association to understand how the facility has impacted their members, etc.

All variances from what was originally planned should be discussed and corrective action put in place in order to achieve the project objectives.

## OVERVIEW OF PROCESS TO APPOINT HILDEN SCHOOL DEVELOPMENT PARTNER

Resurgam was appointed as the Project Partner for the development of Hilden National School in 2018 following a formal Expression of Interest Process, which required the applicant to "demonstrate ability to both restore this historic building, possibly with Heritage Lottery Funding (HLF), and operate it for the social and economic benefit of the community". Organisations had to meet the following eligibility criteria:

1. Be a constituted group with not-for-profit or social economy objectives;
2. The ability to apply for public funding to refurbish and restore this historic listed building;
3. The capacity to deliver community programmes and services;
4. The ability to meet the financial obligations of a tenure agreement;
5. Maintain appropriate insurances e.g. Public Liability; and
6. Group must be based within Lisburn & Castlereagh City Council area.

All submissions were then assessed against the following assessment criteria:

1. Demonstrated need for activities and facilities in the local area or within Lisburn & Castlereagh City Council area (30%)
2. Capacity and willingness to share the facility with other community organisations (20%)
3. Viability and capacity to manage a community facility including financial capacity to meet operational cost and development commitments and ability to oversee project refurbishment (15%)
4. Governance, and management structure including strategic plan (15%)
5. Social Value - Evidence that the grant of tenure will be in the public's interest and that the proposed activities and services will be for the greater good of the local community in terms of social and economic need and benefits (20%)

The assessment report, prepared on behalf of Council by Otium Leisure Consultancy, recommended the appointment of Resurgam as the Delivery Partner for the redevelopment of the school, advocating their plans to implement a social enterprise centre providing childcare and café offerings. See Appendix A.

Subsequently Resurgam was duly appointed as the Project Partner for the development of Hilden National School and the Partnership developed a Round One application to the Heritage Fund under the guise of a Project Partnership Agreement.

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12 September 2019

Our Ref: HE-19-00033

Alison Prentice  
Community Facilities & Resources Officer  
Lisburn & Castlereagh City Council  
Parks & Amenities  
Civic Headquarters, Lagan Valley Island  
LISBURN  
Co. Antrim  
BT27 4RL

Dear Alison

Hilden Mill School Refurbishment and Reinvigoration

Congratulations, your application has now been assessed, and I am pleased to confirm that we will offer you a Development Grant of up to £44,600.00 [Forty Four thousand and six hundred pounds] which represents 61% of the total approved Development work cost of (£73,483.00) towards the Development Phase of the above Project which is set out in the Approved Purposes in part 1 of this letter.

The percentage above is known as your Grant Percentage. As your Approved Project Costs include non-cash contributions and/or volunteer time, we have also calculated the percentage of cash that we will be contributing towards the Project. We describe this as the Payment Percentage and for your Project this will be 72%. More information on this can be found within the Receiving a Grant guidance.

Part 1 of this letter deals with the legal aspects of the Development Grant that we are offering.

Part 2 of this letter sets out how we will work with you during the Development phase of your Project and what you need to do to develop your Delivery Phase Application.

Part 3 of this letter advises you on the next steps.

### Part 1 – The Legal Section

**Project Reference Number:** HE-19-00033

**Grant Contract – made up of:**

- *Grant Notification Letter;*
- *Standard Terms of Grant;*
- *Any Additional Grant Conditions; and*
- *Signed Permission to Start Form.*

**Grant Amount Awarded:** £44,600.00

**Grantee name and address:** Lisburn & Castlereagh City Council of Civic Headquarters  
Lagan Valley Island, Lisburn, Co. Antrim, BT27 4RL.

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### Approved Purposes

You will need to deliver your *Project* in line with the proposals set out in your *Application*. We will monitor your progress against the following *Approved Purposes* which we agreed to support:

- Develop Delivery Phase application as proposed in your Development Phase application and in line with National Lottery Heritage Fund requirements.

### Approved Project Costs

The attached Appendix 1 sets out the Approved Project Costs to which the National Lottery Heritage Fund has agreed to contribute, along with any partnership funding.

If you spend less on your *Project* than the Approved Project Costs, we will reduce the final *Grant* payment. The amount will be in proportion to our *Grant* contribution.

### Standard Terms of Grant

We will pay you the *Grant* subject to you complying with:

- the *Standard Terms of Grant* set out in Appendix 2;
- the *Additional Grant Conditions* set out below; and
- the conditions and requirements set out in the document entitled *Receiving a Grant*.

### Additional Grant Conditions

In addition to our Standard Terms of Grant you must observe the following Additional Grant Conditions in respect of the Development Phase of your *Project*: None.

### Grant Expiry Date

You must complete the *Approved Purposes* of your *Development Phase* and submit your *Completion Report and Final Payment Request* form and *Evaluation Report* by 12 September 2021.

### Term of the Grant Contract

The *Development Grant Contract* will last for two years from the date of this letter.

The following documents define the *Project* for which the *Grant* is offered:

1. This letter;
2. Your *Application* dated 26 May 2019; and
3. Documents submitted by you in support of your *Application* including all correspondence we have sent you and all correspondence we have received from you.

### Withdrawal of the Grant

We may withdraw the *Grant* if:

- You have already started work on the *Development Phase* of your *Project* before we have given you our permission to do so;
- You do not start work on your *Project* within six months of the date of this letter;
- Your *Project* does not pass the *Development Phase Review*. If your *Project* is rejected at this point we will withdraw the remainder of the *Development Grant*;
- If the Grant Expiry Date has passed or the Development Phase exceeds the two years, and we do not consider that a convincing case has been made for an extension.

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## Part 2 – Your Development Phase

### What does a Development Grant mean?

A *Development Grant* means that we believe that your *Project* has potential to deliver high-quality *Outcomes* and value for Lottery players' money. Your *Application* will have been in competition with other supportable projects, so a *Development Grant* is recognition that we value your proposals and want to have the opportunity to assess them in detail in your *Delivery Phase Application*.

A *Development Grant* does not guarantee that you will receive a *Delivery Grant*. We receive more requests for *Delivery Grants* than we can support and will only be able to fund the strongest high quality bids so your *Delivery Phase Application* will still be in competition for funding. The total costs of your *Project* may change during your *Development Phase*, but if there is any significant increase in your grant request in the *Delivery Phase Application* this may have an impact on our judgement of the value for money your *Project* offers.

### Your Project's Development Phase

You will need to develop your *Project* in line with the proposals set out in your *Application* and the key points to be addressed during the *Development Phase* set out below. We will contact you shortly to arrange a start-up discussion for your *Development Phase*, where we will agree a timetable for progress reporting, grant payment requests and the likely submission of your *Delivery Phase Application*. More information on this can be found within the *Receiving a Grant* guidance.

**The deadline for us receiving your *Delivery Phase Application* is 12 September 2021.** If we have not received your full *Delivery Phase Application* by then, your *Development Phase* will have lapsed and you will need to start a new *Development Phase Application* if you wish us to consider your *Project* again.

### Development Phase Review

The key points that need to be addressed in the working up of a *Delivery Phase Application* are to:

- Develop *Delivery Phase* supporting documents, including:
  1. A *Development Appraisal*.
  2. An *Activity Statement*
  3. An updated copy of your partnership agreement signed by everyone involved, setting out how the project will be managed.
  4. A project timetable (unless included in your project business plan).
  5. Cash flow for the project (unless included in your project business plan).
  6. Income and spending forecasts for five years following project completion (unless included in your project business plan).
  7. The project management structure (unless included in your project business plan).
  8. Spreadsheet detailing the cost breakdown in Section seven: project costs.
  9. Briefs for internally and externally commissioned work.
  10. Tenure arrangements for the property. Please note, in the event of a *Delivery Phase* award, your proposed *Delivery Phase Partner*, the Resurgam Community

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Development Trust, may need to be joined into the contract by Deed of Variation, at the point when the Council grant a lease of the Property following completion of the capital works.

11. Ensure the project complies with State Aid regulations.

and such other requirements as may be notified to you during the *Development Phase*.

During the *Development Phase* we will ask you to report on progress against these and on how you are doing in preparing the documents that you need for your *Delivery Phase Application*. This will help us to understand how well your plans are advancing and alert us to any issues affecting the timing of your *Delivery Phase Application* submission.

We will undertake a formal review of your progress when you have developed outline costs, which is known as a *Development Phase Review*. This will usually be when your outline proposals are ready and the timing of the review will be discussed at your start-up meeting.

Following this review, we will normally ask you to continue developing your *Project* for the *Delivery Phase Application*. If we raise serious concerns about the viability of your *Project*, if it has changed significantly in terms of the *Outcomes* and *Approved Purposes*, or if your costs and grant request have increased significantly and we consider they no longer represent value for money, we may fail your *Development Phase Review*. If you fail your *Development Phase Review* you will not be able to proceed with your *Project* or submit a *Delivery Phase Application*.

### Part 3 – Next Steps

#### Delivering your Project

You should now carefully read the following related documents:

- *Receiving a Grant*
- *Appendix 2: Standard Terms of Grant*

You are required to:

1. obtain our *Permission to Start the Project*;
2. submit *Progress Reports* at intervals agreed at *Permission to Start*;
3. request your *Grant*;
4. provide a *Completion Report and Final Payment Request* form and an *Evaluation Report* when you have finished your *Project*; and
5. procure goods, works and services in accordance with the *Receiving a Grant* guidance.

#### Obtaining Permission to Start your Project

We will only give you our *Permission to Start* when certain pre-conditions, defined in the *Receiving a Grant* guidance, have been satisfied. The forms that you will need for requesting *Permission to Start*, requesting your *Grant*, reporting on your progress and providing your *Completion Report and Final Payment Request* form should be accessed and submitted via your online account, in the same way that you submitted your *Application*. You will need to submit your *Permission to Start Form* within **six** months of the date of this letter.



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Belfast BT1 4GB

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028 9031 0120  
Website  
[www.heritagefund.org.uk](http://www.heritagefund.org.uk)



For us to pay your *Grant* by bank transfer (BACS), we need to see a copy of a recent bank statement (within the last three months), or a cheque a paying-in slip for the relevant account, showing the bank's name and address.

Please note that your *Permission to Start Form* will be released to your online account within 5 working days of this letter. Please contact Angela Lavin, if you need to access the form any earlier than this.

Angela Lavin  
Senior Investment Manager  
Direct Line: 07977 049 257  
Email: [Angela.Lavin@heritagefund.org.uk](mailto:Angela.Lavin@heritagefund.org.uk)

### Join the discussion about grants and heritage projects

Did you know that we have a discussion forum to connect people working on projects? It's an informal place to:

- Ask questions and share learnings.
- Network with people who have applied for, or are thinking of applying for, a grant.
- Talk to heritage professionals.

Register [online here](#) and join in the discussions. If you have any questions, contact [enquire@heritagefund.org.uk](mailto:enquire@heritagefund.org.uk).

We wish you every success with your *Project*. Please contact Angela Lavin if you have any queries arising from this letter.

Yours sincerely

Angela Lavin  
Senior Investment Manager Northern Ireland

Enc

Northern Ireland  
Arthur House  
41 Arthur Street  
Belfast BT1 4GB

Telephone  
028 9031 0120  
Website  
www.heritagefund.org.uk



## Appendix 1 – Approved Project Costs

### a) Development Phase costs

| Cost Heading                    | Description                                  | Cost<br>£     | Vat<br>£ | Total<br>£    |
|---------------------------------|--|---------------|----------|---------------|
| Professional Fees               | Boyd Partnership/ Lindsay Advisory /VB Evans | 17,325        | 0        | 17,325        |
| New staff costs                 | Community Heritage Officer / Project Officer | 23,633        | 0        | 23,633        |
| Capacity Building Activity      | Art Workshops                                | 2,080         | 0        | 2,080         |
| Other costs (development-phase) | Museum & Heritage Service Research Input     | 18,900        | 0        | 18,900        |
| Contingency                     |  | 1             | 0        | 1             |
| Non-cash contributions          | Resurgam Regeneration Manager                | 11,544        | 0        | 11,544        |
| <b>Total Costs</b>              |  | <b>73,483</b> | <b>0</b> | <b>73,483</b> |

### b) Development Phase income

#### Development income

| Income Heading         | Description                      | Secured | Total (£)     |
|------------------------|----------------------------------|---------|---------------|
| Local authority        | Professional Fee Cover/ Rounding | Yes     | 17,339        |
| Non-cash contributions | Resurgam Contribution in Kind    | Yes     | 11,544        |
| Grant                  |                                  |         | 44,600        |
| <b>Total Income</b>    |                                  |         | <b>73,483</b> |

### c) Delivery Phase costs

#### Capital costs

| Cost Heading   | Description   | Cost<br>£      | Vat<br>£ | Total<br>£     |
|--|---|----------------|----------|----------------|
| Preliminary works (e.g scaffolding, preliminaries, pre-construction archaeology) | Preliminaries   | 60,545         | 0        | 60,545         |
| Repair and conservation work   | Building Repair Works, Mechanical, Electrical and BWIC Services | 471,393        | 0        | 471,393        |
| Other capital work   | Siteworks   | 33,150         | 0        | 33,150         |
| Equipment and materials (capital)  | Kitchen and Equipment   | 30,000         | 0        | 30,000         |
| Other costs (capital)  | Exhibition  | 20,000         | 0        | 20,000         |
| Professional fees relating to any of the above (capital)                         | Design Development and Contingency                              | 60,545         | 0        | 60,545         |
| <b>Total Costs</b>   |   | <b>675,633</b> | <b>0</b> | <b>675,633</b> |

#### Activity costs

| Cost Heading           | Description                           | Cost<br>£    | Vat<br>£ | Total<br>£   |
|------------------------|---------------------------------------|--------------|----------|--------------|
| Other costs (activity) | Museum & Heritage Service Staff Input | 4,200        | 0        | 4,200        |
| <b>Total Costs</b>     |                                       | <b>4,200</b> | <b>0</b> | <b>4,200</b> |

#### Other costs

| Cost Heading | Description                                 | Cost<br>£ | Vat<br>£ | Total<br>£ |
|--------------|---|-----------|----------|------------|
| Evaluation   | Evaluation Report to release last 10% grant | 10,000    | 0        | 10,000     |
| Contingency  | Contingency 10%                             | 61,508    | 0        | 61,508     |

Northern Ireland  
Arthur House  
41 Arthur Street  
Belfast BT1 4GB

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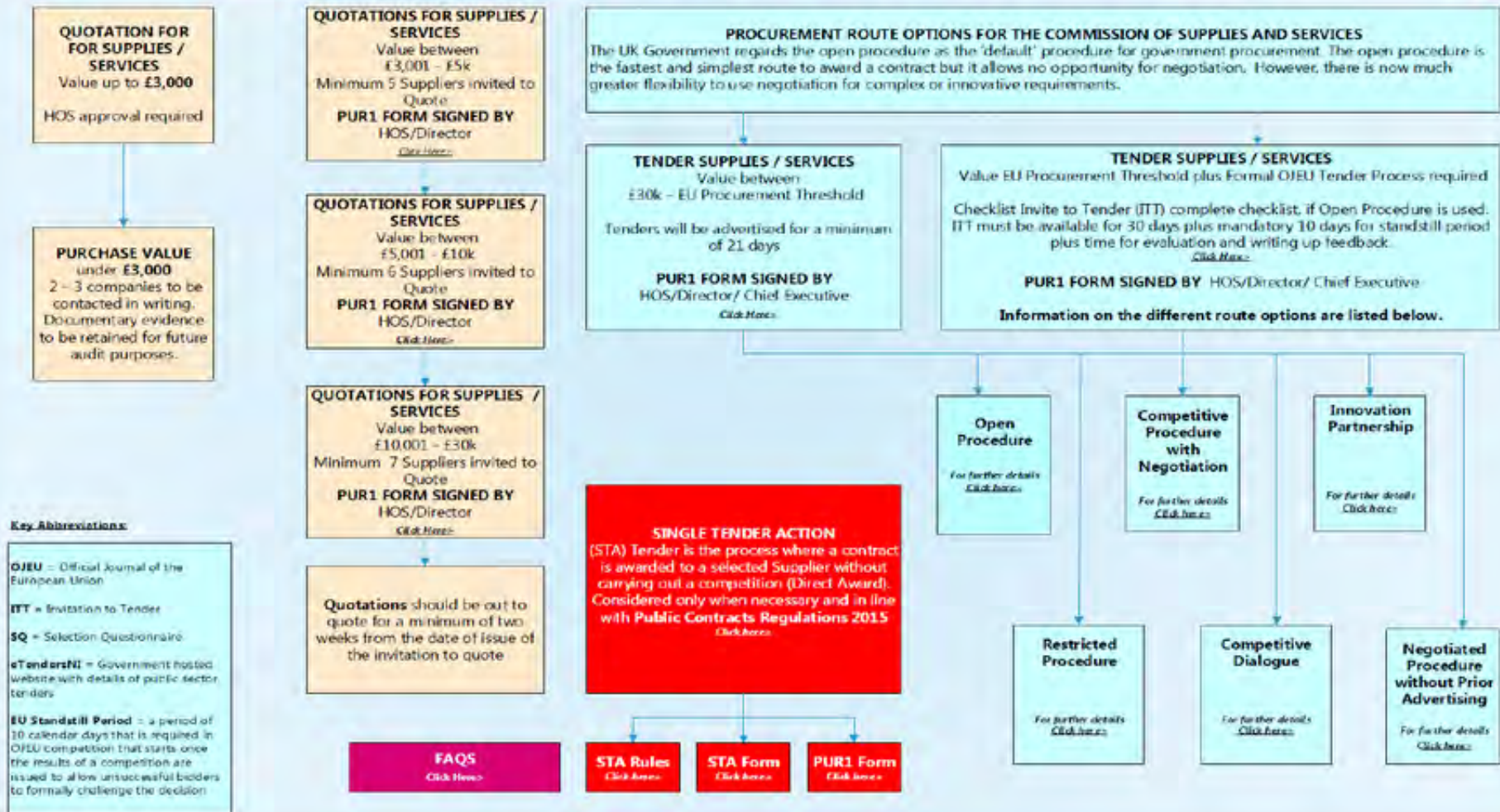
| Cost Heading           | Description                 | Cost<br>£      | Vat<br>£ | Total<br>£     |
|------------------------|-----------------------------|----------------|----------|----------------|
| Inflation              | Allowance                   | 30,754         | 0        | 30,754         |
| Non-cash contributions | Resurgam and LCC Staff time | 42,416         | 0        | 42,416         |
| <b>Total Costs</b>     |                             | <b>144,678</b> | <b>0</b> | <b>144,678</b> |

#### d) Delivery Phase income

##### Delivery income

| Income Heading         | Description                                 | Secured | Total (£)      |
|------------------------|---|---------|----------------|
| Local authority        | Match Contribution                          | Yes     | 367,895        |
| Non-cash contributions | Contribution in Kind from Resurgam and LCCC | Yes     | 42,416         |
| Grant                  |   |         | 414,200        |
| <b>Total Income</b>    |   |         | <b>824,511</b> |

## COMMISSIONING OF SUPPLIES & SERVICES FLOW CHART





DATED

2022

LISBURN AND CASTLEREAGH CITY COUNCIL (1)

THE RESURGAM TRUST (2)

---

DEVELOPMENT & AGREEMENT FOR LEASE

---

EDWARDS & Co  
Solicitors  
28 Hill Street  
BELFAST  
BT1 2LA

**THIS AGREEMENT** made

2022

**BETWEEN**

1. **LISBURN AND CASTLEREAGH CITY COUNCIL** whose office is situate at Civic Headquarters, Lagan Valley Island, Lisburn, County Antrim BT27 4RL (hereinafter called "the Landlord")
2. **THE RESURGAM COMMUNITY DEVELOPMENT TRUST LIMITED** (Company No. NI605696) whose registered office is at 3 Laganview Enterprise Centre, 69 Drumbeg Drive, Lisburn, County Antrim BT28 1NY (hereinafter called "the Tenant")

**WHEREBY** it is agreed as follow:

1. **DEFINITIONS**

In this Agreement (unless a contrary intention is expressed), the following definitions apply:

- 1.1 **"Adjoining Property"** means the property adjoining or neighbouring the Premises and includes all railway lines, roads, footpaths, walls, fences, buildings and other erections and all pipes, wires, cables, and other apparatus on such property
- 1.2 **"Adverse Rights"** means all (if any) rights of light and air and other rights and easements whatever (including any rights and easements in respect of Apparatus and all (if any) other restrictions enjoyed over the Premises by any Adjoining Property and "Adverse Right" shall be construed accordingly
- 1.3 **"Adverse Right Consent"** means in relation to any Adverse Right or Apparatus which would be interfered with by carrying out the Works the consent in writing of all owners, occupiers and/or other persons entitled to the

Adverse Right in question or (or as the case may be) the consent in writing of the relevant statutory undertaker to either:

- (a) the removal or diversion (whether temporarily or permanently) of the Apparatus in question or other subject matter of the Adverse Right in question; or
- (b) the carrying out of the Works notwithstanding such interference such Consent (in any such case) to be on terms previously approved by the Tenant such approval not to be unreasonably withheld; or
- (c) the variation, replacement, extinguishment, or other termination of the Adverse Right to the extent required to enable the Works to proceed as envisaged by this Agreement

1.4 **"Apparatus"** means all (if any) pipes, wires, cables, and other apparatus on the Premises serving any Adjoining Property or belonging to or used for the purposes of the undertaking of any statutory undertaker

1.5 **"Appointments"** means the appointment documents to be entered into between the Landlord and the Consultants in respect of the Works

1.6 **"Architect"** means The Boyd Partnership or such other suitably qualified and professional architect appointed by the Landlord to undertake architectural design in respect of the Works and act as the Architect under the Building Contract

1.7 **"Building Contract"** means the standard NEC short form building contract to be entered into between the Landlord and the Building Contractor for the carrying out of the Works



- 1.8 **"Building Contractor"** means such building contractor as the Landlord appoints or such other reputable building contractor appointed by the Landlord in accordance with paragraph 3.8 of the Third Schedule
- 1.9 **"Building Contractor's Warranty"** means a collateral warranty in favour of the Tenant in the form of the draft deed annexed hereto as Appendix 1
- 1.10 **"Capital Allowances"** means capital allowances as defined in the Capital Allowances Act 2001
- 1.11 **"CDM Regulations"** means the Construction (Design and Management) Regulations (Northern Ireland) 2007
- 1.12 **"Certificate"** means the certificate issued pursuant to Paragraph 13 of the Third Schedule confirming the occurrence of Practical Completion
- 1.13 **"Certificate Date"** means the date on which the Certificate is properly issued in accordance with this Agreement
- 1.14 **"Certificate of Making Good"** means the certificate to be issued by the Architect stating that the defects to be made good by the Building Contractor in respect of the Works under the rectification provisions of the Building Contract have been made good
- 1.15 **"Charge"** means a charge in the form of the draft annexed hereto as Appendix 2
- 1.16 **"Completion Date"** means the date falling 10 Working Days after the Certificate Date
- 1.17 **"Consultants"** means any Architect, Quantity Surveyor, Structural Engineer, Services Engineer or any other professionally qualified advisors whose services are from

time to time engaged in connection with the Development under the provisions hereto or any one or more of them and references to a "member of the Professional Team" shall be construed accordingly

- 1.18 "Development" means the restoration of the former Hilden Primary School and creation of a registered day nursery and café/restaurant and comprises the Works and a reference to the Development is to the whole or any part of as the circumstances may require
- 1.19 "Development Period" means the period during which the Works are to be carried out commencing on the date hereof and ending on the Certificate Date
- 1.20 "Environment" means all or any of the following media; land (including without limitation any building structure or receptacle in on over or under it) water (including air (including without limitation the atmosphere within any natural or man-made structure or receptacle above or below ground)
- 1.21 "Environmental Law" means all laws, rules of common law regulations, codes of practice and other similar controls and advice made or issued by national or local government or by any other regulatory body together with all regulations and directives made by the legislative bodies of the European Union relating to the protection of the Environment that are now or in the future in existence or enforceable
- 1.22 "Environmental Permits" mean any consent, approval, authorization, permission, permit, licence registration or notification required under any Environmental Law
- 1.23 "Force Majeure" means in relation to the Works any event which entitles the Building Contractor to an extension of time under the Building Contract except where caused by

any act or omission error default or negligence of the Tenant

- 1.24. **"Insured Risks"** means fire, lightning, explosion, riot, civil commotion, damage by malicious persons, storm, tempest, flood, bursting or overflowing of water tanks apparatus or pipes, impact by road vehicles, earthquake, aircraft and other aerial devices or articles dropped therefrom and such other normal commercial risks as the Landlord may (acting reasonably) insure or against which the Landlord and/or the Building Contractor are obliged to insure the Works against pursuant to and in accordance with the Building Contract excluding any risk in respect of and to the extent to which compensation is payable pursuant to the Criminal Damage (Compensation) (Northern Ireland) Order 1977
- 1.25. **"Landlord"** means the first named party to this Agreement and any statutory successor in title
- 1.26. **"Landlord's Solicitors"** means Edwards & Co, Solicitors, 28 Hill Street, Belfast, BT1 2LA or such other firm of solicitors as the Landlord may from time to time notify to the Tenant as being the Landlord's Solicitors for the purposes of this Agreement
- 1.27. **"Lease"** means the Lease of the Premises to be granted by the Landlord to the Tenant on the Completion Date pursuant to this Agreement in the form of the draft annexed hereto as Appendix 3
- 1.28. **"Lease Term Commencement Date"** means the agreed date between the parties or as the case may be coinciding with the Certificate Date
- 1.29. **"Letter of Offer"** means the letter



1.41 **"Requisite Consents"** means those permissions consents approvals licences certificates and Environmental Permits in legally effectual form as may be necessary lawfully to commence, carry out and complete the Development and to use and enjoy the Development as intended by the parties including but without limitation from:

- (a) any local or other competent authorities
- (b) any statutory undertakers
- (c) any supply authorities
- (d) the Environment Agency
- (e) the Health and Safety Executive
- (f) the Department of Transport
- (g) the Crown
- (i) Department for Communities, Historic Environment Division.

and any similar or successor bodies to any of them which are necessary lawfully to commence carry out complete and retain the Works and (if they are damaged or destroyed) to reinstate the Works but in all cases as from time to time varied relaxed or waived in accordance with this Agreement

1.42 **"Restrictions"** means:

- (a) Matters affecting the Premises or their use registered or capable of registration in the Registry of Deeds or in the Statutory Charges Registry of the Land Registry
- (b) All matters registerable by a competent authority pursuant to statute
- (c) All notices served by the owner or occupier of any adjoining or neighbouring property
- (d) Encumbrances discoverable by inspection of the Premises before this Agreement

1.43 **"Snagging Works"** means minor defects and omissions in any part of the Works the existence of which does not prevent the normal, reasonable and beneficial use of the Premises

and which can be remedied after the Certificate Date

- 1.45 **"Specification"** means the plans, drawings and specification relating to the Works contained in the Second Schedule subject to such variations and modifications as are permitted by this Agreement
- 1.46 **"Sub-contractor"** means any sub-contractor appointed by the Building Contractor with a responsibility or input into the design of the Works
- 1.47 **"Target Practical Completion Date"** means [ ]  
(subject to extension for Force Majeure)
- 1.48 **"the Tenant"** means the second named party to this Agreement
- 1.49 **"the Tenant's Solicitors"** means Murray Kelly Moore, 1 Dufferin Avenue, Bangor, County Down (ref SEM) or such other firm of solicitors as the Tenant may from time to time notify to the Landlord as being the Tenant's Solicitors for the purposes of this Agreement
- 1.50 **"Working Day"** means any day on which clearing banks in the City of Belfast are open during banking hours and "Working Days" shall be construed accordingly
- 1.51 **"the Works"** means the works detailed in the Specification which are to be carried out on the Premises by or on behalf of the Landlord in accordance with the terms of this Agreement and the Specification to construct the Development and complete the core fit out of the Development

## 2. **INTERPRETATION**

- 2.1 Words importing one gender shall be construed as importing any other gender

- 2.2 Words importing the singular shall be construed as importing the plural and vice versa
- 2.3 Where any party comprises more than one person the obligations and liabilities of that party under this Agreement shall be joint and several obligations and liabilities of those persons
- 2.4 Reference to a Statute or Order in Council means any provision of a Statute or Order in Council including any Statute Order in Council or provision of a Statute or Order in Council amending consolidating or replacing it for the time being in force and includes any subordinate legislation for the time being in force made under it
- 2.5 Words denoting an obligation on a party to do any act matter or thing include an obligation to procure that it be done and words placing a party under a restriction include an obligation not knowingly to permit or allow infringement of the restriction
- 2.6 Any consent or approval required under this Agreement shall be required to be obtained before the act or event to which it applies is carried out or done and shall be effective only when the consent or approval is given in writing
- 2.7 The clause and paragraph headings in the body of this Agreement and in the schedules do not form part of this Agreement and shall not be taken into account in its construction or interpretation

### 3. **GRANT OF THE LEASE**

- 3.1 The Landlord shall grant the Lease and the Tenant shall accept the grant of the Lease on the Completion Date subject to the provisions of the Third Schedule.
- 3.2 The Lease shall be prepared by the Landlord's Solicitors

and engrossments of the Lease and counterpart shall be delivered to the offices of the Tenant's Solicitors as soon as reasonably practicable

3.3 The Lease shall be completed at the offices of the Landlord's Solicitors or at such other place in Northern Ireland as the Landlord's Solicitors shall reasonably require.

3.4 The Tenant shall be responsible for the discharge of all Stamp Duty Land Tax and registration fees arising from the grant of the Lease.

#### 4. **TERMS OF THE LEASE**

4.1 The term of the Lease will be 25 years from and including the Lease Term Commencement Date

4.2 The rent reserved thereby shall be the Rent

4.3 The liability of the Tenant to pay the Rent will commence on the Rent Commencement Date

#### 5. **MONITORING OF DEVELOPMENT COSTS**

The Landlord shall instruct the Quantity Surveyor to monitor the costs of the Works and costs being incurred in connection with the carrying out of the Works

#### 6. **DAMAGE ETC**

Subject to the provisions of the Third Schedule no damage to or destruction of the Premises or any part of the Premises however occasioned shall in any way affect the obligations of the parties under this Agreement

#### 7. **ALIENATION RIGHTS**



- 7.1 The Tenant is not entitled to and shall not:
- 7.1.2 assign, charge part with or otherwise deal with its interest under this Agreement in any way whatsoever or
  - 7.1.2 agree to part with or share possession or occupation of the Premises save as permitted pursuant to the Lease following its grant
- 7.2 The Landlord is not entitled and shall not prior to the grant of the Lease assign, charge, part with or otherwise deal with its interest under this Agreement except to its statutory successors in title.

8. **TITLE**

- 8.1 The Landlord having deduced title to the Tenant, the Tenant shall accept the right of the Landlord to grant the Lease as at the date of this Agreement and shall not raise any objection, requisition or other enquiry in respect of the Landlord's title to grant the Lease
- 8.2 The Landlord shall not prior to the Completion Date:-
- 8.2.1 Grant or agree to grant any lease or occupational licence at the Premises; or
  - 8.2.2 Grant or agree to grant any Adverse Right which may prejudicially affect the Premises and/or the Works

9. **TERMINATION**

- 9.1 If for any reason whatsoever the grant funding as referred to in the Letter of Offer is not forthcoming for any reason, or the Landlord is unable to proceed with the project as referred to in the Letter of Offer then, in those circumstances, the Landlord may by immediate notice to the Tenant determine this Agreement and the Agreement

and the obligations therein will terminate and be void but without prejudice to either parties' rights against the other.

**10. RE-ENTRY**

10.1 Without prejudice to any other available right or remedy and subject to the following provision of this clause the Landlord shall be entitled to re-enter the Premises or any part thereof in the name of the whole on any one or more following events (whereupon subject and without prejudice to the other provisions of this Clause 10 this Agreement shall cease and determine) that is to say:

(a) The Tenant shall otherwise fail or omit to carry out its material obligations under this Agreement and does not take all steps to rectify such failure or omission within 15 Working Days of being requested by the Landlord in writing so to do;

10.2 The Landlord shall not exercise its rights under this Clause 10 or take any other steps action or proceedings against the Tenant for any breach of the covenants and conditions of this Agreement without first having given 15 Working Days' notice in writing of its intention to the Tenant so to do

**11. CAPITAL ALLOWANCES**

The parties agree that the Landlord shall be entitled to the benefit of all Capital Allowances claimable in respect of the Works to the extent of the costs incurred by the Landlord and the Tenant shall at the reasonable and proper cost of the Landlord render any assistance reasonably required to enable the Landlord to fully utilise such allowances.

12. **NOTICES**

12.1 In this clause:

12.1.1 "the Landlord's Address" means the address of the Landlord shown on the first page of this Agreement or such other address as the Landlord may from time to time notify to the Tenant as being its address for service for the purposes of this Agreement; and

12.1.2 "the Tenant's Address" means the address of the Tenant shown on the first page of this Agreement or such other address as the Tenant may from time to time notify to the Landlord as being its address for service for the purposes of this Agreement

12.2 Any notice or other communication given or made in accordance with this Agreement shall be in writing and:

12.2.1 may (in addition to any other effective mode of service) be sent by Registered or Recorded Delivery Post, and

12.2.2 shall (in the case of a notice or other communication to the Landlord) be served on the Landlord at the Landlord's Address, and

12.2.3 shall (in the case of a notice or other communication to the Tenant) be served on the Tenant at the Tenant's Address

13. **EXECUTORY AGREEMENT**

This Agreement is an executory agreement only and shall not operate or be deemed to operate as a demise of the Premises

14. **NON-MERGER ETC**

All the provisions of this Agreement shall (to the extent that they remain to be observed and performed) continue in full force and effect notwithstanding completion of the Lease

15. **THIRD PARTY RIGHTS**

A person who is not a party to this Agreement has no right under the Contracts (Rights of Third Parties) Act 1999 ("the Act") to enforce any term of this Agreement but this does not affect any right or remedy of a third party which exists or is available apart from the Act

16. **NO PARTNERSHIP**

Nothing in this Agreement or any document referred to in it or any arrangement contemplated by it shall be construed as creating a partnership between the parties for any purpose whatsoever and none of the parties shall have the power or authority to bind any other party or impose any obligations on it to the benefit of any third party

17. **INDULGENCE**

17.1 No failure, delay or indulgence on the part of any party in exercising any power or right under this Agreement shall operate as a waiver of such power or right

17.2 No single or partial exercise of any power or right by any party shall preclude any other or further exercise thereof or the exercise of any other such power or right under this Agreement

17.3 Any specific rights or remedies conferred on the parties under this Agreement are non-exclusive and are in addition

to and without prejudice to all other rights and remedies which any such party may have available to it against the other or otherwise

18. **DISPUTES**

In the event of any dispute or difference arising between the parties hereto touching or concerning any matter or thing arising out of this Agreement such dispute or difference whether arising before or after the determination of this Agreement shall (unless this Agreement otherwise expressly provides) be referred to some independent and fit person to be appointed by the Chairman for the time being of the Royal Institution of Chartered Surveyors in Northern Ireland (save in the case of any dispute relating to the construction of this Agreement or the terms to be incorporated in the Superior Lease or the Lease or to any point of law when such appointment shall be made by the President for the time being of the Law Society of Northern Ireland) on the application of either party and the decision of such person shall be final and binding on the parties hereto Provided That in every case the person so appointed shall act as an expert and not as an arbitrator and his fees and those of the said Chairman or President shall be paid as the expert thinks fit

19. **CONFIDENTIALITY**

The Landlord and the Tenant confirm to each other that it will not make any announcements or disclosures to any third party whatsoever in relation to this Agreement or negotiations in connection therewith save after prior consultation with each other (unless agreed otherwise in writing) or as required to fulfil the obligations of either party in this Agreement

20. **MISCELLANEOUS**

- 20.1 If any term in or provision of this Agreement is held to be illegal, void or unenforceable in whole or in part under any enactment of law, such term or provision will be deemed not to form part of this Agreement and the enforceability of the remainder of this Agreement will not be affected
- 20.2 The rights and remedies provided for by this Agreement are cumulative with, and not exclusive of, any rights or remedies provided by law

21. **JURISDICTION**

This Agreement and the rights and obligations of the parties under it are governed by the laws of Northern Ireland and the parties irrevocably submit to the non-exclusive jurisdiction of the Northern Irish Courts

22. **ENTIRE UNDERSTANDING**

- 22.1 This Agreement embodies the entire understanding of the parties save as augmented by any other agreements exchanged contemporaneously with this Agreement and signed by the parties or by their duly authorised agents which said side letters and agreements shall take effect as a collateral agreement to this Agreement and subject thereto there are no other arrangements between the parties relating to the subject matter of this Agreement

- 22.2 No amendment or modification of this Agreement shall be valid or binding unless the same:

27.2.1 is made in writing;

27.2.2 refers expressly to this Agreement; and

27.2.3 is signed by both parties

**AS WITNESS** whereof the hands of the authorised signatories on behalf of the Landlord and the Tenant in each case on the day and year first herein written

DRAFT

**FIRST SCHEDULE  
THE PREMISES**

The Premises shown edged red on the Plan annexed hereto and comprised in Land Registry Folio Number AN 42834 County Antrim

DRAFT



**SECOND SCHEDULE**  
**THE WORKS**  
**SPECIFICATION**

DRAFT

**THIRD SCHEDULE  
WORKS PROVISIONS**

**1. REQUISITE CONSENTS**

1.1 The Landlord shall:-

1.1.1 use all reasonable endeavours to obtain all Requisite Consents which are from time to time necessary; and

1.1.2 use all reasonable endeavours to procure that none of the Requisite Consents is revoked and that all Requisite Consents continue in full force and effect

**2. THE CONSULTANTS**

2.1 The Landlord will be responsible for the appointment and will engage the services of the Consultants on the basis of the Appointments

2.2 The Landlord shall at all times comply with its obligations and duties to the Consultants under their Appointments

[2.3 The Landlord will require as a condition of engagement of a Consultant that it maintains professional indemnity cover of at least £5 million in relation to its obligations and duties with respect to the Works sufficient to satisfy proper claims whether in contract or in tort such insurance to be maintained for a period of six years from the Certificate Date]

2.4 Once the Appointments have been entered into the Landlord will:

- 2.4.1 diligently take all reasonable steps necessary effectually to procure the due performance and observance of the obligations and duties of each Consultant under the relevant Appointment;
- 2.4.2 not knowingly waive release vary or estop itself from enforcing or seeking redress for any such obligation or duty without the consent of the Tenant; and
- 2.4.3 not knowingly do nor omit to do any act or thing which would entitle a Consultant to treat as terminated by breach his contract of services in connection with the Works

### 3. **BUILDING CONTRACT**

- 3.1 The Landlord shall enter into the Building Contract as soon as reasonably possible after the date hereof
- 3.2 The Landlord shall not without the prior consent in writing of the Tenant (such consent not to be unreasonably withheld or delayed) materially vary or modify the terms and conditions of the Building Contract
- 3.3 The Landlord shall at all times comply with its obligations and duties to the Building Contractor under the Building Contract
- 3.4 Once the Building Contract has been entered into the Landlord shall:
  - 3.4.1 diligently take all reasonable steps necessary to procure the due performance and observance of the obligations and duties of the Building Contractor under the Building Contract
  - 3.4.2 not knowingly do or omit to do any act or thing

which may prejudice the rights or claims of the Tenant under the Contractor's Warranty or any Sub-Contractor's Warranty

3.4.3 provide the Tenant with a copy of the executed Building Contract

3.5 The Landlord shall not waive any of its rights under the Building Contract or give or permit to be given any instruction direction order consent or approval under the Building Contract which would in the Landlord's reasonable opinion materially diminish the quality of design, materials, time limits or workmanship for the Works

3.6 The Landlord shall notify the Tenant promptly of any material failure by the Building Contractor to comply with its obligations under the Building Contract

3.7 The Landlord shall not without the prior consent in writing of the Tenant (such consent not to be unreasonably withheld or delayed) exercise or seek to exercise any right which may be or become available to the Landlord to determine the Building Contract (so far as it lies within the power of the Landlord) or to treat the same as determined

3.8 The Landlord shall not (if the Building Contract determines for any reason) enter into any replacement building contract for the carrying out of the Works unless:

3.8.1 the replacement building contract is in substantially the same form as the original Building Contract in all material respects having due and proper regard to the stage to which the Works shall have progressed at that date; and

3.8.2 the identity of the replacement building contractor has been approved by the Tenant (such approval not be unreasonably withheld or delayed

#### 4. **CONSENTS OF ADJOINING OWNERS AND INDEMNITY**

- 4.1 To the extent that the Works cannot be carried out without interfering with an Adverse Right or with any Apparatus the Landlord shall use reasonable endeavours to promptly obtain all Adverse Rights Consents to enable the Works to proceed in accordance with this Agreement

#### 5. **VARIATIONS**

- 5.1 Save as permitted by Paragraph 5.2 and Paragraph 7 the Landlord will not make any variation (that is to say any alteration or addition to or omission of anything from the Specification nor the use of any materials in substitution for those specified in the Specification) without the prior written consent of the Tenant. It is agreed that the Tenant will respond promptly to any requests for consent to any variation and in any event within 7 days of the making of such request.

- 5.2 In the event that a proposed variation (as defined in Paragraph 5.1 above) to the Specification does not both (i) impact negatively on the capital value of the Development and (ii) require any new Requisite Consent or invalidate any existing Requisite Consent already obtained or if the proposed variation relates to additional internal fit out works for the benefit of any occupier of the Premises, then in any such case such variation may be made without the necessity of seeking consent pursuant to Paragraph 5.1 above

#### 6. **PLANS**

- 6.1 The Landlord shall grant full right and licence for the benefit of the Tenant and its agents contractors or professional advisers to use any copy drawings and

specifications connected with the Works and designs contained within them originating in or from the carrying out of the design of the Works for the purposes of preparation of building plans and management plans and for other ancillary purposes provided any such use or copying is connected with or in relation to the Development

6.2 Following the Certificate Date the Landlord will provide to the Tenant:-

6.2.1 One paper print and one computer disk copy of a complete set of record drawings for the Works and completed Development as built including the drainage layout and building services installations

6.2.2 A maintenance manual or manuals for the Development which shall include:

- (i) A list of names, addresses and contact telephone numbers of the Landlord and the Consultants;
- (ii) A list of names, addresses and contact telephone numbers for the Building Contractor and all Sub-Contractors;
- (iii) Detailed maintenance/cleaning requirements for all elements/finishes in the Development;
- (iv) A schedule of all items within the Development requiring regular maintenance with details of requirements and timescales;
- (v) Contact name and telephone numbers for all major suppliers (especially finishes) to the Development.

- 6.2.3 Commissioning and maintenance manuals for the Plant
- 6.2.4 Details of the fire protection measures/installations at the Development
- 6.2.5 A copy of the completed Health and Safety File in respect of the Development
- 6.2.6 The Building Control Completion Certificate in respect of the Development

## 7. **MATERIALS**

- 7.1 The Landlord shall procure that prohibited materials are not specified for use in the Works. Prohibited materials are those which among experts in the construction industry in the UK at the time of incorporation into the Works are generally known to be or are classed as deleterious in the context of their use or which are not in accordance with relevant British Standards or Codes of practice or which do not comply with the relevant recommendations contained or referred to in the latest version of "Good Practice in the Selection of Construction Materials" produced by Ove Arup & Partners and sponsored by the British Property Federation and the British Council for Offices
- 7.2 If by reason of circumstances beyond the control of the Landlord which were not reasonably foreseeable at the date of this Agreement the Landlord is unable (despite having used all reasonable endeavours) to procure obtaining any of the materials referred to in the Specification the Landlord or the Building Contractor may (subject to notifying the Tenant of its intention to do so and accepting such reasonable representations as the Tenant may make known) in carrying out the Works substitute for them alternative materials of no less quality (subject to such alternative materials complying with the requirements of paragraph 7.1)

8. **CARRYING OUT OF WORKS**

8.1 As soon as reasonably possible after the Building Contract has been entered into the Landlord shall commence or procure commencement of the Works and shall diligently carry out and complete or procure the carrying out and completion of the Works:

8.2.1 in a good and workmanlike manner and in accordance with good building practice; and

8.2.2 with good quality materials goods and equipment of their several kinds; and

8.2.3 in accordance with the terms of all Requisite Consents; and

8.2.4 in accordance with the Specification; and

8.2.5 in accordance with the Building Contract and the Appointments; and

8.2.6 in accordance with the provisions of this Schedule

8.2.7 in compliance with the CDM Regulations;

8.2.8 in accordance with all health and safety legislation and Environmental Law; and

8.2.9 with all due diligence

8.3 During the Development Period the Landlord shall use reasonable endeavours/maintain the Works in good order and condition and take all reasonable measures and precautions:-



8.3.1 to protect the Works from damage by fire and/or malicious cause; and

8.3.2 to keep the Premises secure against trespassers

8.4 The Landlord shall:

8.4.1 not deposit or permit or suffer to be deposited on the Premises any materials which are not required for the carrying out of the Works;

8.4.2 ensure that all safety and other measures are taken to prevent damage and injury and there is kept to a minimum nuisance inconvenience or disturbance to owners and occupiers of the Adjoining Property and members of the public

8.4.3 ensure that good efficient and well maintained plant and equipment is used for the carrying out of the Works

8.4.4 make proper arrangements with the supply authorities for the provision of water electricity telephone and other services required for the carrying out of the Works

8.4.5 ensure that at Practical Completion the Premises are left in full repair and in good and clean condition cleared of all unused building materials plant and equipment used in the Works and temporary structures

8.4.6 observe relevant authorities instructions for the removal of valuable, historical or other items of interest found at the Premises. In the event that the removal of such items is required the Landlord will proceed with the Works to the full extent possible.

9. **REVIEW OF WORKS**

9.1 The Landlord shall:

9.1.1 keep the Tenant informed of the progress of the Works and to any change in the likely date on which Practical Completion will occur taking into account the Fitting Out Works

9.1.2 promptly notify the Tenant of any material problems or delays affecting the Works together with the Landlord's recommendations for overcoming and/or mitigating them

9.1.3 procure that the Tenant shall be invited to attend periodic progress meetings

9.2 The Tenant shall have the right (at any reasonable time on giving to the Landlord reasonable prior written notice of his intention to do so and provided that the Tenant is accompanied by the Architect at all times) to enter upon the Premises in order to view the state and progress of the Works but the Tenant shall not in the exercise of its rights under this paragraph unnecessarily or unreasonably interfere with the carrying out of the Works and such entry shall be in accordance with the Building Contract and all safety and other reasonable requirements imposed by the Landlord and/or the Building Contractor

9.3 The Landlord will pay due regard to any oral or written representation made by or on behalf of the Tenant whether by way of complaint or otherwise pursuant to any inspection made in accordance with the provisions of this Agreement and the Landlord shall take such steps reasonably necessary to ensure that such representations are promptly dealt with

9.4 If the Tenant reasonably considers that any Works have not been or are not being carried out in accordance with this

Schedule shall promptly (and in any event not later than 5 Working Days after any inspection (not being an inspection with a view to issue of a Certificate of Practical Completion) and not after the Certificate Date serve on the Landlord a notice ("Defects Notice") specifying the relevant defects in the Works

- 9.5. The Landlord shall procure that the Building Contractor shall promptly investigate the matters contained in the Defects Notice and shall if deemed necessary remedy or procure the remedying of such matters within a reasonable period of the service of the Defects Notice

## 10. **INSURANCE**

- 10.1 Following the Building Contractor's appointment, the Landlord shall insure or cause to be insured the Works in the name of the Landlord and the Building Contractor against loss or damage by the Insured Risks as are appropriate to the stage of development of the Works reached in an amount equal to the full reinstatement value of the Works (or such part of the Works as shall from time to time have been carried out) in the event of their total destruction together with the cost of demolition, site clearance, architects and other reasonable and proper professional fees

- 10.2 The Landlord shall cause to be effected and maintained such insurance against third party and public liability risks

- 10.3 The Landlord shall notify the Tenant immediately upon the occurrence of any material damage to or destruction of the Works (whether or not caused by any of the Insured Risks) and in any such case shall (subject to all necessary Requisite Consents being obtained) promptly reinstate or the Works in accordance with the provisions of this Schedule unless same proves impracticable or impossible following all reasonable endeavours whereupon the Landlord

may by immediate notice determine this Agreement which shall then immediately come to an end without prejudice to the rights of either party against the other

- 10.4 If the Works shall be damaged or destroyed by any act for which compensation can be claimed under the provisions of the Criminal Damage (Compensation) (Northern Ireland) Order 1977 then the Landlord shall claim such compensation accordingly and shall use all monies received thereunder to restore such damage or destruction unless same proves impracticable or impossible following all reasonable endeavours whereupon the Landlord may by immediate notice determine this Agreement which shall then immediately come to an end without prejudice to the rights of either party against the other

11. **CDM REGULATIONS**

- 11.1 The Landlord agrees to undertake all the obligations of a client and to use its best endeavours to ensure that the Works are carried out in accordance with the CDM Regulations
- 11.2 Before commencement of the Works the Landlord will make a declaration that it is the only client in respect of the Works
- 11.3 The Landlord will use its reasonable endeavours to ensure that the Building Contractor and Sub-Contractors and the Consultants comply with their respective obligations under the CDM Regulations.
- 11.4 The Landlord will ensure that the Building Contractor, the Sub-Contractors and the Consultants are both promptly:-  
(a) supplied with all relevant information required under the CDM Regulations, and

(b) notified of any changes relating to the Development which may have any effect on their responsibilities or duties under the CDM Regulations

11.5 The Landlord will comply with and ensure that the Health and Safety plan is kept up to date and will ensure that the Health and Safety file is maintained correctly and is available for inspection in accordance with the CDM Regulations

12. **TIME FOR AND COMPLETION OF THE WORKS**

The Landlord shall use all reasonable endeavours carry out or procure the carrying out of the Works to such a stage as would entitle the Architect to issue a Certificate of Practical Completion in respect of all of the Works not later than the Target Practical Completion Date (subject to the provisions of paragraph 3.2 above)

13. **PRACTICAL COMPLETION**

13.1 As soon as reasonably practicable after practical completion of the Works in accordance with the Building Contract, the Landlord will procure the issue of the Certificate by the Architect

13.2 The Landlord will use all reasonable endeavours to give the Tenant at least 4 weeks prior written notice of the likely date of the issue of the Certificate and in addition the Landlord shall procure that no Certificate shall be issued by the Architect unless the Architect has given to the Tenant not less than 10 Working Days notice that the Architect proposes on a date specified in such notice to carry out a joint inspection ("Inspection") of the Works with a view to issuing the Certificate

13.3 The Landlord will furnish to the Tenant any Snagging Works list (if any) prepared by the Architect and served on the

### Building Contractor prior to an Inspection

- 13.4 The Tenant shall be entitled to attend every Inspection and the Landlord shall procure that the Architect shall fully investigate and have due regard to any reasonable representations made by the Tenant to the Architect during the Inspection concerning the issue of the Certificate or what snagging items and omissions the Tenant considers should be noted on the Certificate but the issue or non-issue of the Certificate shall be in the sole professional discretion of the Architect
- 13.5 Any Certificate issued by the Architect shall be validly issued for the purposes of this Agreement where the only part of the Works remaining to be completed are Snagging Works
- 13.6 The Landlord shall procure that a copy of the Certificate of shall be supplied to the Tenant as soon as is reasonably possible
- 13.7 If the Tenant believes that the Certificate should not have issued or that the Certificate has not been properly qualified upon its issue it shall notify the Landlord as soon as possible giving full details of its objections and the Tenant and the Landlord shall endeavour to agree what if any action should reasonably be taken but if they cannot or do not do so the objections not so resolved shall be submitted to expert determination in accordance with Clause 18. The Landlord will immediately take whatever actions may be required in consequence of the resolution of the objections of the Tenant or the decision of the expert
- 13.8 The Landlord shall procure that not later than the Certificate Date:
- 13.8.1 all items of Plant are installed in the Premises, are in good working order and (where applicable)

operate to the relevant design specification mentioned in the Tender Documents; and

13.8.2 all water electricity drainage and other services to the Premises as provided for in the Specification are fully operational and connected to the mains

13.9 As soon as reasonably possible after the Certificate Date, the Landlord shall deliver to the Tenant in respect of the Works:

13.9.1 a full copy of the Health and Safety File for the Premises;

13.9.2 one set of as-built drawings of the Development in electronic form and one set in hard copy

13.9.3 copies of all Product Guarantees relating to the Works in the Landlord's possession or control

13.10 The Landlord shall carry out all Snagging Works, or procure that they are carried out, as soon as reasonably possible

#### 14. **RECTIFICATION**

14.1 The Landlord shall have proper regard to any written notification by the Tenant relating to any defects discovered in the Development during the Rectification Period and shall ensure that any such defects are remedied within a reasonable period of such notification (or sooner in an emergency) and in any event prior to the issue of the Certificate of Making Good at the end of such period.

14.2 The Landlord shall give notice and convene a meeting with the Tenant at least 7 Working Days prior to the issue of the Certificate of Making Good to enable the Tenant or its professional advisers to inspect the Development and to

prepare a list of any works reasonably to be undertaken as a prerequisite to the issue of the Certificate of Making Good

- 14.3 Within 3 days of the meeting referred to in Paragraph 14.2 the Tenant will prepare a list of any additional works it reasonably requires to be done before the issue of the Certificate of Making Good and the Landlord shall at its discretion if it deems it reasonable procure that such matters are resolved prior to the issue of the Certificate of Making Good. If any dispute arises between the parties in connection with such list then the matter shall be submitted to expert determination in accordance with Clause 18 of this Agreement.

15. TERMINATION

In the event of the termination of this Agreement prior to the Completion Date the obligation on the part of the Landlord in this Agreement to grant the Lease shall have no effect.



**APPENDIX 1**

**BUILDING CONTRACTOR'S WARRANTY**

DRAFT

**APPENDIX 2**

**CHARGE**

DRAFT

**APPENDIX 3**

**LEASE**

DRAFT

**APPENDIX 4**

**PROGRAMME**

DRAFT

**SIGNED** by  
an authorised signatory  
on behalf of **THE LANDLORD**  
in presence of:

**SIGNED** by  
an authorised signatory  
on behalf of **THE TENANT**  
in presence of:

DRAFT

DATED the \_\_\_\_\_ day of \_\_\_\_\_ 2022

LISBURN AND CASTLEREAGH CITY COUNCIL (1)

THE RESURGAM COMMUNITY DEVELOPMENT TRUST LIMITED (2)

---

LEASE OF THE LAND AND BUILDINGS KNOWN  
FORMER HILDEN PRIMARY SCHOOL, HILDEN,  
LISBURN, CO ANTRIM

---

Edwards & Co  
Solicitors  
28 Hill Street  
BELFAST  
BT1 2LA

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THIS Lease is made on 2022

**BETWEEN:-**

- (1) **LISBURN AND CASTLEREAGH CITY COUNCIL** whose office is situate at Civic Headquarters Lagan Valley Island, Lisburn, Co. Antrim, BT27 4RL (the "**Landlord**"); and
- (2) **THE RESURGAM COMMUNITY DEVELOPMENT TRUST LIMITED** (Company Number: NI605696) whose registered office is at 3 Laganview Enterprise Centre, 69 Drumbeg Drive, Lisburn, County Antrim, BT28 1NY (the "**Tenant**").

**1. DEFINITIONS**

**1.1** In this Lease:

"**Adjoining Premises**" means any nearby property in which the Landlord (or where the Landlord is a company any company that is a member of the Group) either has or acquires during the Term a freehold or leasehold interest;

"**Charge**" means the charge dated [ ] and entered into between [ ];

"**Compensatable Event**" means that the Premises are destroyed or damaged by an event in respect of which compensation may be claimed under the 1977 Order and payment of compensation is not refused wholly or in part as the result of an act or omission of the Tenant or any person deriving title under the Tenant;

"**Competent Authority**" means a government department any local regulatory public or other authority the fire officer or a court of competent jurisdiction;

"**Conducting Media**" means all drains channels sewers flues conduits ducts pipes wires cables including cables for the transmission of electronic communications satellite dishes watercourses gutters culverts soakaways and other similar transmission media and installations and all fixings louvres cowls covers and other ancillary apparatus and references to Conducting Media being 'in' or 'on' include Conducting Media in on under over or through;

"**Exterior Decorating Years**" means the year commencing [TBC 2027] and every five years thereafter;

"**Group**" means a group of companies of which the Landlord or as the case may be the Tenant is a member within the meaning of the 1996 Order article 31;

"**Insurance Commencement Date**" means the Term Commencement date;

"**Insured Damage**" means that the Premises are destroyed or damaged by any risk against which the Landlord has covenanted in this Lease to insure or by any additional risk against which the Landlord has insured and payment of the insurance money is not refused wholly or in part as the result of an act or omission of the Tenant or any person deriving title under the Tenant;

"**Interior Decorating Years**" means the year commencing [date TBC] 2025 and every three years thereafter;

"**Landlord**" means the person from time to time entitled to take possession of the Premises when this Lease comes to an end;

"**Lease**" means (except where the contrary is indicated) any document supplemental or collateral to this document or entered into in accordance with its terms;



**"Letter of Offer"** means the letter dated [ ] from the Executive Office to Lisburn and Castlereagh City Council;

**"Losses"** means all liabilities incurred by the Landlord all damage and loss suffered by it and all damages awarded against it all claims demands actions and proceedings made or brought against it and all costs disbursements and expenses incurred by it;

**"1977 Order"** means the Criminal Damage (Compensation) (Northern Ireland) Order 1977;

**"1996 Act"** means the Arbitration Act 1996;

**"1996 Order"** means the Business Tenancies (Northern Ireland) Order 1996;

**"Outgoings"** means rates taxes assessments impositions duties levies charges and other outgoings of any type but excluding any tax imposed on the Landlord in respect of the receipt of Rent or other payment made by the Tenant under this Lease or on any disposition or dealing with or the ownership of the reversion of this Lease;

**"Permitted Use"** means use as a centre to facilitate growth opportunities for individuals, groups and transformed communities in accordance with the company objectives set out in the Tenant's Articles of Association or any other use not being one of the Prohibited Uses as the Landlord from time to time approves such approval not to be unreasonably withheld or delayed;

**"Planning Acts"** means the Planning (Northern Ireland) Order 1991;

**"Plant"** means all apparatus machinery and equipment installed by the Landlord within the Premises including (for example) lifts lift shafts standby generators boilers items relating to mechanical ventilation heating and cooling and closed circuit television systems;

**"Premises"** means the lands and building known as former Hilden Primary School Lisburn as described in Clause 2, as outlined red on the map attached hereto;

**"Prohibited Uses"** means:

the trade, business or profession of a publican or licensed victualler for consumption on or off the Premises of wine, spirits, beer or other intoxicating liquor or substances;

as a place of entertainment, funfair or amusement arcade;

the sale of live animals (including birds, fish or reptiles);

as a betting office or gaming purposes or business of a turf accountant

the sale of firearms or ammunition;

as a car hire business or driving instruction agency;

as a funeral directors;

as a sex shop or for the sale of sexual aid instruments products objects items publications manuals or sexually explicit materials;

for the sale or display of legally intoxicating substances ('legal highs');

for the sale or display of any publications instruments products objects items or any other material whatsoever which in the opinion of the Landlord is pornographic obscene or offensive.

**"Rent"** means five pence (if demanded);

**"Rent Commencement Date"** means [Term commencement date to be inserted] 2022;

**"Schedule of Condition"** means the photographic schedule annexed to this Lease;

**"Tenant"** means the person from time to time in whom the tenant's interest under this Lease is vested and includes (where appropriate the servants agents employees licensees invitees and visitors of the Tenant and any under-tenant or other lawful occupier of the Premises);

**"Term"** means the period of 25 years beginning on [ ] 2022 and ending on [ ] 2047;

**"Utilities"** means electricity, gas, water, sewage, telecommunications and data;

**"VAT"** means value added tax and any tax of a similar nature substituted for it or in addition to it;

## 1.2 In this Lease references

1.2.1 to a particular statute or part of it ('statutory reference') includes (except where the contrary is indicated) any relevant derivative legislation and refer to that statutory reference as it may have been extended modified amended or re-enacted by the date upon which its construction is relevant for the purposes of this Lease and not as originally enacted or as at the date of this Lease;

1.2.2 generally to 'statute' or 'statutes' include Orders in Council derivative and any regulation or other legislation of the European Community that is directly applicable in the United Kingdom and include existing statutes and those that come into effect during the Term;

1.2.3 to 'parties' or 'party' mean the Landlord and the Tenant or either of them but in the absence of a specific reference to the contrary do not include the Guarantor (if any);

1.2.4 to the expiry of the Term or to the last year of the Term are (subject to clause 16.7) to the end of the Term and the last year of the Term however the Term comes to an end whether by effluxion of time or in any other way including but not limited to determination by forfeiture;

1.2.5 to the base lending rate are to the base lending rate of Ulster Bank Limited or if it has been abolished to the equivalent rate that has replaced it or if none to the rate of interest most comparable with the base lending rate determined in the absence of agreement between the parties by the Landlord's surveyor.

1.3 Any consent of the Landlord must be in writing and signed by the Landlord or on its behalf if it is to be effective under this Lease.

1.4 Where the consent of the Landlord is required it may be given subject to any necessary further consent being obtained from a superior landlord and nothing in this Lease implies that this further consent may not be unreasonably withheld.

1.5 Whenever any party consists of more than one person any obligation of or to that party under this Lease shall be joint and several obligations and liabilities of those persons.

1.6 Wherever this Lease provides for questions to be referred to or determinations to be made by the Landlord's surveyor the provisions of clause 16.10 apply.

1.7 Words importing one gender include all genders.

1.8 Any covenant by the Tenant not to do any act or thing includes an obligation not to allow that act or thing to be done.

1.9 The headings are for locating references in the text and are not to be taken into account in interpretation.

## 2. LETTING

2.1 The Landlord lets to the Tenant for the Term the Premises as shown for the purposes of identification only edged red on the Plans comprising:

- 2.1.1 any building or other structure that is now on the Premises or that is erected there during the Term ("Building");
- 2.1.2 the fences and walls that surround the Premises;
- 2.1.3 the Plant and fittings installed at the Premises by the Landlord;
- 2.1.4 all Conducting Media on the Premises that serve the Premises;
- 2.1.5 all additions and improvements; and
- 2.1.6 all fixtures (whether or not fixed at the beginning of the Term) except any installed by the Tenant that can be removed without defacing the Premises.

## 3. RENT

The Tenant covenants with the Landlord to pay the Rent (if so demanded) without any deduction or set-off or abatement other than any deduction permitted by statute on the anniversary of the Rent Commencement Date in each year of the Term.

## 4. REPAIR CLEANING AND DECORATION

The Tenant covenants with the Landlord (save as is the responsibility of the Landlord at Clause 10.3 herein):

- 4.1 to keep the Premises in good and substantial repair and condition (damage by Insured Risks excepted save to the extent that such insurance is vitiated or the policy monies are irrecoverable as a result of any act or default of the Tenant) and for the avoidance of doubt the Tenant shall be obliged upon the determination of this Lease howsoever determined to put the Premises into the same state of repair or condition as they are in at the date of this Lease as evidenced by the Schedule of Condition;
- 4.2 to replace any of the fixtures and the Landlord's apparatus machinery and equipment that become beyond repair during the Term with articles of a similar description and value;
- 4.3 to clean the Premises and keep them clean and tidy and to clean the interior and exterior of the windows and window frames in the Premises at least once a month;
- 4.4 not to cause any area abutting the Premises to be untidy;
- 4.5 to keep any part of the Premises not built upon adequately surfaced and in good condition;
- 4.6 to keep all landscaped areas within the Premises free from weeds and properly cultivated;
- 4.7 in each of the Exterior Decorating Years and in the last year of the Term (but not more than once in any 18 month period) to redecorate the exterior of the Building which would normally be redecorated and to clean the external concrete stone brickwork and blockwork and all other external surfaces and in each of the Interior Decorating Years and in the last year of the Term to redecorate the interior surfaces of the Building which would normally be redecorated in both instances in a good and workmanlike way and with appropriate materials of good quality to the reasonable satisfaction of the Landlord;
- 4.8 to obtain the Landlord's approval (such approval not to be unreasonably withheld or delayed) to any change in the colours on each redecoration of the exterior of the Building.

## 5. ALTERATIONS

The Tenant covenants with the Landlord:

- 5.1 not to erect any new building or structure on the Premises or unite the Premises with any adjoining property;
- 5.2 not to make any external structural addition or alteration to the Premises apart from the erection of a sign in accordance with clause 9.5;
- 5.3 not to make any external or internal structural or non-structural addition or alteration to the Premises unless:
  - 5.3.1 the consent of the Landlord has been obtained such consent not to be unreasonably withheld or delayed;
  - 5.3.2 all necessary consents from any competent authority have been obtained;
  - 5.3.3 the Landlord has been supplied with drawings and where appropriate a specification in duplicate prepared by an architect or member of some other appropriate profession who must supervise the work to completion;
  - 5.3.4 the proper fees of the Landlord any superior landlord or mortgagee and their respective professional advisers have been paid in relation to the application for consent;
  - 5.3.5 such covenants as the Landlord may reasonably require about the carrying out of the additions and alterations have been entered into with the Landlord;
  - 5.3.6 in the case of substantial work and where the Landlord reasonably requires it adequate security has been provided in the form of a deposit of money or a bond as assurance to the Landlord that any work permitted by the Landlord is completed;

PROVIDED THAT the Landlord's consent shall not be required for the installation or alteration of internal demountable partitioning which does not adversely affect any load-bearing part of the Premises and further does not require any building control approval;

- 5.4 at the expiry of the Term and if reasonably requested by the Landlord to remove any demountable partitions and any addition or alteration made to the Premises and to make good any part of the Premises damaged by the removal;
- 5.5 not to connect with any Conducting Media which serve the Premises unless the Tenant has obtained the approval of the relevant authority and the Landlord (such approval of the Landlord not to be unreasonably withheld or delayed);
- 5.6 not to make any alteration or addition to the electrical installation at the Premises except in accordance with standards prescribed by the Institution of Electrical Engineers and the supply authority or to connect any apparatus to the installation that might endanger or overload it;
- 5.7 in carrying out any works to the Premises for which the Landlord's approval is required under the provisions of this clause, to enter into a licence with the Landlord containing such provisions with regard to the carrying out of these works as the Landlord may reasonably require.

## 6. USE

The Tenant covenants with the Landlord:

- 6.1 not to use the Premises except for the Permitted Use and not to use the Premises for any of the Prohibited Uses or as residential accommodation or to keep any animal on them;

- 6.2 not to do any act or allow to remain upon the Premises any substance or article which might constitute a nuisance or which may cause inconvenience disturbance injury or annoyance to the Landlord or the occupiers of the Adjoining Premises or any nearby premises or cause damage to the Premises the Adjoining Premises or other nearby premises;
- 6.3 not to use the Premises for any dangerous noisy or offensive occupation or for any illegal or immoral purpose;
- 6.4 Not to erect or display or permit to be erected or displayed any flag, emblem, or banner on the exterior of the Premises without the Landlord's consent (such consent not to be unreasonably withheld or delayed) and subject to the Tenant obtaining all necessary consents and complying with all obligations and conditions in accordance with the Planning Acts and/or any other requirements by any Competent Authority;
- 6.5 not to discharge into any Conducting Media within or that serve the Premises any substance that may obstruct them or cause damage or danger or any noxious poisonous or radioactive matter or anything likely to pollute or contaminate including any computer viruses and to employ such plant for treating deleterious effluent before permitting the same to enter such drains and sewers as may be reasonably required by the Landlord from time to time;
- 6.6 to ensure that there is no release from the Premises into any environmental medium of any substance that is capable of causing harm to any human or other living organisms or to land surface or ground water or ecology systems;
- 6.7 not to overload the Premises;
- 6.8 not to leave the Premises continuously unoccupied for more than a month without notifying the Landlord and providing such security arrangements as the Landlord and the insurers reasonably require;
- 6.9 not to form or allow to be formed any refuse dump or rubbish or scrap heap on the Premises and generally to keep all vacant ground forming part of the Premises clean and in good order;
- 6.10 not to carry out on the Premises any activity or keep on the Premises any substance or article for which any authorisation licence permit consent or other approval is needed from a government department or local regulatory public or other authority ('Official Approval') without having:
- 6.10.1 obtained the Landlord's consent (such consent not to be unreasonably withheld or delayed);
  - 6.10.2 produced to the Landlord a copy of every application for Official Approval;
  - 6.10.3 obtained the Official Approval; and
  - 6.10.4 produced to the Landlord a copy of the Official Approval;
  - 6.10.5 complied with every Official Approval including any conditions to which it is subject;
- 6.11 to comply with the requirements of supply authority for the electrical wiring installation and equipment in the Premises and not to overload them and to comply with the requirements and regulations of all other supply authorities in respect of the Utilities.

## 7. PLANNING

The Tenant covenants with the Landlord:

- 7.1 not to commit any breach of planning control and to comply with the Planning Acts in relation to the Premises;

- 7.2 not to make an application for planning permission in relation to the Premises or to serve any notices in respect of an application without the approval of the Landlord (such approval not to be unreasonably withheld or delayed);
- 7.3 having obtained the Landlord's approval under the preceding clause to apply for all planning permissions and to serve all notices required for carrying out any operation or change of use on the Premises which may constitute development (as defined in the Planning Acts) and to pay all fees and any other sums due in relation to every application;
- 7.4 even if the Landlord has given its approval and granted whatever other consents are needed under this Lease not to carry out any operation or change of use on the Premises until:
- 7.4.1 all necessary notices under the Planning Acts have been served and copies produced to the Landlord;
- 7.4.2 all necessary permissions under the Planning Acts have been obtained and produced to the Landlord;
- 7.4.3 the Landlord has acknowledged that every necessary planning permission is acceptable to it (such acknowledgement not to be unreasonably withheld or delayed) although the Landlord may refuse to acknowledge its acceptance of a planning permission on the grounds that any condition contained in it or anything omitted from it or the period referred to in it would reasonably be (or would be reasonably likely to be) prejudicial to the Landlord's interest in the Premises whether during or after the expiry of the Term;
- 7.5 in the event that the works permitted under any planning permission are commenced by the Tenant and unless the Landlord otherwise directs to complete before the expiry of the Term:
- 7.5.1 any works specified as having to be carried out by a date after the expiry of the Term in a planning permission or in an agreement with the planning or any other authority entered into as a condition to obtaining planning permission;
- 7.5.2 any development begun on the Premises;
- 7.6 in any case where a planning permission is granted subject to conditions and if the Landlord reasonably requires to provide security for the compliance with those conditions and not to implement the planning permission until security has been provided.

## 8. ALIENATION

The Tenant covenants with the Landlord:

- 8.1 save in accordance with the provisions of this clause 8 not to:
- 8.1.1 part with possession of the Premises or any part of them;
- 8.1.2 permit another to occupy the Premises or any part of them;
- 8.1.3 share the occupation of the Premises or any part of them;
- 8.1.4 share possession of the Premises or any part of them;
- 8.1.5 hold the Premises or any part of them on trust for another;
- 8.1.6 enter into any agreement to do any of the above;
- 8.2 not to assign underlet or charge part only of the Premises;
- 8.3 not to assign underlet or charge the whole of the Premises without the consent of the Landlord such consent not to be unreasonably withheld or delayed where the Tenant has complied with the

appropriate provisions of clauses 8.4 to 8.7 provided that for the avoidance of doubt it is hereby agreed between the parties that the Landlord has consented to the terms of the Charge as defined in this Lease;

- 8.4 to procure that any assignee enters into covenants with the Landlord to observe all the other provisions of this Lease during the residue of the Term;
- 8.5 at the Tenant's expense to demonstrate to the Landlord's reasonable satisfaction the solvency of the proposed assignee or undertenant and its ability to comply with the covenants in this Lease or underlease as the case may be;
- 8.6 on an assignment to a limited company and if the Landlord reasonably requires to procure that at least two directors of the company or some other person or persons acceptable to the Landlord (such acceptance not to be unreasonably withheld) enter into covenants with the Landlord guaranteeing the performance of the assignee in the form of clauses 15.1 and 15.2 or in such other form as the Landlord reasonably requires;
- 8.7 in relation to every underlease to ensure that:
- 8.7.1 it is granted without a fine or premium at a rent no lower than the open market rent approved by the Landlord (such approval not to be unreasonably withheld or delayed);
- 8.7.2 the rent is payable in advance on the usual quarter days being the first day of February, May, August and November in each year;
- 8.7.3 it contains provisions approved by the Landlord (such approval not to be unreasonably withheld or delayed):
- (a) for the upwards-only rent review as the Landlord reasonably requires or approves;
  - (b) for the rent to be reviewed either on such dates approved by the Landlord;
  - (c) prohibiting the undertenant from doing or allowing any act or thing in relation to the Premises inconsistent with or in breach of the provisions of this Lease;
  - (d) for re-entry by the Tenant on breach of any covenant by the undertenant;
  - (e) imposing an absolute prohibition against all dealings with the Premises other than an assignment or charge of the whole;
  - (f) prohibiting any assignment charge or sub-letting of the whole of the Premises without the consent of the Landlord under this Lease (such consent not to be unreasonably withheld or delayed);
  - (g) prohibiting the undertenant from parting with possession or permitting another to share or occupy or hold on trust for another the Premises or any part of them;
  - (h) imposing in relation to any permitted assignment the same obligations for registration with the Landlord as are in this Lease in relation to dispositions by the Tenant;
- 8.7.4 the Tenant provides full information of the terms of the underletting including the amounts of premiums rent free periods or other incentives and any collateral agreements relating to the same;
- 8.8 before any permitted underletting to procure that the undertenant enters into covenants with the Landlord to the same effect as those required of an assignee (save for the payment of Rent under this Lease);

**8.9** in relation to any permitted underlease:

- 8.9.1 to enforce the performance by every undertenant of the provisions of the underlease and not at any time to waive any breach of the covenants or conditions on the part of any undertenant or assignee of any underlease nor (without the consent of the Landlord such consent not to be unreasonably withheld or delayed) to vary the terms of any underlease;
- 8.9.2 not to agree any reviewed rent with the undertenant without the approval of the Landlord (such approval not to be unreasonably withheld or delayed);
- 8.9.3 to give the Landlord details of every rent review within twenty-eight days of its outcome;

**8.10** to give the Landlord twenty-eight days prior written notice of any intention by the Tenant to dispose of any of its estate or interest in the Premises;

**8.11** notwithstanding anything herein contained prohibiting or restricting sharing occupation or parting with or sharing possession the Tenant may without the necessity of obtaining any consents share occupation and part with or share possession of the whole or any part or parts of the Premises with a Group company of the Tenant PROVIDED THAT such arrangements shall cease forthwith on any such company or companies ceasing to be such Group company and the former member of the Group occupying the Premises shall immediately vacate them and PROVIDED FURTHER THAT no relationship of landlord and tenant with protection under the 1996 Order shall be created and subject to the Tenant giving written notice to the Landlord within 14 days of the commencement or termination of such arrangement;

**8.12** within twenty-one days of any assignment charge underlease or any transmission or other devolution relating to the Premises to produce for registration with the Landlord's solicitor a certified copy of any relevant document and to pay the Landlord's solicitor's reasonable charges for registration of at least £40.

**9. TENANT'S OTHER COVENANTS**

The Tenant covenants with the Landlord:

**9.1 Outgoings**

- 9.1.1 to pay and to indemnify the Landlord against:
  - (a) all Outgoings which now or during the Term are charged assessed or imposed on the Premises or on its owner lessor lessee or occupier;
  - (b) the proportion properly attributable to the Premises (to be determined in the absence of agreement between the parties by the Landlord's surveyor) of all Outgoings which now or during the Term are charged assessed or imposed on the Premises and other premises or on the owner lessor lessee or occupier of the Premises and other premises;

**9.2 Supplies**

- 9.2.1 where a separate supply is provided to the Premises to pay the supplier and to indemnify the Landlord against all charges for water electricity telephone and other supplies consumed on the Premises and to pay all equipment rents to the supply authorities;
- 9.2.2 where supply charges are made in relation to the Premises and other premises (or upon the owner or occupier of the Premises and other premises) to pay the suppliers and to indemnify the Landlord against the proportion of the charges properly attributable to the Premises (or the owner or occupier of the Premises) to be determined in the absence of agreement by the Landlord's surveyor;

**9.3 VAT**



- 9.3.1 to pay and indemnify the Landlord against any VAT that may be chargeable on the Rent or any other payment made by the Tenant under this Lease in addition to the Rent or other payment (VAT being recoverable as if it were rent where it is charged on Rent or on a payment that is either reserved as additional rent or that this Lease provides is recoverable as if it were rent);
- 9.3.2 whenever the Tenant has agreed in this Lease to reimburse the Landlord for a payment made by the Landlord to reimburse the Landlord in addition for any VAT paid by the Landlord on that payment unless the VAT is recovered by the Landlord;
- 9.3.3 the Tenant covenants not to opt to tax the premises.

#### 9.4 Access of Landlord and notice to repair

- 9.4.1 to permit the Landlord and all persons authorised by the Landlord at reasonable times and on reasonable notice (except in an emergency) to enter the Premises:-
  - (a) to establish if the provisions of this Lease have been observed;
  - (b) to view the condition of the Premises, the Conducting Media and the Plant (and to open up floors and other parts of the Premises where this is reasonable);
  - (c) to carry out any work to Adjoining Premises that cannot reasonably be carried out without access to the Premises;
  - (d) to take schedules and inventories;
  - (e) to exercise any right granted or reserved to the Landlord by this Lease;
  - (f) for any purpose connected with the insurance of the Premises or the renewal of this Lease;
  - (g) for any reasonable purpose connected with the management of the Premises;
  - (h) to give the Tenant (or leave on the Premises) a notice:
    - (i) specifying any breach of covenant by the Tenant;
    - (ii) specifying any work carried out in breach of the provisions of this Lease; or
    - (iii) requiring the Tenant to remedy the breach and to reinstate the Premises in accordance with the provisions of clause 9.4.2;
- 9.4.2 as soon as reasonably practicable to repair clean and decorate the Premises or to carry out other work as required by the notice referred to in clause 9.4.1(h);
- 9.4.3 to allow the Landlord and all persons authorised by the Landlord to enter the Premises to carry out the work that is needed to comply with the notice and to pay to the Landlord the cost of doing so within fourteen days of a written demand if:
  - (a) within thirty days of service of the notice the Tenant has not both begun and then continued the work referred to in the notice or such other period agreed with the Landlord (acting reasonably); or
  - (b) the Tenant fails to complete the work within sixty days of service of the notice; or
  - (c) in the Landlord's reasonable opinion the Tenant is unlikely to complete the work within sixty days of the service of the notice;

**9.5 Aerials and signs**

- 9.5.1 to display a sign on the Premises showing the Tenant's trading name of a size and kind approved by the Landlord (such approval not to be unreasonably withheld or delayed);
- 9.5.2 subject to clause 9.5.1 not to display any other sign which is visible from outside the Premises;
- 9.5.3 not to erect any pole mast dish or wire on the Premises without the prior written consent of the Landlord (such consent not to be unreasonably withheld or delayed);

**9.6 Statutes notices and orders**

- 9.6.1 to comply with every statute and any notice or order from a Competent Authority that relates to the Premises activities carried out on the Premises or any substance or article on the Premises and whether applicable to the Tenant or the owner lessor lessee or occupier of the Premises;
- 9.6.2 to produce immediately to the Landlord a copy of any notice or order that is served on the Premises or the Tenant;
- 9.6.3 at the request of the Landlord and at the joint cost of the Landlord and Tenant to make or join with the Landlord in making any reasonable representations that the Landlord considers appropriate or otherwise contesting any proposal of a Competent Authority that relates to or includes the Premises;

**9.7 Equipment**

- 9.7.1 not to install or use on the Premises any equipment which causes noise or vibration detectable outside the Premises or damage to the Premises, the Plant or Conducting Media;
- 9.7.2 to keep all equipment on the Premises properly maintained to renew all parts when recommended or necessary and to ensure that the equipment is properly operated;

**9.8 Defective Premises**

- 9.8.1 on becoming aware of same to give notice immediately to the Landlord of any defect in the Premises which might give rise to a liability or duty on the Landlord;
- 9.8.2 to display all notices relating thereto which the Landlord may reasonably require;

**9.9 Encroachments**

- 9.9.1 not to stop up darken or obstruct any windows at the Premises;
- 9.9.2 to take all reasonable steps to prevent any encroachment or easement being made or acquired over the Premises and to give notice to the Landlord immediately if any is attempted;

**9.10 Evidence of compliance**

If required to produce to the Landlord such evidence as the Landlord may reasonably require to satisfy itself that the provisions of this Lease have been complied with;

**9.11 Indemnity**

To be responsible for and to keep the Landlord indemnified against all Losses resulting directly or indirectly from any breach by the Tenant of the provisions of this Lease;

**9.12 Public Liability Insurance**

To maintain public liability insurance and employer's liability insurance with a reputable insurance company or with reputable underwriters, such insurance cover to be not less than [£10 million pounds] in respect of each type of insurance and produce a copy of same to the Landlord upon demand;

**9.13 Security and Keyholders**

To maintain in relation to the Premises such standards of vigilance and to take all such precautions as may from time to time be reasonably necessary or recommended by the Police Service of Northern Ireland or the Northern Ireland Office (or any agency or public department which in future may exercise their functions) for the protection and security of the Premises against damage by fire, explosion or malicious damage and to comply with all reasonable requests directions and prohibitions of the Landlord for the protection and security of the Premises and to compensate the Landlord for any loss caused by a breach of this covenant (including any diminution of monies received by the Landlord under any insurance policy or the 1977 Order) and to ensure that at all times both the Landlord and the local police are aware of the name home address and home telephone number of at least two keyholders of the Premises;

**9.14 Interest**

9.14.1 to pay interest at a yearly rate of 4% above the base lending rate from time to time on any Rent or other sum payable under this Lease that is not paid within 14 days of its due date;

9.14.2 to pay this interest from the due date to the date of payment (both before and after any judgment) calculated on a daily basis and compounded with rests on the Usual Quarter Days but nothing in this clause entitles the Tenant to withhold or delay any payment or affects the rights of the Landlord in relation to non-payment;

**9.15 Landlord's costs**

9.15.1 to pay to the Landlord on an indemnity basis all proper costs and other expenses properly incurred by the Landlord in relation to:

- (a) every application made by the Tenant for consent whether it is granted refused offered subject to any qualification or withdrawn unless consent is unreasonably refused or given subject to unreasonable qualifications in breach of an obligation under this Lease not to unreasonably withhold or delay consent;
- (b) the preparation and service of a notice under the Conveyancing and Law of Property Act 1881 section 14 or incurred in taking or contemplating proceedings under that Act even if forfeiture is avoided otherwise than by a court order;
- (c) the recovery of Rent or other sums due from the Tenant;
- (d) enforcing or requiring the Tenant to remedy a breach of the provisions of this Lease;
- (e) any steps taken in connection with the preparation and service of a schedule of dilapidations during or within the six months after the expiry of the Term and any negotiations ancillary or subsequent to this;

9.15.2 where the Landlord could recover the cost of professional advice or services under the preceding clause if they were undertaken by a third party but these services or that advice are provided by the Landlord or by a company within the Landlord's Group to pay to the Landlord (or that company) a reasonable sum (plus VAT if payable) for such advice and services but not more than the amount which would have been payable by the Tenant if that advice or service had been provided by a third party;

**9.16 Sale of reversion**

To permit at reasonable times upon reasonable notice agents or prospective buyers of any interest superior to the Lease to view the Premises provided they are authorised by the Landlord or its agent and to permit the Landlord or any superior landlord to fix on a suitable part of the Premises a notice or board indicating that an interest superior to this Lease is available for sale but which shall not obscure any of the Tenant's signs which have been erected in accordance with the terms of this Lease;

**9.17 Re-letting**

Where the Tenant or the occupier of the Premises will have no right to renew this Lease under the 1996 Order or has lost that right to permit the Landlord or its agent at any time during the last twelve months of the Term to fix upon a suitable part of the Premises a notice or board indicating that the Premises will be available for letting but which shall not obscure any of the Tenant's signs which have been erected in accordance with the terms of this Lease and during that period to permit persons with the authority of the Landlord or its agent to view the Premises;

**9.18 Yield up**

at the expiry of the Term:

9.18.1 to yield up the Premises with vacant possession decorated and repaired in accordance with and in the condition required by the provisions of this Lease;

9.18.2 to give up all keys of the Premises to the Landlord

9.18.3 to remove the Tenant's fixtures and fittings (if requested by the Landlord) (and all signs erected by the Tenant) and immediately to make good any damage caused by the removal;

**9.19 Title**

Not used

**9.20 Legal Charge**

To observe and perform the obligations and conditions which are the responsibility of the Tenant as set out in the Charge and the Letter of Offer and within the prescribed timeframes (if any) as set out within the Charge and the Letter of Offer.

**10. LANDLORD'S COVENANTS**

The Landlord covenants with the Tenant:

**10.1 Quiet enjoyment**

to permit the Tenant to hold the Premises peaceably and without any interruption by the Landlord or any person claiming under or in trust for the Landlord;

**10.2 Exercising rights**

in exercising the rights involving entry to the Premises to cause (and to ensure that those exercising the rights on its behalf cause) as little damage as is reasonably practicable to the Premises and as little disturbance as is reasonably possible to the Tenant's business.

**10.3 Repair**

To be responsible for any capital expenditure in relation to the maintenance of the roof and heating system.

## 11. INSURANCE

### 11.1 Landlord's covenants

The Landlord covenants with the Tenant:

- 11.1.1 to insure the Premises against fire, lightning, explosion, aircraft (including articles dropped from aircraft), riot, civil commotion, malicious persons, earthquake, storm, tempest, flood bursting and overflowing of water pipes, tanks and other apparatus impact by road vehicles and any other risks that the Landlord may decide although:
- (a) riot, civil commotion and malicious persons risks shall only be insurable to the extent that cover in respect thereof is reasonably obtainable in Northern Ireland at commercially reasonable rates;
  - (b) the obligation to insure against any particular risk is subject to insurance for that risk being ordinarily available from a reputable insurer for the Premises and at commercially reasonable rates; and
  - (c) this insurance will be subject to any usual and reasonable exclusions conditions and excesses that the insurer requires;
- 11.1.2 to effect this insurance with a reputable insurance company or with reputable underwriters and through any agency that the Landlord may from time to time decide;
- 11.1.3 that this insurance will be for the full cost of reinstatement of the Premises including (for example):
- (a) temporarily making the Premises safe and protecting any adjoining structures;
  - (b) debris removal demolition and site clearance;
  - (c) obtaining planning and all other statutory and other consents;
  - (d) architects' surveyors and other professional fees;
  - (e) complying with the requirements of any statute or of any Competent Authority;
  - (f) any VAT that may be payable on or in respect of any of these costs and fees;
  - (g) loss of three years' Rent;
- 11.1.4 to produce to the Tenant on demand reasonable evidence of the terms of the policy and of payment of the last premium;
- 11.1.5 to use reasonable endeavours to ensure that every policy of insurance effected by the Landlord contains a subrogation clause to the effect that the insurer agrees to waive any rights or relief to which it might become entitled by subrogation against the Tenant its undertenants and permitted occupiers save and to the extent that any damage is caused due to the act neglect or default of the Tenant its undertenants or permitted occupiers;
- 11.1.6 to procure that the interest of the Tenant is noted or endorsed on the policy whenever this is permitted under the policy;

### 11.2 Tenant's covenants

The Tenant covenants with the Landlord:

- 11.2.1 to pay as rent to the Landlord within fourteen days of a demand and (if so demanded) in advance of the date of renewal sums equal to:
- (a) the premiums paid or to be paid by the Landlord for insuring the Premises in accordance with its obligations in this Lease including any increased premiums required as a result of the Tenant's use of the Premises or anything brought onto the Premises;
  - (b) the premiums paid or to be paid by the Landlord for insuring for three years' loss of Rent under this Lease;
  - (c) the premiums paid or to be paid by the Landlord for any third party liability (including public and property owner's and employer's liability) in respect of the Premises against which the Landlord may at any time insure;
- 11.2.2 where in the case of any of the items referred to in the preceding clauses the Landlord's policy includes the Premises and other premises to pay as rent to the Landlord on demand and (if so demanded) in advance of the date of renewal the proportion of the premiums properly attributable to the Premises to be determined (in the absence of agreement) by the Landlord's surveyor;
- 11.2.3 to pay the sums referred to in clauses 11.2.1 and 11.2.2 for the period beginning on the Insurance Commencement Date and ending on the day immediately before the next renewal date on the grant of this Lease or if later on the Insurance Commencement Date or when demanded;
- 11.2.4 to give notice to the Landlord of any matters in relation to the Tenant or the Tenant's use and occupation of the Premises (whether existing or that arise during the Term) that a prudent insurer might treat as material in deciding whether or on what terms to insure or to continue to insure the Premises;
- 11.2.5 to comply with all the requirements and recommendations of the fire officer and all reasonable requirements of the insurer;
- 11.2.6 not to do or omit anything that could cause the insurance effected under clause 11.1 to become void or voidable wholly or in part and if the Premises are destroyed or damaged by a risk against which the Landlord has covenanted in this Lease to insure and the insurance money is wholly or partly irrecoverable by reason solely or in part of any act or omission of the Tenant or anyone claiming title under the Tenant or its servants agents or employees to pay to the Landlord on demand the whole or where appropriate the irrecoverable part of the cost of reinstatement;
- 11.2.7 not to do or omit anything that could cause any additional or increased premiums to become payable unless the Tenant has previously obtained the approvals of the Landlord and the insurer (the approval of the Landlord not to be unreasonably withheld or delayed);
- 11.2.8 not to bring or store on the Premises anything which is explosive or specially combustible;
- 11.2.9 to keep the Premises supplied with the equipment for the detection and fighting of fire and with the fire alarm equipment that is reasonably required by the Landlord or that the insurer or fire officer may require and to maintain this equipment in working order and to the satisfaction of the insurer or fire officer and to the reasonable satisfaction of the Landlord and to have this equipment inspected and maintained by a competent person as required;
- 11.2.10 not to obstruct the access to any fire equipment or the means of escape from the Premises or to lock any fire door while the Premises are occupied and not to make any alteration to the sprinkler system or do anything that could affect the operation of the system;
- 11.2.11 to give notice to the Landlord immediately any event happens against which the Landlord may have insured under this Lease;

- 11.2.12 if the Tenant is entitled to the benefit of any insurance in relation to the Premises to apply all money in making good the loss for which it is received;
- 11.2.13 to do nothing to prejudice any claim made by the Landlord or to prevent or impede any reinstatement being carried out by the Landlord under clause 11.3.1 (d);
- 11.2.14 to pay to the Landlord on demand the amount of any excesses which may be deducted or deductible by the insurers on any claim made by the Landlord under clause 11.3;

### 11.3 Reinstatement

- 11.3.1 whenever Insured Damage occurs and subject to the Tenant complying with clause 11.2 the Landlord covenants with the Tenant:
  - (a) immediately to notify the insurer of the damage and to claim all sums due under the insurance policy;
  - (b) to use all reasonable endeavours to procure the payment by the insurer of all sums properly due under the policy at the time and in the manner required by the policy and to make up any deficiency in the insurance monies save and to the extent that such deficiency is due to the act neglect or default of the Tenant or anyone claiming title under the Tenant or its servants agents or employees;
  - (c) to apply for and use all reasonable endeavours to obtain all planning permissions building regulation consents and other consents and licences that are required to enable the Landlord to reinstate ('the Permissions');
  - (d) to apply all insurance money received (except sums for loss of Rent) in reinstating the Premises as soon as the Permissions have been obtained or as soon as reasonably practicable where no Permissions are required;
- 11.3.2 whenever a Compensatable Event occurs the Tenant covenants with the Landlord:
  - (a) as soon as possible to submit a claim for the full amount of compensation payable such claim to be subject to the prior written approval of the Landlord (such approval not to be unreasonably withheld or delayed);
  - (b) to use all reasonable endeavours to obtain the full amount of compensation payable in respect of the Premises;
  - (c) to apply for and use all reasonable endeavours to obtain all planning permissions building regulation consents and other consents and licences that are required to enable the Tenant to reinstate ('the Permissions');
  - (d) to apply all compensation monies received in reinstating the Premises as soon as the Permissions have been obtained or as soon as reasonably practicable where no Permissions are required and to make up any shortfall in the compensation monies save and to the extent that such deficiency is due to the act neglect or default of the Landlord its servants agents or employees;
- 11.3.3 the Landlord or the Tenant need not reinstate under clauses 11.3.1 and 11.3.2 respectively as appropriate while prevented by any of the following:
  - (a) failure by the Landlord or the Tenant to obtain the Permissions despite using all reasonable endeavours;
  - (b) the grant of any of the Permissions subject to a lawful condition with which it would be unreasonable to expect the Landlord or the Tenant to comply or the planning or highway authority's insistence that as a pre-condition to obtaining any of the Permissions the Landlord or the Tenant must enter into an agreement with

the planning or highway authority that would contain a term with which it would be unreasonable to expect the Landlord or the Tenant to comply;

- (c) some defect in the site upon which the reinstatement is to take place so that it could not be undertaken or undertaken only at excessive cost;
- (d) war act of God government action strike lock-out or any other similar circumstances beyond the control of the Landlord or the Tenant;

#### 11.4 Termination

11.4.1 whenever Insured Damage or a Compensatable Event occurs and the Premises or any part of them are still unfit for use two years and six months after the date upon which they first became unfit either party may for so long as the Premises or a material part remains unfit at any time within the six months prior to the expiry of the three year loss of Rent period serve on the other a notice referring to this clause whereupon this Lease will immediately come to an end and in which case the insurance monies and compensation monies shall belong to the Landlord save to the extent that this relates to the Tenant's fixtures, fittings, additions and improvements which the Tenant is by the provisions of this Lease entitled to remove;

11.4.2 in the event of this Lease being determined under clause 11.4.1 by either party forthwith to assign or otherwise transfer the benefit of any claim the Tenant may have in respect of the Premises under the 1977 Order save and to the extent that this relates to the Tenant's fixtures fittings additions and improvements which the Tenant is entitled to remove under the provisions of this Lease;

11.4.3 termination under clause 11.4.1 will not affect any rights that either party may have against the other.

#### 12. FORFEITURE

12.1 A 'Forfeiting Event' is any of the following:-

12.1.1 any Rent or sum regarded as rent for the purposes of this Lease is outstanding for twenty-one days after becoming due whether formally demanded or not in the case of Rent in relation to any other sum regarded as rent for the purposes of this Lease;

12.1.2 a material breach by the Tenant of any of the provisions of this Lease;

12.1.3 the Tenant is insolvent;

12.2 'Insolvent' for the purposes of this Lease means:

12.2.1 in relation to a company any of the following:

- (a) it is deemed unable to pay its debts as defined in the Insolvency (Northern Ireland) Order 1989 (referred to in this clause as 'the Order') article 103;
- (b) a proposal is made for a voluntary arrangement under Part II of the Order;
- (c) an order is made for the appointment of an administrator to manage the affairs, business and property of the Tenant or documents are filed with a court of competent jurisdiction for the appointment of an administrator of the Tenant or notice of intention to appoint an administrator is given by the Tenant or its directors or by a qualifying floating charge holder (as defined in paragraph 15 of Schedule B1 to the Insolvency (Northern Ireland) Order 1989);
- (d) a receiver administrative receiver or manager is appointed;



- (e) it goes into liquidation as defined in article 6(2) of the Order (other than a voluntary winding up solely for the purpose of amalgamation or reconstruction of a solvent company);
- (f) a provisional liquidator is appointed under article 115 of the Order;
- (g) a proposal is made for a scheme of arrangement under the Companies (Northern Ireland) Order 1986 article 418;

12.2.2 in relation to an individual any of the following:

- (a) an application is made for an interim order or a proposal is made for a voluntary arrangement under Part VIII of the Order; or
- (b) a bankruptcy petition is presented to the court or his circumstances are such that a bankruptcy petition could be presented under Part IX of the Order; or
- (c) he enters into a deed of arrangement;

12.3 Whenever a Forfeiting Event exists the Landlord may enter the Premises (or any part of it) at any time even if a previous right of re-entry has been waived and then the Term will end but without affecting any rights that either party may have against the other including (for example) the breach under which the re-entry is made.

PROVIDED always in the event of the Landlord becoming entitled to exercise the right of re-entry and forfeiture arising by virtue of this clause whilst any money remains owing to the Chargee under the Charge then the Landlord before exercising such rights and providing particulars of the name and address of the Chargee shall previously have been given by the Tenant will give notice in writing to the Chargee by post at the aforementioned address to such Chargee of its intention so to act and if within two months of such notice such Chargee shall notify the Landlord in writing that it is willing to and thereby does undertake at its own cost and expense to perform and observe the obligations and to discharge the liabilities of the Tenant under this Lease and the Chargee then procures the assignment to it or a nominee to be approved of in writing by the Landlord (such approval not to be unreasonably withheld in the case of a respectable and responsible body corporation or other body) of this Lease or obtains possession of the Premises pursuant to the remedies available to it under the Charge within a reasonable time from the date of the such undertaking them and in any such case the Landlord will not exercise its rights of re-entry and forfeiture except upon some breach of the Chargee of such undertaking as aforesaid and then only if the breach is not remedied within a reasonable time of the Chargee receiving notice of the breach.

## 13. MISCELLANEOUS

### 13.1 Representations

The Tenant acknowledges that it has not entered into this Lease in reliance on any representation made by or on behalf of the Landlord except in relation to any written replies given by the Landlord's solicitors in writing to any written enquiries before lease raised by the Tenant's solicitors.

### 13.2 Exclusion of use warranty

Nothing in this Lease or in any consent granted by the Landlord implies that the Premises may be used for any particular purpose.

### 13.3 Disputes with adjoining owners

If any dispute relating to the Premises arises between the Tenant and the occupiers of Adjoining Premises it will be determined by the Landlord's surveyor (acting reasonably).

### 13.4 Covenants relating to Adjoining Premises

Nothing contained in or implied by this Lease will give the Tenant the benefit of or the right to enforce (or to prevent the release or modification of) any covenant or condition entered into by any tenant of any Adjoining Premises.

### 13.5 Effect of waiver

Each of the Tenant's covenants will remain in force even if the Landlord has waived or temporarily released that covenant or waived or released a similar covenant in a lease of Adjoining Premises.

### 13.6 Rights and easements

13.6.1 the only rights granted to the Tenant are those expressly set out in this Lease and the operation of Section 6 of the Conveyancing and Law of Property Act 1881 is excluded; and

13.6.2 the Tenant will not during the Term acquire or become entitled to any easement over any Adjoining Premises.

### 13.7 Extension of Term

If after the expiry of the Term there is a period of holding over extension or continuance (whether by agreement or operation of law):-

13.7.1 the provisions of this Lease will apply to that period and the expression 'Term' will be construed accordingly; and

13.7.2 all obligations of a periodical nature will apply at the same intervals as those specified in this Lease.

### 13.8 Perpetuity period

The perpetuity period applicable to this Lease is eighty years beginning on the date of this Lease and whenever in this Lease either party is granted a future interest it must vest within that period and if it has not will be void for remoteness

### 13.9 Tenant's possessions

If after the Tenant has vacated the Premises on the expiry of the Term any of the Tenant's possessions remain on the Premises and the Tenant fails to remove them within seven days after being requested in writing by the Landlord to do so or if the Landlord is unable to make such a request to the Tenant within fourteen days from the first attempt:-

13.9.1 the Landlord may as the agent of the Tenant sell the possessions and the Tenant indemnifies the Landlord against any liability incurred by it to any third party whose possessions have been sold by the Landlord in the mistaken belief (which will be presumed unless the contrary is proved) that the possessions belonged to the Tenant;

13.9.2 if the Landlord having made reasonable efforts is unable to locate the Tenant the Landlord may keep the proceeds of sale unless the Tenant claims them within ninety days of vacating the Premises;

13.9.3 the Tenant will be responsible for and will indemnify the Landlord against any damage caused to the Premises by the possessions and any Losses suffered by the Landlord as a result of the presence of the possessions on the Premises after the Tenant has vacated the Premises on the expiry of the Term.

### 13.10 Landlord's surveyor

Whenever this Lease provides for questions to be referred to or issues to be determined by the Landlord's surveyor:

- 13.10.1 the term 'in the absence of agreement' means in the absence of agreement between the Landlord and the Tenant and does not require the agreement of the Guarantor to have been sought;
- 13.10.2 in making his determination he will be acting as an expert and not as an arbitrator and the determination will be final and conclusive;
- 13.10.3 his fees and disbursements for making the determination will be paid as he directs as being fair and reasonable in the light of his determination having regard to the nature of the question or issue referred to him and the views of the parties expressed to him prior to his determination;
- 13.10.4 he must be an Associate or Fellow of either the Royal Institution of Chartered Surveyors or the Incorporated Society of Valuers and Auctioneers;
- 13.10.5 he must not be an employee of the Landlord or of a company within the Landlord's Group.

### 13.11 Arbitration

In the event that any matter is referred to arbitration as provided for in this Lease, the arbitral proceedings shall be conducted in accordance with the 1996 Act and the Landlord and the Tenant hereby agree that:-

- 13.11.1 the proceedings shall be held in Northern Ireland;
- 13.11.2 the language to be used in the proceedings shall be English and English translations of any relevant documents not originally written in English shall be provided;
- 13.11.3 the award of the tribunal shall be in writing signed by the arbitrator and shall contain the reasons for the award;
- 13.11.4 the parties shall be notified of the award of the tribunal by a copy of the award being sent to each of them on the same day by recorded delivery service post or communicated by such other means as the parties shall agree in writing and shall be deemed to have been received 24 hours after the time of posting or such other means of communication; and
- 13.11.5 the date of the award of the tribunal shall be the date on which the parties are deemed to have received a copy of the award.

## 14. NOTICES

- 14.1 A notice under this Lease must be in writing and unless the receiving party or its authorised agent acknowledges receipt is valid if (and only if) it:
  - 14.1.1 is given by hand sent by registered post or recorded delivery or sent by fax provided a confirmatory copy is on the same day given by hand or sent by registered post or recorded delivery; and
  - 14.1.2 is served:
    - (a) where the receiving party is a company incorporated within the United Kingdom at its registered office; or
    - (b) where the receiving party is the Tenant and the Tenant is not such a company at the Premises; or
    - (c) where the receiving party is the Landlord and the Landlord is not such a company at the Landlord's address shown in this Lease or at any address specified in a notice given by the Landlord to the Tenant;

- 14.2 unless it is returned through the Post Office undelivered a notice sent by registered post or recorded delivery is to be treated as served on the third working day after posting whenever and whether or not it is received;
- 14.3 a notice sent by fax is to be treated as served on the day upon which it is sent or the next working day where the fax is sent after 4 pm or on a day that is not a work day whenever and whether or not it or the confirmatory copy is received unless the confirmatory copy is returned through the Post office undelivered;
- 14.4 the term 'working day' means a day when the UK clearing banks are open for business in Belfast;
- 14.5 if the receiving party consists of more than one person a notice to one of them is notice to all;

## 15. GUARANTOR

### 15.1 Guarantor's covenants

The Guarantor covenants with the Landlord named in this Lease and (without the need for any express assignment) with all of its successors in title:

- 15.1.1 if the Tenant does not pay the Rent or any other sum due under this Lease to pay to the Landlord on demand the Rent or other sum and the expression 'other sum' includes (for example) any sum that the Tenant is ordered to pay in any proceedings arising out of this Lease (except proceedings under the 1996 Order to renew this Lease) or agrees to pay by way of settlement of those proceedings;
- 15.1.2 if the Tenant is in breach of any provision of this Lease to remedy that breach on demand and to indemnify and keep indemnified the Landlord against all Losses suffered by the Landlord as a result (directly or indirectly) of that breach;
- 15.1.3 in addition to the obligations set out in clauses 15.1.1 and 15.1.2 and if this Lease is disclaimed by the Tenant's trustee in bankruptcy or liquidator:
- (a) to pay to the Landlord on demand an amount equal to the Rent and other sums of a recurring nature that would have been payable under this Lease for the period beginning on the date of disclaimer and ending on the earliest of:
    - (i) the date upon which the Premises is re-let;
    - (ii) the expiry of the Term;
    - (iii) the expiry of the period of one year beginning on the date of the disclaimer;
  - (b) if requested by the Landlord within ninety days of disclaimer to take from the Landlord a lease of the Premises from the date of disclaimer for the residue of the Term at the Rent payable at the time of disclaimer (or where a rent review is pending at the time of disclaimer at the Rent that is subsequently agreed or determined under clause 3 to have been payable at the time of disclaimer) and upon the same terms as those contained in this Lease with all provisions of a periodical nature (including for example those relation to review of the Rent) expressed to apply on the actual dates that would have applied if this Lease had not been disclaimed;
  - (c) to pay the costs of the Landlord incurred in relation to the disclaimer and where appropriate the grant of the lease to the Guarantor;

### 15.2 When covenants apply

The obligations of the Guarantor set out in clause 15.1 will continue to apply even if:

- 15.2.1 the Landlord grants any time or indulgence to the Tenant or fails to enforce payment of the Rent or other sum or the performance of the terms of this Lease;
- 15.2.2 the Landlord refuses to accept the Rent tendered when the Landlord was entitled (or would after the service of a notice under the Conveyancing and Law of Property Act 1881 section 14 be entitled) to re-enter the Premises;
- 15.2.3 the terms of this Lease are varied;
- 15.2.4 a revised Rent has been agreed or determined under clause 3 including any stepped rent phased rent or other rental formula that may be agreed;
- 15.2.5 the Tenant surrenders part of the Premises and where this happens the liability of the Guarantor under this Lease continues for the part of the Premises not surrendered after making any necessary apportionments;
- 15.2.6 the Guarantor would have been released by any other event.

### 15.3 **Tenant's covenants**

The Tenant covenants with the Landlord:

- 15.3.1 to give notice to the Landlord within fourteen days if the Guarantor (or if more than one person is included in this term any of them) or any person who has entered into covenants with the Landlord under clause 8.6 or 15.3.2 becomes Insolvent (as defined in clause 14.2) or dies;
- 15.3.2 if required by the Landlord following the service of a notice under the preceding clause to procure that within fourteen days of the request some other person reasonably acceptable to the Landlord enters into covenants with the Landlord in the form of clauses 15.1 to 15.3 inclusive or in such other form as the Landlord reasonably requires.

### 16. **THIRD PARTY RIGHTS**

Nothing in this Lease is intended to confer on any person any right to enforce any term of this Lease which that person would not have had but for the Contracts (Rights of Third Parties) Act 1999.

**IN WITNESS** whereof this Lease has been executed by the parties hereto the day and year first herein written.

The Common Seal of  
**LISBURN AND CASTLEREAGH  
CITY COUNCIL**  
was hereunto affixed in the  
presence of:-

Mayor

Chief Executive

The Common Seal of  
**THE RESURGAM  
COMMUNITY DEVELOPMENT  
TRUST LIMITED**  
was hereunto affixed in the  
presence of:-

Director

Director/Secretary

DRAFT

Appendix I  
**SCHEDULE OF CONDITION**

## **Hilden School Heritage Project**

### **Work Accomplished to Date: January 2022**

**Background to the Heritage Development of Hilden Primary School:** In April 2021, Dr Ben Simon was appointed Heritage Development Officer for the Hilden School Heritage Project (HSP), working under a nine-month contract for 20hrs per week.

**Scope of the Heritage Development of Hilden Primary School:** The Hilden School site is a significant part of the developmental phase for the larger proposed Hilden School Regeneration Project, as such this project is part of phase **one**, which is concerned only with the heritage development of the school.

**Approach Adopted:** The appointment of a Heritage Development Officer who would work as part of the museum team to initiate contact with community stakeholders to raise awareness of the project and gauge local attitudes to the heritage development of the site. This was executed through three stakeholder meetings, individual meetings, two Heritage Advisory Group (HAG) meetings and one Children's Research Advisory Group (CRAG) session. This methodology reflects Lisburn Museum's approach to rights-based engagement, working with and not for communities using a shared authority approach.

**Outcomes:** By the end of Dr Simon's contract three main outcomes were achieved:

- (i) Increased contact with stakeholders from where sustainable development of the heritage aspect of the site could continue beyond the initial nine months.
- (ii) The creation of a *How To Toolkit* which would be informed by the engagements with the community and could be used as a template for other similar projects.
- (iii) The integration of the heritage development of Hilden Primary School into established museum work
- (iv) The addition of objects generated through the project, to Lisburn Museum's collection for the benefit of present and future generations



**The Process:** A work schedule (in reference to grant application 3L) was developed for Dr Simon by Dr Collette Brownlee, Education Services Officer at Lisburn Museum. Working with Lisburn Museum staff, Dr Simon made initial contact with stakeholders through individual meetings which informed content for further interactions with stakeholders through HAG and CRAG sessions. **Communications** with community stakeholders took place between April 2021 and December 2022 and included the design and distribution of a leaflet about the project and a series of online blogs. **Procurement** for the project was initially made from existing museum budgets (in reference to grant application 3K). A cost code was then allocated for spend on the project. Dr Simon finished working on the project on 12 January 2022.

The following is an update of work undertaken to 12 January. Please note participant comments informed the engagement process rather than act as a framework for wider work on Hilden School Regeneration. A further report will be compiled once the main outcome of a *How To Toolbox* has been compiled by the museum team, target date for this is March 2022.



## Work Completed April 2021 – December 2021

| Item  | Details   | Link to Grant  |
|---|---|--|
| <b>1.</b><br>Partnership working with Resurgam Trust And Hilden Community Association | <ul style="list-style-type: none"> <li>Seven meetings have been held via zoom with Resurgam Trust (RT) representative Denis Paisley (DP). DP attended all stakeholder meetings to date and has had one-to-one meetings with Ben Simon (BS). These were to gauge RT's priorities for the heritage aspect of the project.</li> <li>In partnership with RT and Trish Mc Cormick, Director of Hilden Community Association (HCA) a Children's Research Advisory Group took place at Lisburn Museum on 17 December 2021.</li> </ul>  | <p>See grant application section 1i.</p> <p><i>The project is being delivered in partnership with LCCC, Resurgam trust and Hilden Community Association</i></p>  |
| <b>2.</b><br>Support from Lisburn Museum Staff  | <ul style="list-style-type: none"> <li>BS had daily access to his line manager, Dr Collette Brownlee, Education Services Officer (CB)</li> <li>Collections and Research support was provided by the Research Officer, Dr Ciaran Toal(CT) and the Assistant Keeper of Collections Trevor Hall (TH)</li> <li>Support regarding social media posts/ blog and events management and set up was provided by Emma Breadon (EB) from the education team</li> <li>Administration support was offered by the clerical and administration team</li> <li>Meetings were arranged as needed with Paul Allison, Museum Service Manager (PA) who also attended all stakeholder meetings and the two HAGs</li> <li>Museum staff provided BS with knowledge regarding Lisburn Museum's community engagement process, the education service, event management, museum research resources and museum collections.</li> </ul> | <p>See grant application section 3e.</p> <p><i>Work during the development of the project</i></p> <p>See grant application section 3f</p> <p><i>Who are the main people responsible for the work during the developmental phase of your project?</i></p> |

|   |   |   |
|---|---|---|
| <p><b>3.</b><br/>Community Outreach and Communication</p> | <p>A display of images and objects relating to Hilden, The Barbour Family and Hilden Primary School was created by the museum team to provide a point of reference for all community events:</p> <p><b>Community Stakeholder Meetings:</b></p> <p>(i). A community stakeholder meeting took place at 2.30pm on <b>25 May 2021</b> (via zoom) to introduce the project. 12 members from Hilden Community Association and Resurgam trust attended.</p> <p>(ii). A further meeting was held at 7pm on <b>30 June 2021</b> at Lisburn Museum. There were 15 attendees, 6 people asked to be added to the project mailing list and some considered attending HAG sessions.</p> <p>(iii) A further community stakeholder meeting was held at Lisburn Museum at 3pm on <b>28 July 2021</b>. This was aimed at the wider business community, 12 people attended and these were mainly residents with some local organisations represented. The drone footage of Hilden School was shown.</p> <p>(iv). EB and BS attended a Family Fun event at Glenmore Activity Centre on <b>4 September 2021</b>. Discussions about the project were held with attending elected representatives and over 20 residents.</p> <p>(v) A further public engagement took place at on <b>29 September 2021</b> at Glenmore activity Centre. Some 27 participants booked and 34 participants attended. The aim of the session was to update the local community and stakeholders on progress so far.</p> <p>(vi). Attendee Demographic Information for Stakeholder Meetings<br/>Local Residents<br/>Previous teachers at Hilden Primary School<br/>Previous employees at Hilden School<br/>Past pupils of Hilden School<br/>Parents of pupils at Hilden School</p> | <p>See grant application section 3e.</p> <p><i>Work during the development of the project</i></p> <p><i>Work during the development of the project</i></p> <p>See grant application section 1i.</p> <p><i>The project is being delivered in partnership with LCCC, Resurgam trust and Hilden Community Association</i></p> <p>See grant application section 4a</p> <p><i>A wider range of people will be involved in heritage</i></p> |
|---|---|---|

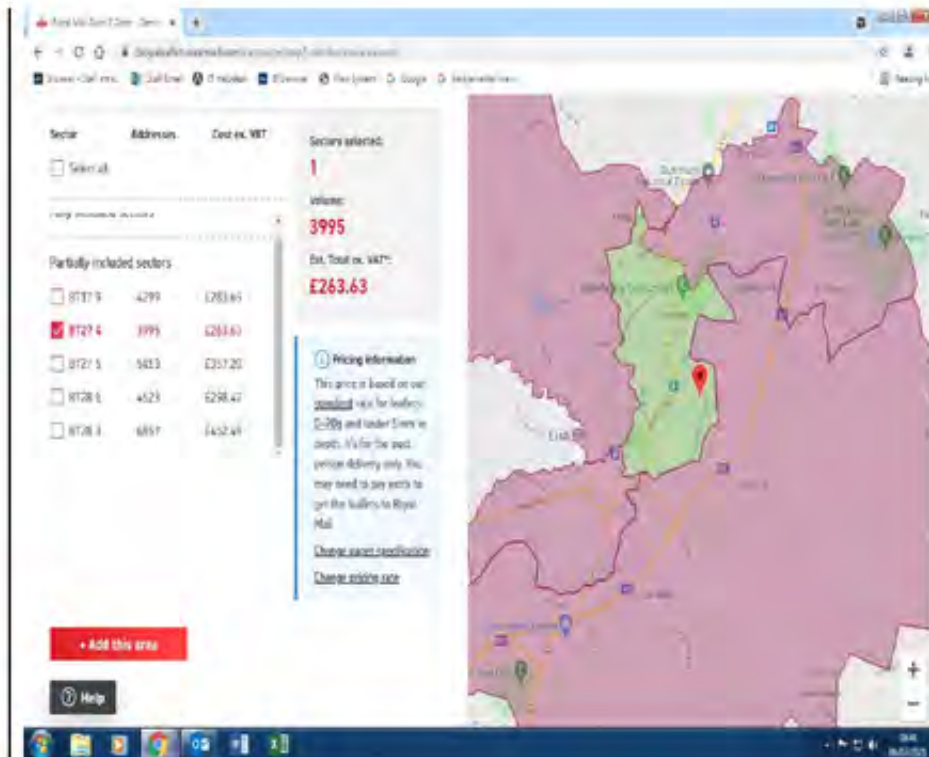
Previous Governor of Hilden School  
Local Residents  
LCCC employees  
Lisburn Building Preservation Trust  
Educators  
Local Historians / Local Interest  
Elected Representatives

**Mailshot**

(i). A leaflet to promote the Hilden School Project has been compiled, published and distributed. 4,000 copies have been delivered to every address in north Lisburn, Hilden and Lambeg on **13 September 2021**.

***Distribution of Hilden School Regeneration Project leaflets***

*Royal Mail undertook a leaflet drop to all premises in the BT27 4 region, comprising north Lisburn, Hilden and Lambeg districts (see below). A total of 3,995 leaflets were distributed. On 3 November, bundles of leaflets, c. 1,000 in total, were handed out to shops and business premises in the Hilden area. (BS)*



**(ii) Door to Door leaflet Delivery:** A follow-up door to door delivery took place on **4 November 2021** with a further 2,500 leaflets were posted through doors and left in local shops by museum staff.

**Online Blogs (BS)**

Regular blogs about the Heritage project have been compiled by BS and posted by Dr Ciaran Toal on Lisburn Museum’s website. [www.lisburnmuseum.com](http://www.lisburnmuseum.com). Copies of the blogs are attached. Details of interactions below:

|   |             |          |  |
|---|-------------|----------|--|
| <a href="#">/exploring-heritage-bringing-new-life-to-hilden-school/</a> | 432         | 00:02:49 |  |
| <a href="#">/researching-the-story-of-hilden-school/</a>                | 108         | 00:03:48 |  |
| <a href="#">/plan-for-a-heritage-trail/</a>                             | 83          | 00:01:26 |  |
| <a href="#">/piecing-together-the-jigsaw/</a>                           | 69          | 00:02:08 |  |
| <a href="#">/getting-to-know-you/</a>                                   | 63          | 00:01:38 |  |
| <a href="#">/going-to-hilden-primary-school/</a>                        | 48          | 00:02:19 |  |
| <a href="#">/life-in-a-mill-village/</a>                                | 7           | 00:01:46 |  |
| <a href="#">/generous-donations-keep-the-story-of-hilden-alive/</a>     | 4           | 00:00:38 |  |
| Blog Home page / landing page   | 186         | 00:00:45 |  |
| <b>TOTAL</b>  | <b>1000</b> |          |  |

**4.**  
Engaging with individuals – Interviews with Individuals and Heritage Advisory Groups (HAGs)

- (i). People attending the stakeholder meetings were encouraged to provide contact details and/or sign up for the Heritage Advisory Group (HAG). The HAG methodology reflects a rights based / shared authority approach to ensure that the project develops *with* rather than *for* the community.
- (ii). These events were used to gather information on community needs but also to create contact details of individuals who have stories about the school and who wish to get involved / more involved in the project.
- (iii). BS met with nine individuals from diverse backgrounds and interests who are keen to be part of this developmental stage of the HSP. Feelers were also put out to members of the Barbour family and one previous managing director of Barbour’s Mill (BS). (These were not explored during the tenure of BS but it is hoped will be pursued by Lisburn Museum staff).

See grant application section 3e.  
*Work during the development of the project*

See grant application section 4a  
*A wider range of people will be involved in heritage*

**Meetings with Individuals:**

- explored why participants considered local heritage important
- focussed on what participants wanted to highlight in progressing the project to the next stage
- examined what participants hoped the scope and reach of further regeneration projects of Hilden Primary School would achieve.

**HAG Sessions:**

Individual and group conversations were annotated to highlight themes which informed the focus of the HAG sessions:

- The first HAG took place in Lisburn Museum on **13 October 2021**. CB designed the session which presented information for discussion, collated from BS meetings with individuals and previous stakeholder meetings
- Focus group methodology was used with HAGs to elicit information on participant perceptions, ideas and attitudes towards the development of Hilden School
- The sessions offered an opportunity for HAG members to both share and understand views and opinions around the restoration of Hilden School
- The sessions were also an opportunity to showcase new archives and objects gathered through the project related to Hilden as well as provided an opportunity to view these items and items which already existed in Lisburn Museum's collection.

The information from HAG 1 was annotated by CB for presentation to HAG 2 on **10 November 2021**: the aims included the facilitating of discussion around an exhibition brief, proposed trail and *How To Kit*.

As manager of Lisburn Museum, Paul Allison participated in both HAG meetings.

- Lisburn Museum education staff participated in HAG meetings to help inspire the involvement of community volunteers with children's heritage education (EB).
- LJ /EB /CB and PA facilitated the two HAG groups and one CRAG group.

See grant application section 3f

*Who are the main people responsible for the work during the developmental phase of your project?*



- The research and collections team at Lisburn Museum participated in the HAGs as a means of helping members to understand the nature and value of local archives and collections (CT and TH)

CB liaised with DP (RT) Trisha Mc Cormick (HCA) to host a CRAG session at Lisburn Museum for children and young people on **17 December 2021**.

Sixteen young people attended between the ages of 7 and thirteen. This session had three aims:

- To raise children's awareness of the Hilden School Heritage Project
- To elicit children's attitudes and perceptions to the project
- To engage children as advisors with adults who will ultimately be the decision makers on the progress and execution of the project

Lisburn Museum's community engagement practice is built on a rights based shared authority ethos. The CRAG was designed to involve children as decision makers in how they would like a future project to be formed.

### **A Shared Authority Approach**

Lisburn's museum service as an organisation has in recent years adapted an approach that reflects the social role of heritage. Lisburn Museum has always had strong links with the local community and endeavours to widen those links. The Hilden School Heritage Project reflects the ethos of shared authority practice (Ref. Nolan and Robinson, 2013).

#### **How does shared authority differ from co-curation or collaboration?**

In essence shared authority creates interactions which change both how the museum works with its partners and how its partners work with the museum. These interactions have helped form work with stakeholder groups.

Shared authority work supposes that innovation is not linear from the top down, it does not conform to hierarchy but most importantly, it does not happen in a vacuum. It is about

See grant application section 4a

*A wider range of people will be involved in heritage*

creating a *shared vision and a collective responsibility* in its realisation (the participants formed the processes of engagement).

Applying shared authority practice ensures sustainable interactions. For example, Dr Ben Simon may have finished working on the project but Lisburn Museum is now committed to continuing working with Hilden partners developed through the project.

The HAGs and CRAG sessions helped make Lisburn Museum more relevant to participants, the museum staff were able to offer a wide view of the role of heritage whilst they also learned from participants who invested their time and effort in formulating the project.

**The relevance of a shared authority approach to the outputs of this development stage of the Hilden School Heritage Project**

The project has resulted in connections being made with participants who beforehand may not have grasped the relevance of the heritage dimension to the development of Hilden School. Whereas some participants are historians, community volunteers and interested parties, the HAG sessions created a platform which increased the museum's awareness of diverse needs within the stakeholder groups.

- (i) The process and findings, outlining the limitations and scope of this developmental phase will be outlined in a forthcoming *How To Toolkit*. At this stage it is suffice to note that:
- (ii) The importance of working with rather than for the community was highlighted by participants
- (iii) That the next stage needed to reflect community needs
- (iv) That a sustainable connection between the participants and Lisburn Museum was of mutual benefit
- (v) Although the remit of this stage of the project had to be constantly reinforced, participants highlighted the importance of ongoing communications which were of mutual benefit.

**5.**  
Heritage will be in better condition

- (i) Photographs, including drone footage, have been taken of interior and exterior of the school. This is designed as a before exercise and it is planned to replicate the process once the building has been transformed.

See grant application section 4a

*A wider range of people will be involved in heritage*

|  |  |   |
|--|--|---|
|  | <ul style="list-style-type: none"> <li>(ii) These will also contribute as resources for a future exhibition</li> <li>(iii) In the interim, the images have been used for a community display at Glenmore Activity Centre on 4 September 2021 and the online blogs on Lisburn Museum's website. Footage was also shown at Glenmore Activity Centre and at the first HAG in Lisburn Museum.</li> <li>(iv) The images continue to be utilised to increase awareness of the project and to encourage community involvement with it. e.g. they have been shown to the wider heritage community Lisburn Historical Society</li> </ul>  | <p>See grant application section 4b</p> <p><i>Heritage will be in better condition</i></p>  |
| <p><b>6.</b><br/>Researching the history of the Hilden building</p>              | <ul style="list-style-type: none"> <li>(i) BS spent April – June 2021 researching the history of Hilden school, mill and village. This archive has now been started for continuation by Lisburn Museum</li> <li>(ii) Through the project, some individuals have donated or indicated they will lend Hilden heritage material to Lisburn Museum.</li> <li>(iii) A form to record the donation/loan of material has been created. It is hoped donations will increase as the project progresses.</li> <li>(iv) Donations to Lisburn Museum collections have been accessioned but are easily accessible to the community partners</li> </ul>  | <p>See grant application section 3e.</p> <p><i>Work during the development of the project</i></p>   |
| <p><b>7.</b><br/>Physical Walk of Trail from Lisburn Museum to Hilden School</p> | <p>On a practical level, it was necessary to explore how realistic a walk from Lisburn Museum is to the Hilden site.</p> <p>This took place on <b>14 September 2021</b> with BS accompanied by Philip Simpson from education team at Lisburn Museum and Stephen Toal and Tracey Connolly, Countryside Officers, LCCC. The walk helped in the gathering of information from an historical, education, botanical and ecological point of view to present to the HAG for discussion.</p> <p>As part of the <i>How To Tool Kit</i>, Services will also be enlisted of a botanical artist in order to illustrate flora along the towpath from which education materials may be further developed at no or low cost to Hilden Community Association.</p> | <p>See grant application section 1i.</p> <p><i>The project is being delivered in partnership with LCCC, Resurgam trust and Hilden Community Association</i></p> |

|  |   |  |
|--|---|--|
| <p><b>8.</b><br/>Evaluation and Community Feedback</p> | <p>Community participants were invited to participate in two HAGs and one CRAG. Part of this process involved discussion of the proposed interpretation plan for the next stage of development of the Hilden School site.</p> <ul style="list-style-type: none"> <li>(i) Evaluation of participant attitudes to the project are in process, focussing on a comparison of participant knowledge of Hilden School , the regeneration plans and the role of Lisburn Museum as a community partner , pre-and post-developmental phase.</li> <li>(ii) Community feedback from meetings and sessions is being collated using analysis of themes arising from meetings and HAGs, utilising transcriptions (BS) and observations from stakeholder, HAG and CRAG meetings (CB). This information will form part of the <i>How To Toolkit</i>.</li> </ul> <p><b>Lisburn Museum is now committed to integrating a sustainable heritage education relationship with Hilden School post this developmental phase. This counters the main risk of losing momentum for community involvement.</b></p> <p><i>With the appointment of the part time Heritage Development Officer in April, significant staff resources within Lisburn Museum have contributed to driving forward the community engagement programme to inform, engage, appraise and consult with elected members, local community groups, social enterprise partners, relevant institutions, organisations and individuals. The meetings and outreach visits, mail shot, social media and online blog have facilitated the creation of the Heritage Advisory Group, in effect this focus group is guiding museum officers preparing design briefs for exhibitions, cultural trails and annual cultural events programming. Paul Allison, Museum Service Manager</i></p> <p>Any archival or photographic material collected as part of the project has become part of Lisburn Museum’s collection for future generations.</p> | <p>See grant application section 5a</p> <p><i>How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?</i></p> <p>See grant application section 5b</p> <p><i>Tell us about the main risks facing the project after it has been completed and how they will be managed</i></p> <p>See grant application section 5c</p> <p><i>How will you ensure the skills and knowledge developed whilst delivering your project are embedded within your organisation once it has ended?</i></p> <p>See grant application section 5d</p> <p><i>How will you evaluate the success of your project and share the learning?</i></p> |
|--|---|--|

**9.**  
Interpretation  
Plan Updated

As part of the *How To Tool Kit*\* proposals for the updating of the interpretation plan will be outlined.

Drawn up by CB, the information is based on participant input. It will contain a framework which includes:

- (i) The Engagement Process
- (ii) Themes Emerging from the Engagement
- (iii) Risk Taking and Dealing with Challenge
- (iv) Content from Discussions on Designing a Heritage Trail / Signage
- (v) Content from Discussions on Designing an Exhibition / Display in Hilden School

\*For Approval of Partners and Stakeholders before it is printed

**Target Date:** March 2022

**10.**  
Sample  
feedback from  
Museum Staff  
from HAG 1  
13 October  
2021

**Some themes emerging form the HAG and Crag sessions:**

**Education (EB):**

*The overwhelming impression from the session was how committed the group was to building up a community space.*

*My group included both a long term resident who was delighted to be able to share their local knowledge and a 'blow in' who had immediately found a welcoming space and community.*

*Each person knew that the focal point of the school was key to what the community needed, a space that was their own and that encompassed past, present and future.*

*Their concerns lay largely in safeguarding the space against it being taken over by just one type of user.*

*Their love and passion for the area was clear, and as we move out of Covid norms they know the need not just for community connection but also for using the area connected with the school for everybody (both a short easy walk and longer one were mentioned, 2020 taught how vital this was to our mental health).*

*The HAG meeting that was held on Wednesday 13<sup>th</sup> October, the gentlemen from The Men's Shed were extremely interested and keen to express their thoughts and opinions about the future of the Hilden School.*

*They were also open minded to listening to other ideas and on occasion adapted them into their own ideas.*

See grant application section 5d

*How will you evaluate the success of your project and share the learning?*

**Publicity and Promotion (LJ):**

*On the afternoon of Thursday 4<sup>th</sup> November, three staff handed out approximately 2,500 Hilden school leaflets. The areas covered were the shops and council facilities in the centre of Lisburn, the Ballyskeagh area and the Tullynacross area, which had not been targeted in the postal send out. Staff reported that the shops and council facilities in Lisburn were receptive to taking the leaflets and having them available for customers. In the areas of Ballyskeagh and Tullynacross, most people were responsive to receiving leaflets with one gentleman stating he was a past pupil of the school.*

**Collections (TH):**

*It was a surprise to see how enthusiastic people were in giving their artefacts relating to Hilden to the museum and how varied these items were. Some said they had forgotten they had them, in the roof space or garage. Things relating to schools but not Hilden, it seemed to bring people back to their childhood.*

*When they were looking at the artefacts the museum had on display memories started flooding back along with their stories. It would appear the school was more like a community or family. Memories of teachers and the classroom were happy memories.*

**Research and Archives (CT):**

*We attended the evening meeting at Glenmore on 29 September 2021 and met a number of locals connected to Hilden School, and the nearby Hilden Mill. The visitors were extremely interested in the objects we had on display, including Sir John Milne Barbour's photographic album, and ephemera from Hilden School, from canteen menus to a roll of honour from the Great War (1914-18). A number of visitors made commitments to bring photographs from their own collections into the museum, as well as make appointments with the Heritage Development Officer.*

See grant application section 5c

*How will you ensure the skills and knowledge developed whilst delivering your project are embedded within your organisation once it has ended?*

**11.**  
**HAG 1**  
**13 October**  
**2021:**

There was no set agenda other than to discuss two aspects around

- (i). What was important going forward, e.g. How would the HAG like Lisburn Museum to engage in the development of Hilden School, what they knew about the role of the museum in building community archives and the role of HCA in developing participant involvement in the heritage of Hilden school.
- (ii). Discussing what knowledge already existed on Hilden School, Hilden Mill, The Barbour Family, and the Regeneration of Hilden School.

Summary of Session: There seemed to be a sound knowledge and understanding of the role of Lisburn Museum, the history of Hilden, The School and the Barbour Family but that was to be expected as the HAG group was made up from already engaged participants. However the Hag wanted more knowledge about the Heritage Lottery Fund, Hilden

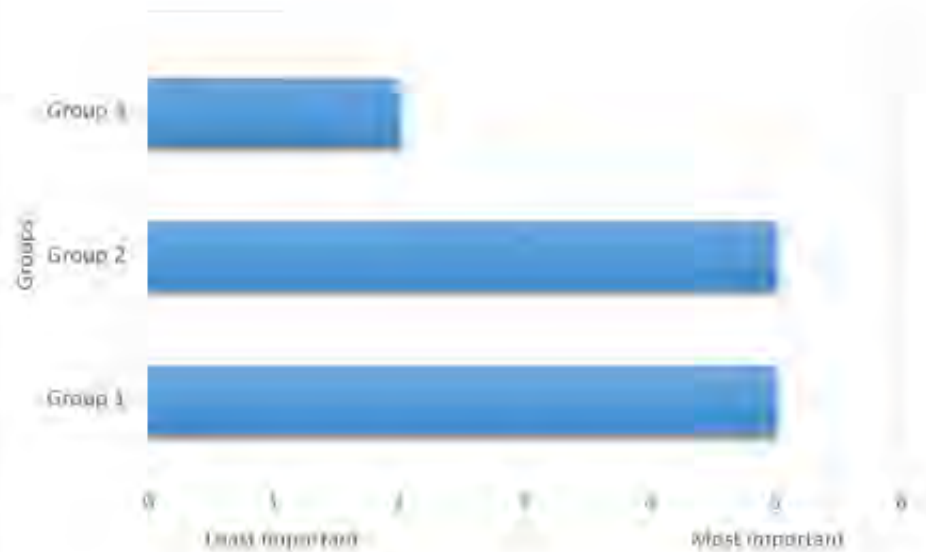
Community Association and the Regeneration Project as communications were seen as "could be better on these issues.

Themes emerging as important to the HAG were:

- (i) **Space and Inclusivity:** The need for a community space for individuals. This could be based on the historical reading room provided by the Barbour family but needed to be free of charge. Inclusivity was important in terms of no one taking ownership of the space.
- (ii) **Utility:** Digital poverty was particularly important to address. There was strong feeling that a Wi-Fi or community advice/ hub service should be part of future plans
- (iii) **Heritage and Community:** The sense of community was thought to be important to preserve what exists but also to welcome incomers. It was thought that Hilden Primary School should reflect the history of the school and the area to instil a sense of community pride and ownership of its shared heritage.
- (iv) **A Coffee Shop.** Participants were aware that this was a business and denude to make profit but that it should also be a meeting place to address social isolation. The idea of authentic welcomes reflects findings with museum visitors re authentic welcomes.
- (v) **Volunteers.** A wide range of volunteers was supported but participants expressed concern that proper safeguarding and training would be included in a volunteer programme.
- (vi) **Partnership with Volunteer Organisations.** It was suggested that partnership working with organisations such as Volunteer Now would address community concerns regarding the vetting and training of volunteers

The following charts are used merely to illustrate the levels of importance to groups:

**Fig. 1** A quiet / reading room should be free and reflect full social and cross generational inclusion



**Fig. 2** Inclusion of a Wi-Fi hub. Digital poverty is a consideration: to apply for jobs/ check bank accounts- everything has to be done online.



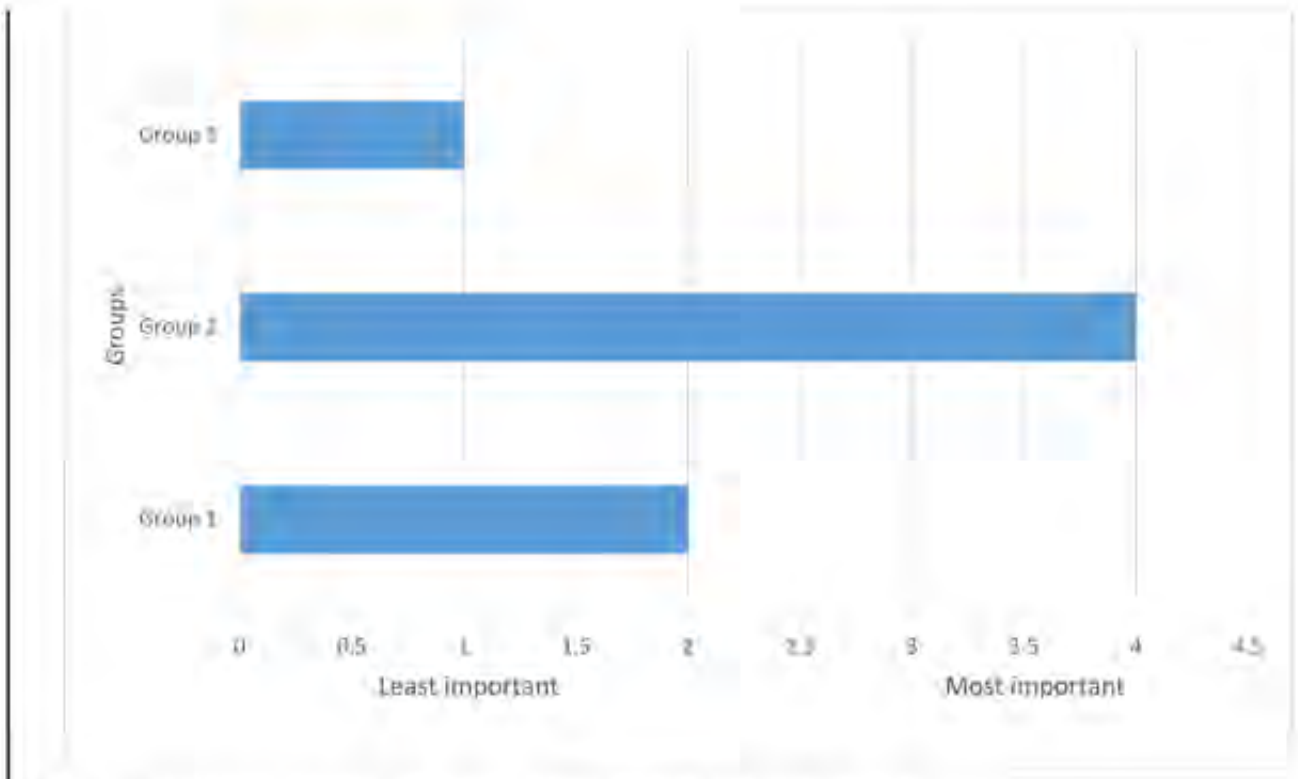
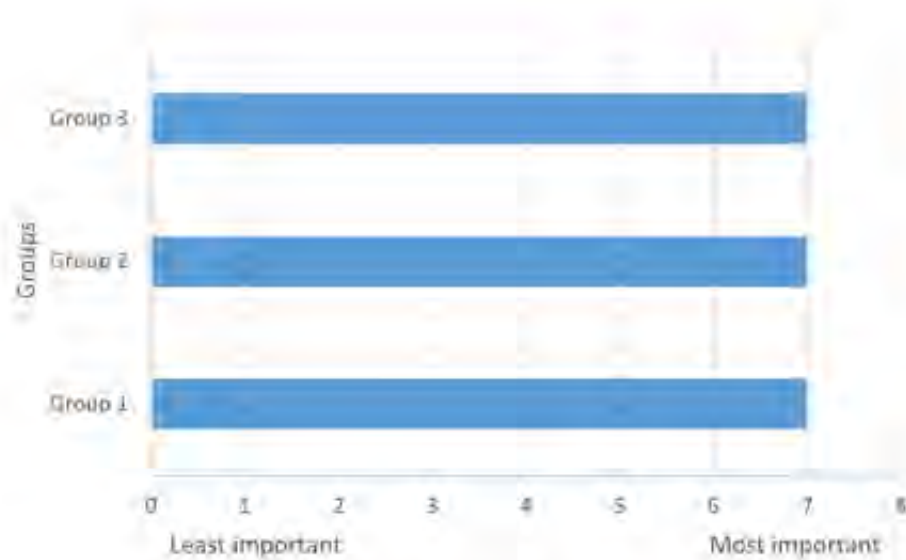
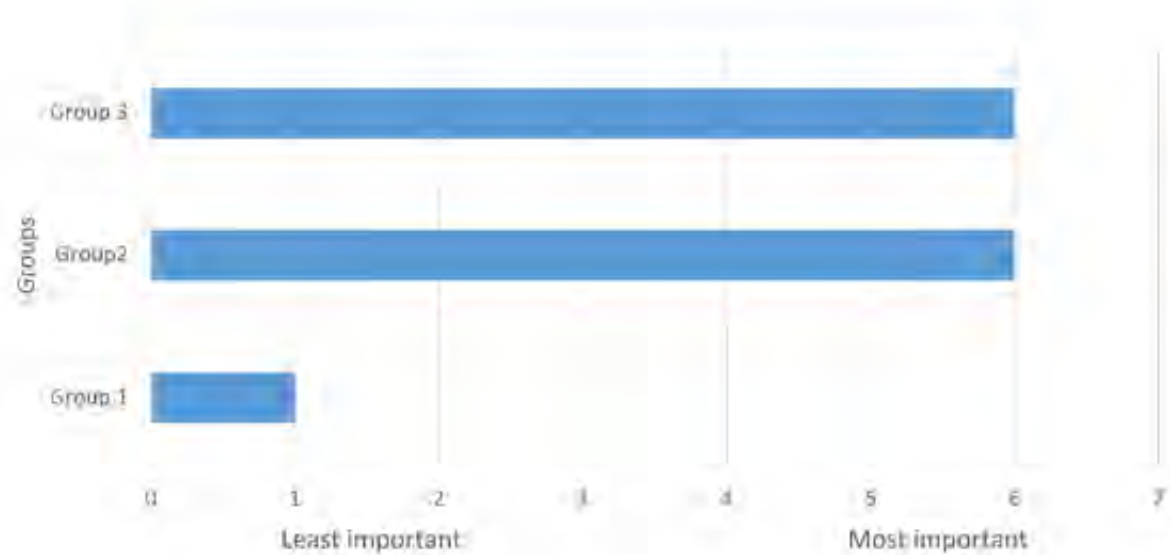


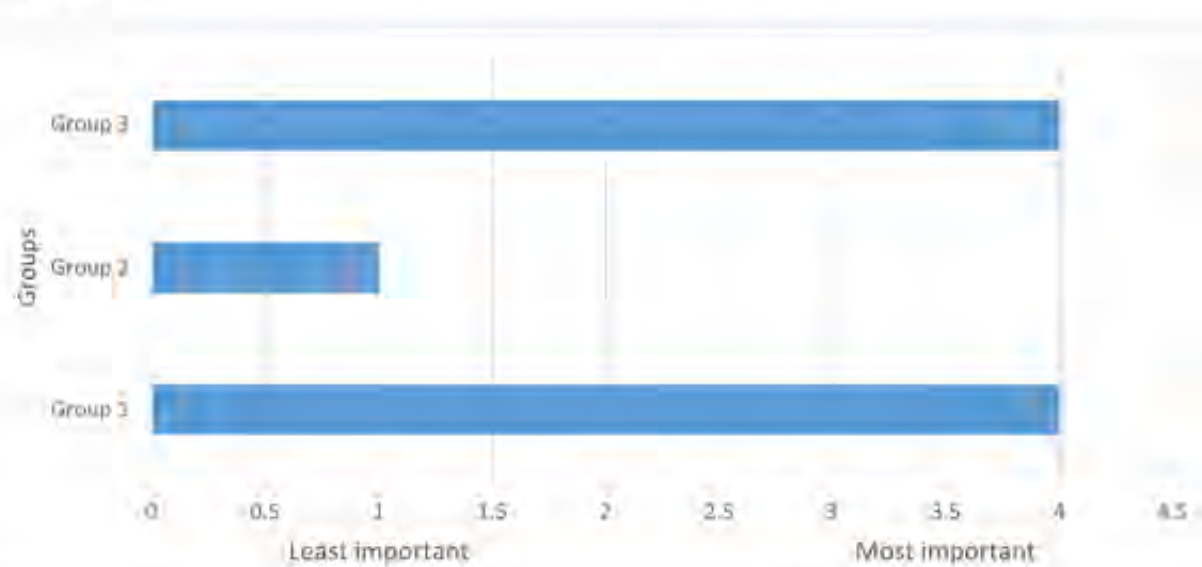
Fig. 3 The school should be about heritage and the community



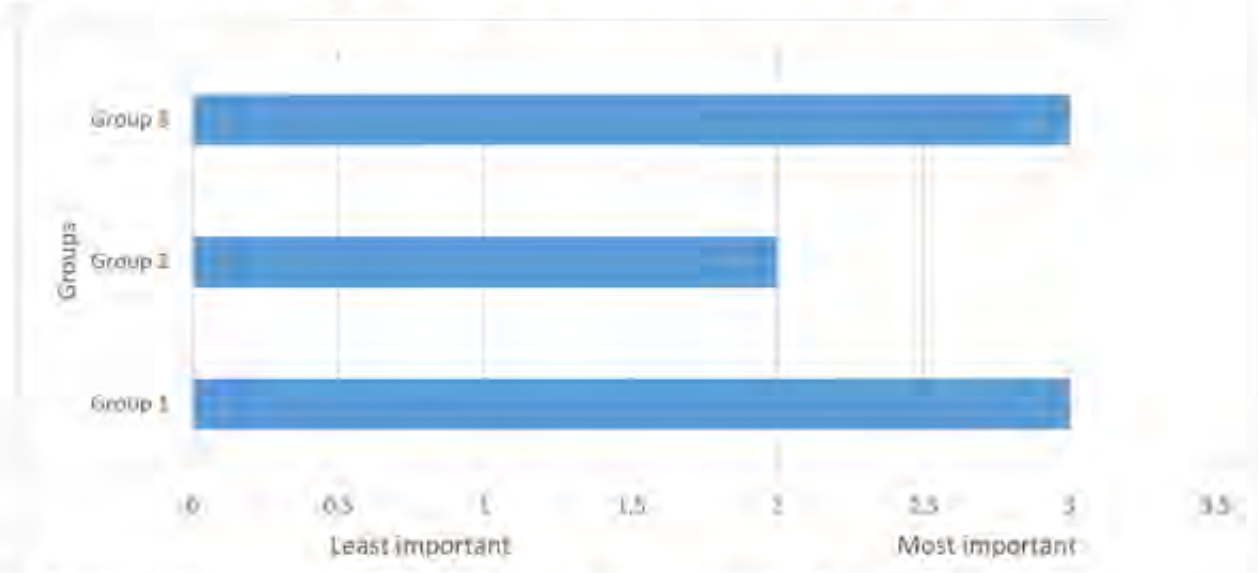
**Fig. 4** There should be a coffee shop. It is a brilliant idea, the number one space, since lockdown everyone used coffee shops. It would work for cycling clubs, walkers on the towpath, somewhere where mothers could meet.



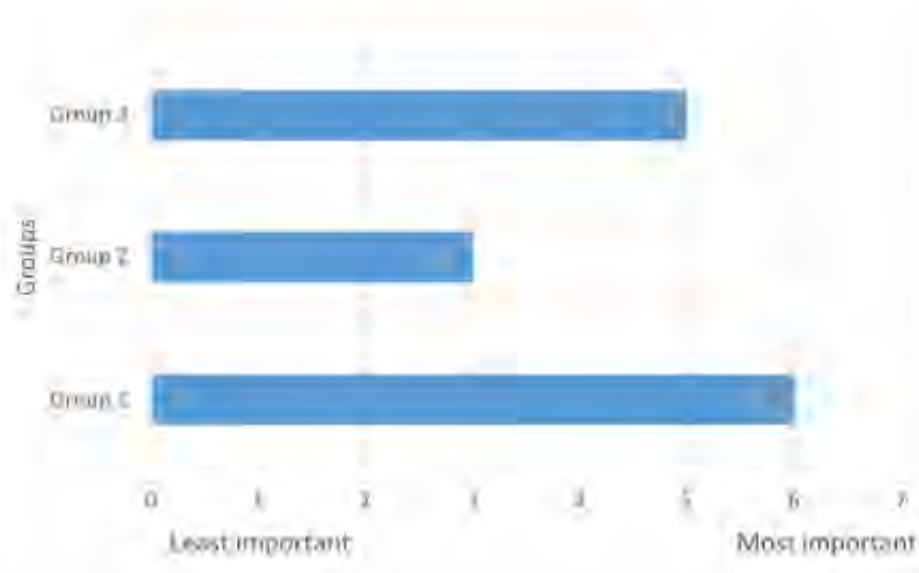
**Fig. 5** Volunteers. I think would be a brilliant idea if you had tours, students helping children to read etc.



**Fig. 6 Volunteer Training.** There has to be some level of training for volunteers.



**Fig. 7 Inclusivity.** It can't be taken over, it's important to keep the space rolling so no one dictates its use.



There was an overwhelming idea that the outside of the school should be integral to the inside- touching on concerns with environment and natural spaces. There was also a desire that relationships with Lisburn Museum beyond this heritage development stage of Hilden School.

**12.**  
HAG 2  
10 November  
2021

Hilden School Project Heritage Advisory Group 2 (HAG2)

**Agenda**

- 5.30- 5.45 Welcome by Paul and Refreshments
- 5.45-6.15 Paul
- Recap from HAG 1 on 13 October
- Implication for project objectives 4c1,4.2 and 4c and 4f
- Ranking of Feedback from HAG1- Priorities
- Reference to feedback sheets on tables:
- A. Proposals for exhibition framework (Points 1-12)

- Concerns (Points 1-5)
- B. Social Role (1-6)
- C. Proposed Trail (1-16)

- 6.15- 6.30 Collette  
Update on Objectives based on Themes Emerging: A Wider Range of People will be involved in Heritage and Heritage will be in a Better Condition  
Any other items for inclusion in the How To Kit??? (Flip Chart)
- 6.30-6.45 Lisa Heritage will be Better Defined (Flip Chart)  
All tables choose priorities
- 6.45-7.30pm Ranking of Priorities  
Lisa (Blue) Social Role of Hilden School (6.45- 6.55)  
Emma (Pink) Proposal for Exhibition Content and Format (6.55-7.15)  
Ben (Green) Proposed Trail (7.15-7.25)

#### Ranking Exercises:

The HAG was given three sets of statements about the 'Social Role of the Hilden School', 'Proposal for Exhibition Content and Format' and the 'Proposed Trail'.

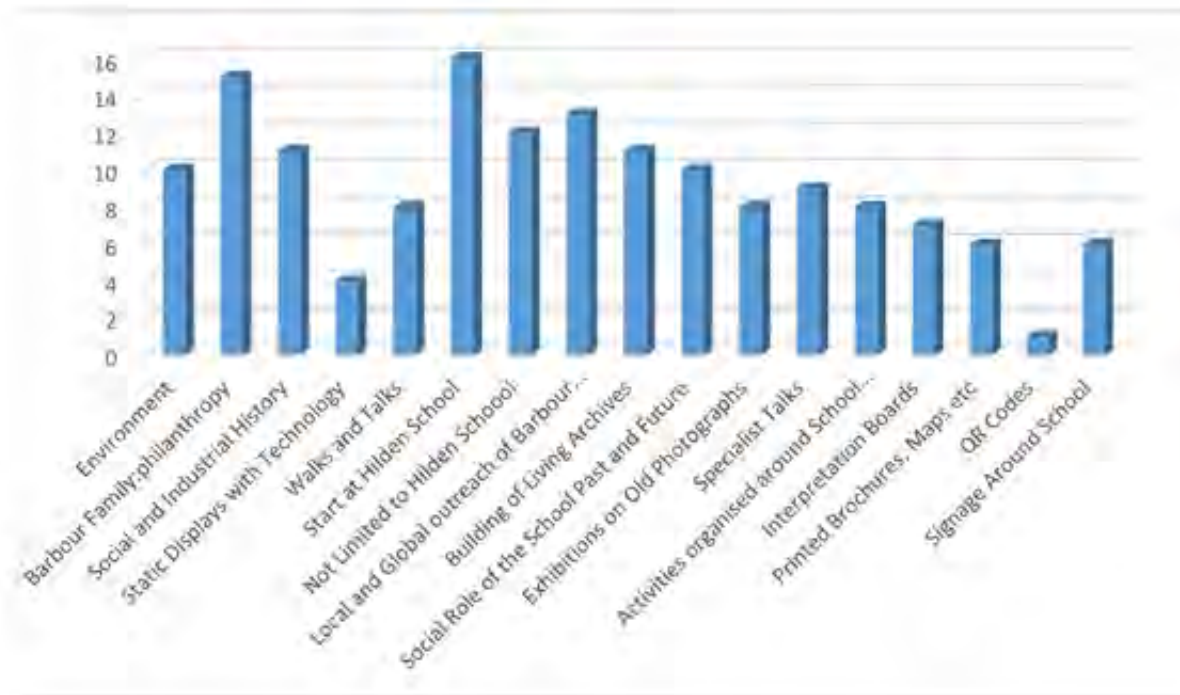
Each group ranked the statements, after discussion, in what they believe should be the priorities for each of the three aspects.

Below are the bar graphs which illustrate what the HAG viewed as priorities for the project:  
HAG priorities the results.

**Fig. 8 The Social Role of Hilden School**

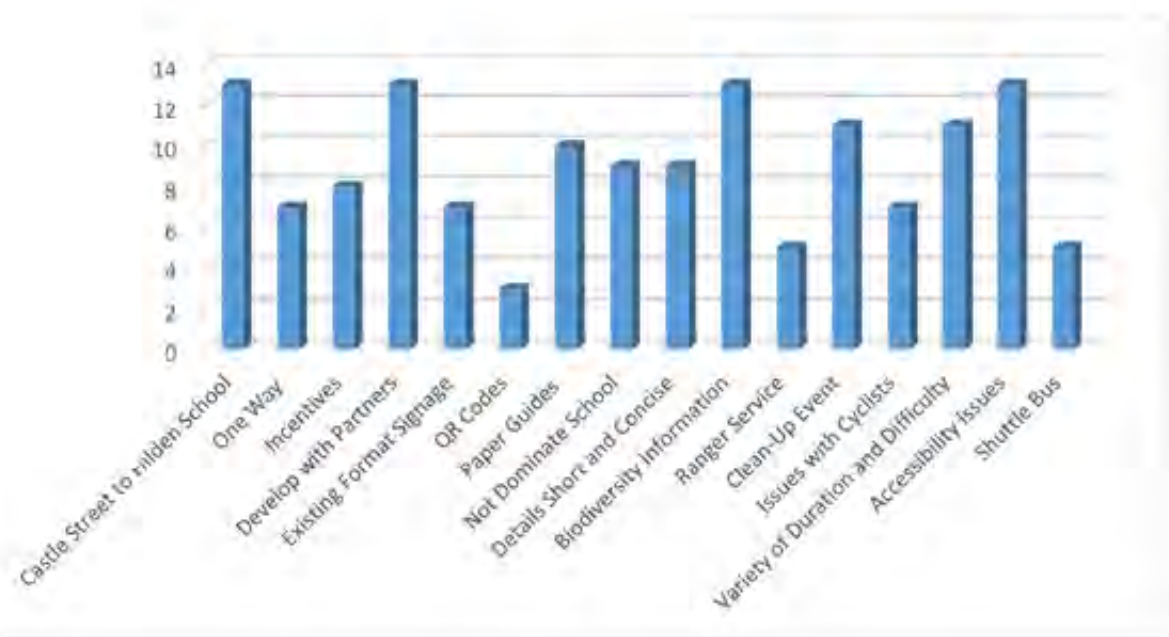


**Fig. 9 Priorities for Exhibition Content and Design**



**Fig. 9 Priorities for Proposed Trail**





**13.**  
Sample  
feedback from  
Children's  
Research  
Advisory  
Group (CRAG)  
17 December  
2021:

The timeframe of nine months served to initiate contact and develop relationships with community stakeholders in the first instance. CRAG methodology has been implemented in education and health and social sciences for many years and has been adopted by the education service at Lisburn museum over the last nine years. The aim of this is to ensure that children are part of the consultation and advisory process rather than subjects of it.

One CRAG took place at Lisburn Museum on 17 December 2021.

**The format of the session is outlined below:**

|   |   |
|---|---|
| <p><b>Learning Intentions:</b></p> <ul style="list-style-type: none"> <li>• Introduce children to understand why heritage through a museum is important</li> <li>• Provide an opportunity to gather children's views on the Hilden School Project</li> </ul>                              |   |
| <p><b>Aims:</b></p> <ul style="list-style-type: none"> <li>• Examine what children think about a museum's role pre and post visit</li> <li>• Identify what children want to experience in a museum</li> <li>• Identify what the children think about the Hilden School Project</li> </ul> |   |
| <p><b>Introduction:</b><br/>Introductions and outline evening<br/>Questions on Flip chart:<br/>Why do we have museums?<br/>What words do you think of when you think about museums?</p>   | <p><b>Materials required:</b><br/>Flipchart/markers<br/>Post it notes/pens<br/>Emma's trail</p> |
| <p><b>Emma's Trail:</b> Emma introduces the museum to the children in an engaging and interactive way. Lisa take notes to pull out learning from it to ask later.</p>   | <p>Notes from Emma's trail will inform questions to ask when children complete the tour</p>     |
| <p><b>Plenary:</b><br/>Has your opinion changed? Show hands<br/>Why do we have museums? – Compare and contrast some answers</p>   | <p>Repeat the same question "Why do we have museums?" to ensure consistency with answers</p>    |

|   |  |
|---|--|
| If you could be in charge of a museum, what type of exhibits would you have in it that you would want to see? |  |
|---|--|

**Questions Discussed:****Knowledge on Museums and Heritage**

1. Do you know anything about Hilden School?
2. Do you know anything about Lisburn Museum?
3. What do you think museums are for?

**Plans for Hilden School:****Ranking Exercise: What is important to you to include in Hilden School**

These statements have been made by adults. Can you rank them with the most important first?

1. What do you think about these plans?
2. What would you like to happen in the school once it reopens?

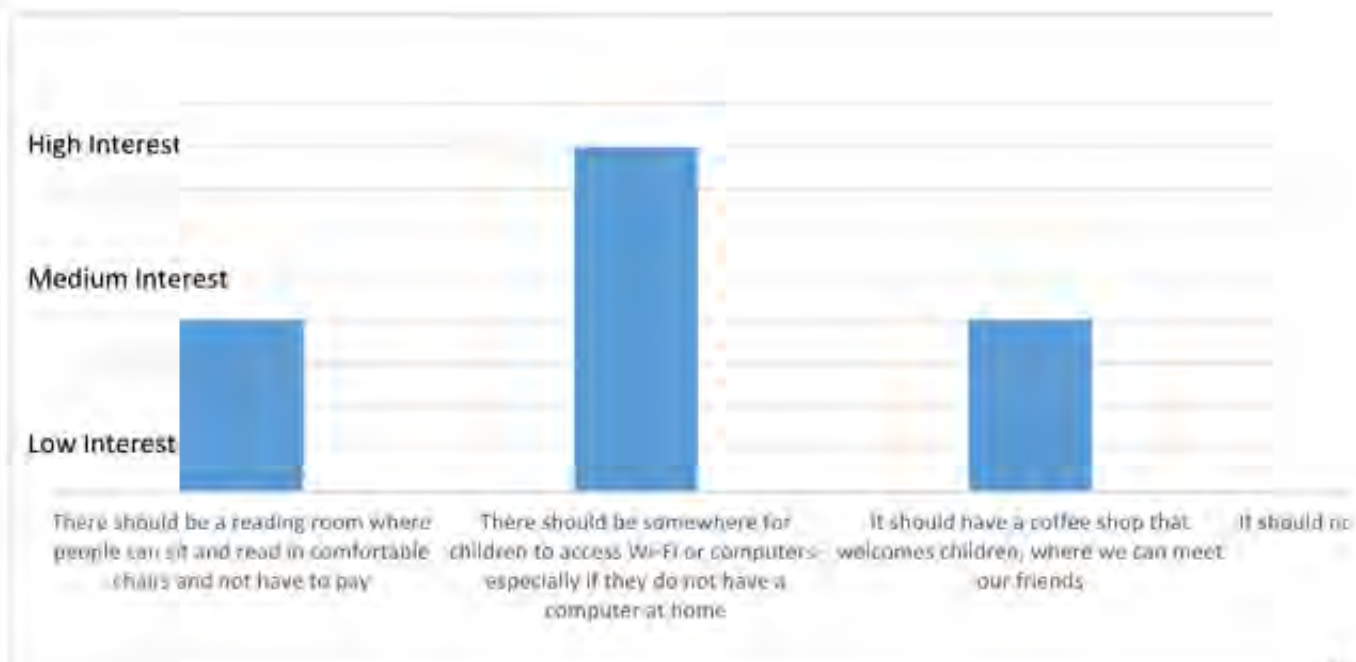
**Fig. 10 Priorities for the Building****The Building (PINK SHEETS)**

*There should be a reading room where people can sit and read in comfortable chairs and not have to pay*

*There should be somewhere for children to access Wi-Fi or computers- especially if they do not have a computer at home*

*It should have a coffee shop that welcomes children, where we can meet our friends*

*It should not just be a space for adults*



**Fig. 11 How things Should be displayed**

***How things should be displayed at Hilden School (Green)***

*There should be displays in the corridor*

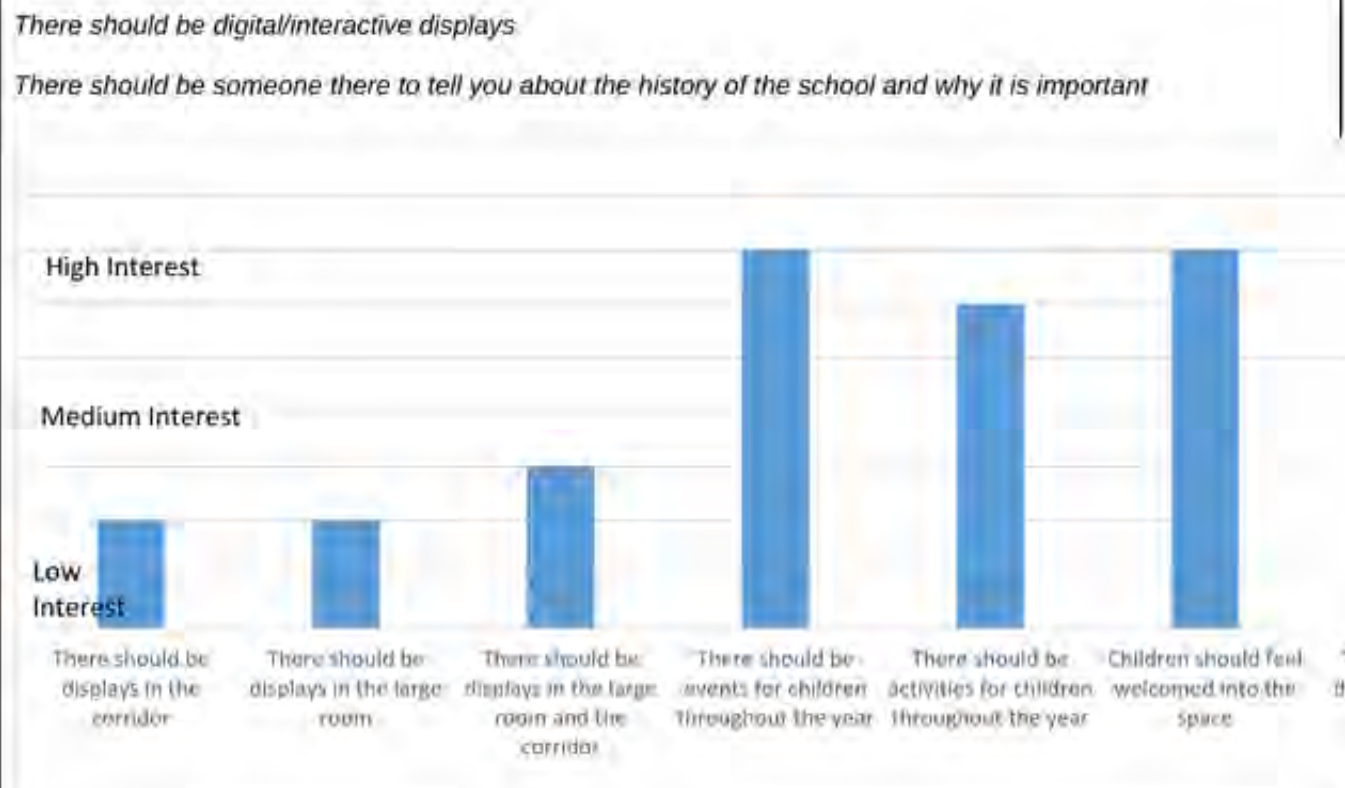
*There should be displays in the large room*

*There should be displays in the large room and the corridor*

*There should be events for children throughout the year*

*There should be activities for children throughout the year*

*Children should feel welcomed into the space*



**Fig. 11 The Content of Displays at Hilden School**

**Content of Displays School (BLUE SHEETS)**

*There should be paper guidebooks*

*There should be treasure trails inside and outside the school*

*There should be information about when the school was built and why*

*There should be information about the people who built the school (The Barbour Family)*

*There should be information about the children who went to the school*

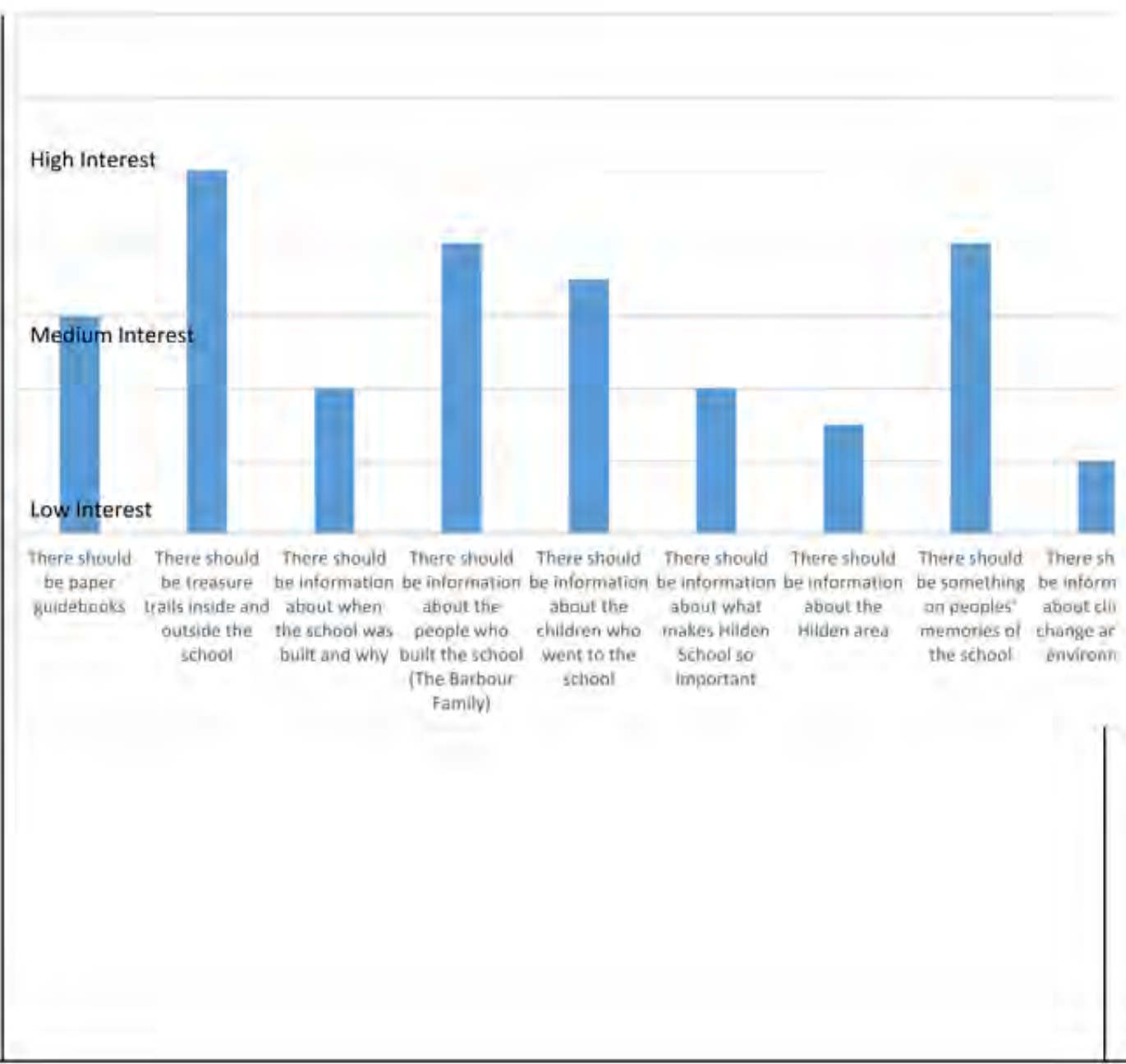
*There should be information about what makes Hilden School so important*

*There should be information about the Hilden area*

*There should be something on peoples' memories of the school*

*There should be information about climate change and the environment*

*There should be walks to the school from the Museum*



|   |   |  |
|---|---|--|
| <p><b>14.</b><br/>Production of a <i>How To Toolkit</i></p> | <ul style="list-style-type: none"> <li>I. The toolkit will contain a timeline of progress of this developmental stage of the project</li> <li>II. It will contain a SWOT analysis</li> </ul> <p>And</p> <ul style="list-style-type: none"> <li>III. Provide a "How To" guide of do's and don'ts in order to assist other communities in pursuing a similar project.</li> <li>IV. It will use quotes, visuals and templates from the developmental phase and how objectives were updated from the initial funding application</li> </ul> <p><b>Target Date:</b> March 2022</p> | <p>See grant application section 5c.</p> <p>See grant application section 5c</p> <p><i>How will you ensure the skills and knowledge developed whilst delivering your project are embedded within your organisation once it has ended</i></p> |
| <p><b>15.</b><br/>Development Phase Completion</p>          | <p>Dr Ben Simon completed his contract on 12 January 2022</p> <ul style="list-style-type: none"> <li>i. <i>How to Toolkit</i> and participant feedback will be collated by <b>March 2022</b>.</li> <li>ii. Once authorised, <i>How To Toolkit</i> will be launched within the local community</li> <li>iii. Lisburn Museum will continue to monitor and engage with Hilden Community partners.</li> </ul>   | <p>See grant application section 5d</p> <p><i>How will you evaluate the success of your project and share the learning?</i></p>  |

CB/07/02/2022



Activity Statement  
for the  
Cultural Heritage aspects of Phase 2 Hilden Mill School  
refurbishment and reinvigoration project.

10 August 2022

Paul Allison  
Museum Service Manager  
Irish Linen Centre & Lisburn Museum



## 1. Introduction

In 2016 Lisburn and Castlereagh City Council purchased the former Hilden Primary School with a view to redevelop the site. The Hilden School Project seeks to revitalise the site for public use as a facility that can be used by the local community and visitors to the area. Facilities will include a Tea Room, crèche, a “permanent” exhibition reflecting the social and economic history of Hilden, Hilden Mill and Hilden Primary School. It is anticipated the facility will host community meetings and events including an annual programme of 10, museum led, cultural events and activities for adults and/or children.

## 2. Assumptions

This Activity statement is based on four assumptions:

- a. The refurbishment and fitting out of former Hilden School likely completion date is spring 2024
- b. Lisburn Museum will use museum budgets to develop a programme of meetings, activities and events working with local community groups and the established focus groups to maintain the momentum of work to date.
- c. Working in conjunction with the Heritage Advisory Group and the Children’s Research Advisory Group museum staff will develop a 3 year programme of annual events and activities, including an annual “Hilden” day celebrating the rich cultural heritage of Hilden.
- d. Additional funding will be required for: the fitting out of an exhibition in the former Hilden PS, development of a Heritage trail from Lisburn Museum to Hilden, a 3 year programme of annual events, and activities including training volunteer Heritage Advocates.

### 3. Background

This Activity Statement for Phase 2 of the refurbishment of Hilden Mill School is led by three factors:

The outcomes of the consultation with local residents who participated in museum led community engagement aspects of the Development phase Hilden Mill School Refurbishment and re invigoration project.

The planned cultural heritage outcomes of the Phase 2 project.

An interim programme of ongoing consultation with local residents, combined with a series of activities and events to maintain the momentum of community engagement to date. It is important that the Irish Linen Centre & Lisburn Museum continues collaborating with the established partners: Resurgam Trust, Hilden Community Association, local residents and the museum's Heritage Advisory Groups, and the Children's Research Advisory Group.

### 4. Methodology

Since 2012, Lisburn Museum has adopted a shared authority or participatory engagement approach to museum community engagement projects. Projects will evolve and be shaped by the views and wishes of the participants, museum staff act as facilitators ensuring a programme is developed that meets the objectives and targets of the project.

During the Development Phase of the Hilden School project, Lisburn Museum liaised with Resurgam Trust and Hilden Community Association. The museum, set up two in effect "focus" groups, a Heritage Advisory Group and a Children's Research Advisory Group to bring together local residents, schools, community groups and relevant organisations and institutions and local businesses to inform, advise and seek opinions all interested parties in shaping the cultural heritage aspect of the project. The feedback from these focus groups has been reported in the Activity Statement for the Development Phase, the feedback also shapes the proposed cultural activities prior to the completion and handover of the building estimated Spring 2024.

Lisburn Museum is committed to, utilising the refurbished building as a Cultural Hub, developing and managing a 3 year programme of cultural activities and events on completion and handover of the building.

## 5. Action Plan

Museum staff will collaborate with established partners to progress tasks outlined in Community Engagement Action Plan 2022-24

| No. | Topic                 | Action  | Tasks   | Lead Officer | Frequency                | Completion Date                           |
|-----|-----------------------|---|---|--------------|--------------------------|---|
| 1   | Continuing Engagement | Maintaining momentum  | Meet Partners monthly<br>10 meetings per year   | C Brownlee   | Monthly                  | ongoing                                   |
|     |                       |   | HAG and CRAG meetings 2 per year  | C Brownlee   | 2 per year               | ongoing                                   |
| 2   | Continuing Engagement | Develop annual events programme                                   | Develop a bi-monthly programme of events at Lisburn Museum and Glenmore Activity Centre | C Brownlee   | One event every 2 months | March 2024, thereafter 10 events per year |
| 3   | Exhibition            | Barbour exhibition celebrating bicentenary of opening Hilden Mill | Museum staff to curate and mount exhibition   | P Allison    | N/a                      | Apr-23                                    |

|   |                |  |   |            |                            |            |
|---|----------------|--|---|------------|----------------------------|------------|
| 4 | Exhibition     | Design, and Curate Hilden PS exhibition  | Research & Design   | P Allison  | N/a                        | April 2024 |
|   |                |  | Print panels & Graphics   | P Allison  |                            | April 2024 |
|   |                |  | Digital projector, screen, and digital interactive screen   | G Lyttle   |                            | April 2024 |
|   |                |  | Museum Quality Lighting   | P Allison  |                            | April 2024 |
|   |                |  | 1. No. Museum Quality display case  | P Allison  |                            | April 2024 |
|   |                |  |   |            |                            |            |
| 5 | Cultural Trail | Research content Trail from Lisburn Museum to Hilden PS building   | Research, history of the area, the river lagan, biodiversity, Barbour Family  | P Allison  |                            | April 2024 |
| 6 | Training       | In partnership with Resurgam develop accredited training programme for volunteers                          | Museum to design cultural training module to train and retrain small cohort of volunteers, to meet visitors, deliver talks and take tours | C Brownlee | Cohort of 6, once per year | Ongoing    |
| 7 | Archiving      | Liaise with principal contractor for access to site to film and record progress during refurbishment phase | Record progress at key stages of development, including drone footage   | C Brownlee |                            | Ongoing    |

|   |           |                  |  |            |  |            |
|---|-----------|------------------|--|------------|--|------------|
| 8 | Promotion | Maintain HS Blog | Museum staff to maintain Hilden PS blog throughout construction phase of development | C Brownlee |  | March 2024 |
|---|-----------|------------------|--|------------|--|------------|

## 6. Funding programming and capital expenditure

It is anticipated that over the next 5 years, museum's revenue and capital spend on the Hilden Project is estimated at £102,100, including contribution in kind of £37,800. Table 1 breaks down anticipated costs for 2022-23 (refurbishment phase) and 2024-2026 (3 years of programming on opening of the facility).

Table 1. Revenue and Capital spend costs

| Source of funding           | 2022-2023 | 2024 -2026 | Total    |
|-----------------------------|-----------|------------|----------|
| Museum Budget               | £6000     |            | £ 6 000  |
| Capital expenditure         |           | £58 300    | £ 58 300 |
| Museum in kind contribution | £9200     | £28 600    | £ 38 800 |
| Total                       | £15 200   | £86 900    | £102 100 |

### *Museum Budget*

The planned Barbour bi-centenary exhibition costs of £5,000 will be covered by the museum's exhibition costs budget, however the £3,000 for a programme of events and £2,000 to photograph and film construction should be included in the museum's 2023/24 revenue budget estimates.

### *Capital Expenditure*

There is an anticipated capital spend of £28,050 (including 10% contingency fees ) for 1 display case, audio visual equipment , lighting and exhibition panels based on current costs experienced by the museum this year.

#### Museum in kind Contribution

The in kind contribution reflects the cost primarily in staff time for the museum to deliver a 5 year engagement programme include managing, researching, designing and delivering events, an exhibition, heritage trail and training programme for volunteer Heritage Advocates.

Table 2 Hilden Activity Statement costs

| Hilden Activity Statement costs   |   |      |        |      |      |      |        | comments   |
|-----------------------------------|---|------|--------|------|------|------|--------|--|
| In Kind Contribution-<br>Museum   |   | 2022 | 2023   | 2024 | 2025 | 2026 |        |  |
| Monthly meetings with<br>Partners | 10 meetings per year                                | £500 | £500   | £550 | £550 | £600 | £2,700 | staff time   |
| HAG meetings                      | 2 meetings per year                                 | £300 | £300   | £300 | £325 | £325 | £1,550 | staff time at least 3<br>staff   |
| CRAG meetings                     | 2 meetings per year                                 | £300 | £300   | £300 | £325 | £325 | £1,550 | staff time at least 3<br>staff   |
| Barbour Exhibition at<br>ILCLM    | Research, design,<br>curate and mount<br>exhibition |      | £5,000 |      |      |      | £5,000 | Exhibition at ILCLM<br>for bicentenary of<br>Barbour's opening<br>at Hilden Mill |

|  |   |        |        |         |        |        |         |  |
|--|---|--------|--------|---------|--------|--------|---------|--|
| Exhibition for Hilden building               | Research, design and curate and mount exhibition                              |        |        | £6,000  |        |        | £6,000  | Staff time including procurement of graphic design |
| Create Heritage Trail                        | Research and design Heritage Trail, ILCLM to Hilden PS                        |        |        | £4,000  |        |        | £4,000  | staff time   |
| Develop Heritage Advocate Training programme | Design heritage programme to train, retrain volunteers to take cultural tours |        |        | £3,000  |        |        | £3,000  | staff time   |
| Deliver Heritage Advocate Training           | Cohort of 6-10 per year   |        |        | £3,000  | £3,000 | £3,000 | £9,000  | staff time   |
| Maintain Online Blog                         | Maintain Blog and populate social media platforms                             | £1,000 | £1,000 | £1,000  | £1,000 | £1,000 | £5,000  | staff time   |
|  | Total   | £2,100 | £7,100 | £18,150 | £5,200 | £5,250 | £37,800 |  |
| <b>Expenditure financed by museum</b>        |   |        |        |         |        |        |         |  |
| Continuing engagement                        | During refurbishment phase develop bimonthly programme of events              | £1,000 | £3,000 |         |        |        | £4,000  | Financed by Museum Budget                          |



|                                    |   |        |        |         |        |        |         |  |
|------------------------------------|---|--------|--------|---------|--------|--------|---------|--|
| Archiving refurbishment            | Photograph stages of refurbishment including drone footage    |        | £2,000 |         |        |        | £2,000  | Financed by Museum Budget  |
|                                    | Total   | £1,000 | £5,000 |         |        |        | £6,000  |  |
| <b>Additional funding required</b> |   |        |        |         |        |        |         |  |
| Cultural events programme          | Programme 10 cultural activities /events per year             |        |        | £7,000  | £2,500 | £2,500 | £12,000 | Covers cost of procuring PA system, digital projector, screen and cost of booking speakers crafts people for events/activities |
| Cultural events programme          | Organise Annual Hilden Day                                    |        |        | £3,500  | £3,500 | £3,750 | £10,750 | This would be an annual events day, celebrating Linen, Barbour's and the school  |
| Hilden PS exhibition               | AV equipment, graphics, exhibition lighting, and display case |        |        | £28,050 |        |        | £28,050 | Includes cost of graphics, exhibition lighting ,digital projector and  |

|           |  |  |  |         |        |        |         |  |
|-----------|--|--|--|---------|--------|--------|---------|--|
|           |  |  |  |         |        |        |         | display case plus<br>10% contingency   |
| Marketing | leaflets for cultural<br>events activities and<br>cultural trail |  |  | £1,500  | £1,500 | £1,500 | £4,500  | Annual cost of<br>promotional leaflets |
| Marketing | Advertisement  |  |  | £1,000  | £1,000 | £1,000 | £3,000  | Advertising costs                      |
|           |  |  |  | £41,050 | £8,500 | £8,750 | £58,300 |  |

Table 2 Activity statement costs identified as In kind contributions, museum revenue budget expenditure and the additional funding required to deliver the activity programme. The table also outlines annual expenditure during the refurbishment phase and for 3 years of programming when the facility opens Spring 2024.

## 7. Museum Key Tasks 2022-24

To summarise the museum will continue its community engagement programme with established partners in Hilden, by way of meetings, events, and working with the Heritage Advisory Group, and the Children's Research Advisory Group.

It is anticipated that Hilden related museum activities will also ensure awareness of the cultural activities, especially the Barbour Bi-centenary Exhibition and the use of the museum's website and social media platforms to inform local communities of activities, events, and progress with the different stages of construction.

Key Tasks are as follows:

1. Continue meeting with established partners such as Resurgam, and Heritage Advisory Group.
2. Develop ongoing programme of activities and events at the Irish Linen Centre & Lisburn Museum and Glenmore Activity Centre
3. Design, curate and mount Barbour exhibition celebrating bicentenary of opening of Hilden Mill
4. Museum Curatorial team to continue research, design and curation of exhibition for the Hilden building when refurbished
5. Museum Curatorial team produce specifications for ; production of display panels, vinyls, exhibition lighting, audio visual equipment and display case(s)
6. Museum team to research and print a Heritage trail from Lisburn Museum to Hilden
7. Develop training programme for volunteer Heritage Advocates
8. Maintain photographic archive of the stages of refurbishment of the school building
9. Continue to raise awareness of the project with digital content on the museum's website and social media platforms.

## 8. Conclusion

The museum's commitment to this project in recent years and in this proposed activity statement is a significant departure from the museum's business model. Until recently museum programming was driven, by maintaining or increasing visitor numbers to the museum, and whilst the museum recognised the importance of having an online presence for online visitors who may not be able to visit in person, the covid 19 pandemic is driving museums to develop a Hybrid Business model placing less emphasis on increasing the target of in venue visitor numbers.

The museum has adopted a shared authority approach working with local community groups in engagement programmes that make such groups aware of what the museum has to offer as a resource and as a place to learn but also have fun. It has been hugely rewarding to see the confidence and knowledge of these groups grow. However ultimately the museum is the cultural hub, The Hilden project has presented the museum with a unique opportunity to create a cultural hub within the community that over time the museum by way of the shared authority approach can work with the community to establish culture and heritage as a central plank of community life. This model, if successful should be used to create cultural hubs within communities as the Council's District Electoral Area Investment Plan develops.



## Leisure & Community Development Committee

**Confidential**

**6 September 2022**

Confidential Report from:

**Head of Communities**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

Information relating to the financial or business affairs of any particular person (including the Council holding that information).

When will the report become unrestricted:

Specify when  
report will  
become available

Redacted  
report  
available

Following  
ratification by the  
Council

Never

### Item for Decision

**TITLE: Small Settlements Scheme – Community Markets Pilot Programme**

**Background and Key Issues:**

#### **Background**

**1.** The details of LCCC's COVID Recovery Small Settlements Regeneration Programme has been previously agreed by Council on recommendations from the Development Committee, latest June 2022. The aims are to address long standing issues such as rural poverty, isolation and access to services in small settlements with a population of less than 5,000\* people. It will support projects that attract investors and visitors, and create vital and viable towns that meet the needs of local citizens and the surrounding areas.

2. In line with the agreed programme, the Communities Unit, working alongside colleagues in Tourism, is tasked with delivering a pilot Community Markets Pilot Programme through an open call via an Expression of Interest (EOI). Local community and voluntary organisations will be invited to submit an EOI to deliver community-led markets in their own communities. Applicants will then be assessed against agreed criteria, with those deemed successful awarded a grant towards set up and delivery costs. It is anticipated that 2 pilot areas will be chosen.

\*Small Settlements are defined as areas with a population of between 1,000 and 4,999. These include; Aghalee, Annahilt, Ballinderry, Dromara, Drumbeg, Glenavy, Hillsborough, Maghaberry, Milltown, Moira and Moneyreagh.

### **Community Markets**

3. A Community Market is a temporary outdoor market, which sells food and products made by local businesses, suppliers or producers. Community Markets are often seen as a meeting place where people have a chance to interact. They can act as community hubs and add to the identity of a village or town.

4. This pilot programme aims to support projects that attract investors and visitors, and complement efforts to help rural communities and settlements recover from the impact of the COVID pandemic.

### **Financial Support**

5. There is a total of £50,000 allocated to this pilot programme which will cover infrastructure costs to enable the markets to take place as well as financial support (up to £5,000) to deliver markets at regular intervals for the remainder of the year until March 2023.

### **Responsibilities of the successful organisations**

6. The successful organisations will be responsible for:

- the development of the community market concept;
- identifying and sourcing appropriately experienced producers and artisan suppliers;
- promotion and marketing of events and all associated operational requirements including risk assessments, health and safety and appropriate insurances; and
- Ensure any events organised are open and inclusive for all individuals to attend.

7. All successful applicants will be provided with support from Council or its representative through the provision of information workshops and practical support and guidance on how to run a successful community market.

**Recommendation:**

It is recommended that the committee:

- agrees the outline details and process for the delivery of the Community Markets Pilot Programme which will launch at the end of September; and
- delegates authority to the Head of Service, in consultation with the Chairman and Vice-Chairman, to agree the award of funding to the successful applicants with a paper brought to the committee for noting retrospectively.

**Finance and Resource Implications:**

Up to £50,000 under Small Settlements Programme

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

If yes, what was the outcome?:

|  |                                     |   |                                     |  |                                     |
|--|-------------------------------------|---|-------------------------------------|--|-------------------------------------|
| <b>Option 1</b><br>Screen out without mitigation | <input type="text" value="Yes/No"/> | <b>Option 2</b><br>Screen out with mitigation | <input type="text" value="Yes/No"/> | <b>Option 3</b><br>Screen in for a full EQIA | <input type="text" value="Yes/No"/> |
|--|-------------------------------------|---|-------------------------------------|--|-------------------------------------|

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

### 2. Rural Needs Impact Assessment:

|  |                                     |   |                                     |
|--|-------------------------------------|---|-------------------------------------|
| Has consideration been given to Rural Needs? | <input type="text" value="Yes/No"/> | Has a Rural Needs Impact Assessment (RNIA) template been completed? | <input type="text" value="Yes/No"/> |
|--|-------------------------------------|---|-------------------------------------|

If no, please given explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

If Yes, please insert date:



## Leisure and Community Development Committee

**Confidential**

**6 September 2022**

Confidential Report from:

**Head of Communities**

*Local Government Act (Northern Ireland) 2014*

Schedule 6 - Access to Information: Exemption Information

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Specify when  
report will  
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report  
available

Following  
Ratification by  
Council

Never

### Item for Decision

**TITLE: Department for Communities (DfC) - Social Supermarket (SSM) and offer of financial assistance for Food Poverty 2022-23**

**Background and Key Issues:**

#### Background

1. Lisburn & Castlereagh City Council area is currently one of three pilot areas which operates a Social Supermarket (LCC Community Trust) funded directly by the Department for Communities (DfC). Social Supermarkets are organised in a variety of forms; mainly they provide food at significantly reduced costs to its clients, coupled with the provision of training around financial budgeting, food waste and meal planning. They are distinct from food banks in that users pay for



their groceries, albeit at large discounts. The SSM model recognises that access to food is only one factor in providing a pathway out of poverty and the uptake of wraparound supports in tandem is key to effecting this. It provides a holistic approach to supporting the client through signposting to other support services such as advice services, housing, financial management and offers more sustainable assistance out of poverty.

2. An update was provided to committee in November 2021 regarding the discussions between local government and the Department for Communities in respect of developing Social Supermarkets (SSM) across Northern Ireland and how they would be resourced going forward.

3. Following receipt of a Letter of Offer from the Department in December 2021, it was agreed that an award of £47,336.05 would be utilised as follows:

a) £34,250 allocated to support the designated pilot Social Supermarket for the Lisburn and Castlereagh area, specifically for food support/interventions and to work in partnership with relevant community and voluntary organisations across the Council area; and

b) £13,086.05 is ring-fenced for any potential technical support which may be required. In April 2022, a consultant was appointed by council to undertake an assessment and review of the current SSM and ultimately make recommendations on an optimum future delivery model for this vital service. Furthermore, the work would include the assessment of existing organisations providing community support (especially food and wraparound services) and their ability to operate or support a SSM, in particular how SSM could be made available to maximise the geographical reach. This work is due to conclude in September 2022 following which an update will be provided to committee for consideration.

### Key Issues

#### **Letter of Variation 22/23**

4. DfC has explained it is seeking an annual budget from the Welfare Reform Budget for the SSM initiative. The long term objective is to transfer the SSM budget to local authorities and administration support has been promised to help run and administer the process.

5. The ambition is to have a specification worked up with partners and identify practical and costed approaches to tackling food poverty and insecurity that builds upon existing community structures and provisions. It is imperative that the council is reminded that the DfC contribution does not currently cover the costs necessary to run the SSM in the LCCC area, particularly given the ambition of the Department to transfer this budget to local authorities. It is hoped that the consultation work can further highlight potential partners and opportunities for future collaboration and geographical reach. The amount that LCC Community Trust currently receives from the Department is in the region of £60K.

6. The latest Letter of Variation received in June 2022 has an allocation of £45,080.22 for the current year 2022-23. This fund can be utilised to further test the outcomes of the consultation that we are currently conducting eg. road test some of the recommendations that come out of the report, fund the outcomes and/or further test other aspects of the SSM.

7. Members will also note the previous report item outlining a recommendation to provide £20k to LCC Community Trust which may also be used to enhance the SSM/Foodbank offering. This is in response to rising living costs and the significant pressures that individuals and families will face across the winter months and into early spring. Lisburn Foodbank will work with the Dundonald Foodbank and other community and voluntary organisations to meet additional needs as a result of the current financial climate across the City.

**Recommendation:**

It is recommended that:

- the content of the report is noted; and
- the allocated amount of £45,080.22 is used to action the recommendations and outcomes of the consultation and, if necessary, further test other aspects of the SSM following consideration by the committee.

**Finance and Resource Implications:**

£45,080.22 from DfC

### Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

If yes, what was the outcome?:

|   |  |   |
|---|--|---|
| <p><b>Option 1</b><br/>Screen out without mitigation</p> <input type="checkbox"/> | <p><b>Option 2</b><br/>Screen out with mitigation</p> <input type="checkbox"/> | <p><b>Option 3</b><br/>Screen in for a full EQIA</p> <input type="checkbox"/> |
|---|--|---|

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

Has a Rural Needs Impact Assessment (RNIA) template been completed?

If no, please give explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**  No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**  No

If Yes, please insert date:



## Leisure & Community Development Committee

**Confidential**

**6<sup>th</sup> September 2022**

**Confidential Report from:**

**Head of Parks & Amenities**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

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**When will the report become unrestricted:**

Specify when  
report will  
become available

Redacted  
report  
available

Once minutes  
ratified and post  
call in period

Never

### Item for Noting

**TITLE: Procurement of Traffic Management Provision/Advice/Design and Installation**

**Background and Key Issues:**

1. This report for Members noting, is the outcome of the Procurement of the Traffic Management Provision/Advice/Design and Installation exercise.
2. The contract shared across a number of Service Units is for 3 years (1 + 1 + 1) allowing for a regular review of the service. It allows for the contractor to install temporary traffic management to facilitate the safe operation of grounds maintenance tasks across the Council

area. In addition to this the appointed contractor will also be responsible for event traffic management i.e. Lisburn Half Marathon and Mayor's Parade.

3. Three submissions were received, Tenders were evaluated over indicative costs at **Appendix 1 Confidential [P&A]** and the successful tender was found to be the Most Economically Advantageous Tender (MEAT). Submissions were received from:

- Greentown Traffic Management Lisburn:- **£1885.00**
- Premier Traffic Solutions Ballynahinch :- **£2095.00**
- Graham Traffic Management Belfast :- **£2645.00**

4. Total value of the tender over the 3 year period is estimated at £105,000

5. This is based on a call off process as and when required with no commitments to spend.

**Recommendation:**

It is recommended that Members note the award of the tender for the Procurement of Traffic Management Provision/Advice/Design and Installation to:

Greentown Traffic Management,  
221a Hillhall Road,  
Lisburn, BT27 5JA

**Finance and Resource Implications:**

Provision has been made within the Estimates for the incoming financial year for this ongoing service.

As this is a call off tender, the budget cannot be exceeded.

## Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy?  No

If no, please provide explanation/rationale

If yes, what was the outcome?

|  |                             |   |                             |  |                             |
|--|-----------------------------|---|-----------------------------|--|-----------------------------|
| <p><b>Option 1</b><br/>Screen out without mitigation</p> | <input type="checkbox"/> No | <p><b>Option 2</b><br/>Screen out with mitigation</p> | <input type="checkbox"/> No | <p><b>Option 3</b><br/>Screen in for a full EQIA</p> | <input type="checkbox"/> No |
|--|-----------------------------|---|-----------------------------|--|-----------------------------|

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

Has a Rural Needs Impact Assessment (RNIA) template been completed?

**If no, please give explanation/rationale for why it was not considered necessary:**

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix 1 [P&A]-CONFIDENTIAL- Procurement of Traffic Management Provision/Advice/Design and Installation Tender Evaluation

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

**If Yes, please insert date:**

**LISBURN AND CASTLEREAGH CITY COUNCIL  
COMMITTEE TENDER REPORT**

**REPORT FROM:** Stephen Mackle, Parks Manager  
**DEPARTMENT:** Leisure and Community Wellbeing  
**DATE:** 4<sup>th</sup> August 2022

**Procurement of Traffic Management Provision/Advice/Design and Installation  
Background**

Leisure and Community Wellbeing intend on appointing a Traffic Management Contractor to install temporary traffic management to facilitate the safe operation of grounds maintenance tasks across the Council area. In addition to this the appointed contractor will also be responsible for event traffic management i.e. Lisburn Half Marathon and Mayors Parade.

**Procurement Process**

Tenders were invited from companies to tender for the goods required. Following Open Tender procedures, 21 Days were allowed for return of Tenders. The tender competition closed on Tuesday 24<sup>th</sup> May 2022 at 12:00 noon. Three tender submissions were received by the closing date/time and opened by:

- Ross Gillanders, Head of Parks & Amenities
- Vincent Copeland, Procurement Officer

The tender responses were returned to the Procurement Department recorded, copied and passed to Leisure and Community Wellbeing for evaluation.

**Tender Evaluation**

All tenders were evaluated by Stephen Mackle (Parks Manager) and James Rodgers (Tree and Woodland Supervisor). **Tenders** were evaluated using the agreed criteria and weightings as set out in the issued Tender documents.

The services proposed by each tenderer and the relative Costs were evaluated and scored in order to determine the Most Economically Advantageous Tender (MEAT) in relation to Quality/Cost. Following public advertisement,

Three tenderers were successfully evaluated at a total cost of:-

1. Greentown Traffic Management Lisburn:- £1885.00
2. Premier Traffic Solutions Ballynahinch :- £2095.00
3. Graham Traffic Management Belfast :- £2645.00

**Recommendation:**

As a result of the evaluation, the panel would recommend the award of the contract: –  
 Traffic Management Provision/Advice/Design and Installation

Greentown Traffic Management,  
 221a Hillhall Road,  
 Lisburn, BT27 5JA

| <b>Description Greentown</b>           | <b>Cost</b>              |
|--|--------------------------|
| Supply Traffic Management Roundabouts  | £960.00 per occasion     |
| Supply Ad-Hoc Traffic Management       | £440.00 per day          |
| Supply Event Traffic Management        | £440.00 per crew per day |
| Supply Traffic Management Plans/Advice | £45.00 per hour          |
| <b>Total</b>                           | <b>£1885.00</b>          |

| <b>Description Premier</b>             | <b>Cost</b>              |
|--|--------------------------|
| Supply Traffic Management Roundabouts  | £1080.00 per occasion    |
| Supply Ad-Hoc Traffic Management       | £445.00 per day          |
| Supply Event Traffic Management        | £540.00 per crew per day |
| Supply Traffic Management Plans/Advice | £30.00 per hour          |
| <b>Total</b>                           | <b>£2095.00</b>          |

| <b>Description Graham</b>              | <b>Cost</b>              |
|--|--------------------------|
| Supply Traffic Management Roundabouts  | £1660.00 per occasion    |
| Supply Ad-Hoc Traffic Management       | £480.00 per day          |
| Supply Event Traffic Management        | £480.00 per crew per day |
| Supply Traffic Management Plans/Advice | £25.00 per hour          |
| <b>Total</b>                           | <b>£2645.00</b>          |

Stephen Mackle  
Parks Manager

4<sup>th</sup> August 2022





## Leisure & Community Development Committee

**Confidential**

**6<sup>th</sup> September 2022**

**Confidential Report from:**

**Head of Parks & Amenities**

*Local Government Act (Northern Ireland) 2014*

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**When will the report become unrestricted:**

Specify when  
report will  
become available

Redacted  
report  
available

Once minutes  
ratified and post  
call in period

Never

### Item for Decision

**TITLE:** Arboriculture Services – Financial Appraisal

**Background and Key Issues:**

- This report seeks approval of the Financial Appraisal to proceed with the tender for arboriculture services (tree maintenance).
- The Parks & Amenities Unit has a rolling programme of tree surveys to identify those trees which require attention to ensure the continued safety of our visitors, staff and neighbouring properties. Acting on these surveys, work is conducted which can range from removal of a few limbs, thinning out the canopy to ease the weight, raising or lowering the canopy and as a

last resort felling the tree. This work generally involves working at heights and under strict health & safety guidelines with specialist equipment making it unsuitable and uneconomic to conduct in-house.

3. When trees are removed then the 2:1 policy is applied and native species are replanted in close proximity to the former trees or at the closest and most appropriate location.
4. In all circumstances, we attempt to minimise costs by keeping the timber on site and either if suitable leave in piles for biodiversity habitats or remove for processing as firewood. This work is conducted in-house.
5. Total value of the tender over the 3 year period is estimated at £450,000
6. This is based on a call off process as and when required with no commitments to spend.

**Recommendation:**

It is recommended that Members approve the Financial Appraisal for Arboriculture Services.

**Finance and Resource Implications:**

Provision has been made within the Estimates for the incoming financial year for this ongoing service.

As this will be a call off tender, the budget cannot be exceeded.

## Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy?  No

If no, please provide explanation/rationale

If yes, what was the outcome?

|  |                             |   |                             |  |                             |
|--|-----------------------------|---|-----------------------------|--|-----------------------------|
| <b>Option 1</b><br>Screen out without mitigation | <input type="checkbox"/> No | <b>Option 2</b><br>Screen out with mitigation | <input type="checkbox"/> No | <b>Option 3</b><br>Screen in for a full EQIA | <input type="checkbox"/> No |
|--|-----------------------------|---|-----------------------------|--|-----------------------------|

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

Insert link to completed Equality and Good Relations report:

## 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

If no, please give explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix 2 [P&A]-CONFIDENTIAL- Arboriculture Services-Financial Appraisal

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

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

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

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

### • Introduction

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

Trees are of huge environmental and ecological importance. They enhance their environment by providing oxygen and improving air quality and climate amelioration. Trees conserve water, and preserve soil, thus reducing flood risk. They are crucial for wildlife as they provide food and habitat for a wide range of flora and fauna. Trees are major components for forest eco-systems, both nationally and internationally. Their presence lessens pollution by reducing carbon, subsequently contributing to mitigating the impact of climate change. Trees are a valuable part of every community. Their presence in our parks, playgrounds, gardens, road sides, villages and towns create a peaceful, aesthetically pleasing environment. Trees have been scientifically proven to improve mental and physical health. They provide a calming environment, which helps to reduce stress. In Lisburn and Castlereagh our trees are highly valued due to the numerous benefits that they provide. The government published 'Sustainable Development, the UK Strategy and Urban Tree Strategies' in 1994. This report recognised the importance of trees and the huge contribution that they make to public well-being and the environment. As a result, the former Department of the Environment as well as the Office of the former Deputy Prime Minister encouraged local authorities to develop their own tree management strategies. The council will establish an inventory of trees which cover all of its land holdings. This inventory and strategy will provide a framework of policies and procedures to enable the council to sustainably manage its tree stock in the long term. This submission is to consider the procurement and maintenance of Tree Stock across the Council portfolio.

### • Strategic Context

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

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

Through Tree Management, the importance and value of the tree resource will be identified and preserved. This will ensure its development and conservation for the residents of Lisburn and Castlereagh in the long-term.

**Tree Management for LCCC will:**

Provide a framework to manage and maintain a healthy, balanced and sustainable tree population which can cope with predicted climactic changes and the impact of diseases, such as ash dieback.

- Ensure the most efficient use of resources
- Decrease the risk to public safety from potentially hazardous trees
- Detail the authority's specific policy on levels and standards of tree management
- Increase public awareness of the value of trees in the environment

### **Trees in Lisburn and Castlereagh**

Trees in Lisburn and Castlereagh contribute to the character of the Council Area. They are an important element of the urban and rural landscape. They enhance the quality of life by providing environmental, ecological and aesthetic benefits. Trees in the Council Area are all situated on land which is affected by human activity. These activities can have an impact on the health of trees and their environment; therefore, management is crucial.

**Tree management involves a variety of activities that:**

- Maintain public safety
- Resolve conflicts between the tree and its immediate environment
- Enhance amenity value by promoting desirable growth characteristics
- Benefit ecology and wildlife
- Maximise the lifespan of trees and the benefits that they provide

The impact of climate change and invasive pests is most likely to result in the further decline of native trees. A number of invasive pests and diseases have been introduced into the United Kingdom over the past two decades. The most significant of these being ash dieback.

### **Health and wellbeing**

Trees not only improve our psychological health when we are near them, but they also contribute to keeping our bodies healthy.

**These benefits include:**

**Improving air quality** - Trees can help improve urban air quality on a local scale by forming a barrier between people and pollutants. Such pollutants are known to contribute to respiratory conditions such as asthma.

**Reducing stress** - Walking among trees reduces levels of cortisol, a hormone associated with stress. Research has shown that people living in greener surroundings experience lower levels of stress.

**Alleviating depression** – Research has shown that trees can benefit mental health. Nature based activities can help to improve mental health conditions like anxiety and depression.

**Shading us from the sun** – Damage to the ozone layer and rising temperatures due to climate change have resulted in higher instances of malignant melanomas. Therefore,

the shade that trees can provide is hugely beneficial as it provides a protective barrier to UV rays, particularly in the middle of the day.

**Encouraging physical activity** – Parks and other green spaces provide attractive areas for people to exercise. Studies have shown that people who use these green spaces are more likely to achieve the recommended level of physical activity.

**Reducing obesity** – children in today's generation have a more sedentary lifestyle due to increased "screen time". However, children who live close to, or have access to green spaces are more likely to spend less time in front of screen and engage in physical activity. This in turn reduces childhood obesity.

**Bringing people together** – Trees strengthen the unique character of a place and encourage local pride. Woodlands can be used as an educational resource and to bring groups together for activities like walking and bird-watching. Children can play in trees and discover their sense of adventure.

- **Assessment of Need**

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

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

**Lisburn and Castlereagh City Council's Responsibilities**

The council is responsible for the trees that it owns, and must ensure that public safety is protected in order that the trees do not pose a risk.

A multi-disciplinary body called the National Tree Safety Group (NTSG) has produced national guidelines for the safe management of trees 'Common Sense Risk Management of Trees'. These guidelines consider the risk posed by certain trees, as well as recognising the benefits that trees provide on many levels. These guidelines have now been recognised as a benchmark in the industry and have been used in a number of litigation cases.

As landowners, LCCC are responsible for the trees that they own. It is the responsibility of the council to ensure that trees are inspected regularly. The council should also hold an accurate inventory of its trees. Inspections should be carried out at intervals dependent on the degree of risk posed by particular trees or groups of trees. Any maintenance work that is recommended must be carried out in a timely manner and this

work must be documented. These measures are vital in order to provide the council with evidence and defence if proceedings are brought due to tree failure.

• **Objectives, Targets and Constraints**

In this section the overall objectives of the proposal should be set out. Targets should also be identified to enable an evaluation of the extent to which objectives have/have not been achieved. Targets need to be well defined in order to aid with evaluating the project. Finally, a series of constraints should be identified to ensure that anything which could impede the successful delivery of the project can be considered at this stage.

**4.1 Objectives**

The following questions may help to set suitable objectives:

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

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

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

*Table 4.1: Objectives*

| Objective(s)   |
|--|
| Provide a service which is accountable and mitigates the risks to the council. |
| Encourage recreation   |
| Increase customer satisfaction   |
| Improve health & wellbeing opportunities                                       |
| Provide a service to the ratepayer which is reliable and efficient             |
| To provide best value to the Council   |
| Increase interest in biodiversity  |

**4.2 Targets**

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

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

Please identify targets in the table below.

Table 4.2: Targets

| Targets  |
|--|
| To effectively manage and maintain existing trees and woodland.    |
| Minimise customer complaints.                                      |
| Service is delivered on budget over the timeframe of the contract. |

### 4.3 Constraints

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

Please identify constraints in the table below.

Table 4.3: Constraints

| Constraints   |
|---|
| Availability of funding - Budgets are sufficient to meet requirements |
| Appointing competent contractors                                      |
| Health and safety concerns  |
| Bird nesting season dictates windows of work                          |

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

- **Identification of options**



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

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

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

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

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

Status Quo: Re tender having reviewed need

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

Option 1: Bring all services in house

Reject?  Yes  No

If yes please explain why?

See explanation of costs below. Also there are risks associated with using own staff who are not doing this on a daily basis – skill fade. Any staff deployed on these tasks are also being diverted away from other rotas and schedules.

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

- **Assessment of Monetary Costs and Benefits**

## 6.1 Monetary Costs and Benefits

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

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

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

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

### STATUS QUO

#### Assumptions for Status Quo

Re tender fixed price contract

*Table 6.1: Status Quo Monetary Costs and Benefits*

| Status Quo             |           |           |           |
|------------------------|-----------|-----------|-----------|
| Costs and Benefits     | Year 1    | Year 2    | Year 3    |
|                        | 2021-2022 | 2022-2023 | 2023-2024 |
| <b>Capital Costs</b>   |           |           |           |
|                        |           |           |           |
|                        |           |           |           |
|                        |           |           |           |
|                        |           |           |           |
| <b>Recurrent Costs</b> |           |           |           |

|                                |                 |                 |                 |
|--------------------------------|-----------------|-----------------|-----------------|
| Tree Maintenance as per budget | £150,000        | £150,000        | £150,000        |
|                                | £               | £               | £               |
|                                | £               | £               | £               |
|                                | £               | £               | £               |
| <b>Total Recurrent Cost</b>    | <b>£150,000</b> | <b>£150,000</b> | <b>£150,000</b> |
| <b>Total Cost (A)</b>          | <b>£150,000</b> | <b>£150,000</b> | <b>£150,000</b> |
| <b>Benefits</b>                |                 |                 |                 |
|                                |                 |                 |                 |
|                                |                 |                 |                 |
|                                |                 |                 |                 |
| <b>Total Benefits (B)</b>      |                 |                 |                 |
| <b>Total Costs (A-B)*</b>      | <b>£150,000</b> | <b>£150,000</b> | <b>£150,000</b> |

\* A negative total denotes a total benefit

**OPTION 1**

Assumptions for Option 1

Bring all services in house

Cost of suitable training x 3 members of staff; intensive 10 week tree surgery program £10k each. Total £30K

Refresher Training every third year:- £3K Total £9K

Rate of Pay based on SO1 Tree Maintenance Operative £18.66 per hour

Gross Rate of Pay – 30% above net due to NI ERS, Pension etc = £24.26 per hour

Based on anticipated hours –5850 hours = £141,921

2% annual increase due to cost of living etc

No allowance has been made for:

1. Annual leave entitlement
2. Likely sickness cover costs

Vehicle Cost to purchase :- £30,000

Trailer Cost to Purchase:- £5,000

Small Equipment Cost to purchase:-£10,000

Large Equipment Cost to purchase to include mobile elevated work platform and chipper:- Chipper £30,000; Mobile elevated work platform £75,000

Vehicle/Equipment fuel 10,000 Litres @ £2.00 per litre £25,880.00

Additional Insurance Cover:- £10,000

Crane Hire:- £45.00 per hour, estimated 480 hours per year: £21,600.00

Table 6.2: Option 1 Monetary Costs and Benefits

| Option 1                                      |                    |                    |                   |
|---|--------------------|--------------------|-------------------|
| Costs and Benefits                            | Year 1             | Year 2             | Year 3            |
|   | 2021-2022          | 2022-2023          | 2023-2024         |
| <b>Capital Costs</b>                          |                    |                    |                   |
| Vehicle purchase                              | £30,000            | £0                 | £0                |
| Trailer Purchase                              | £5,000             | £0                 | £0                |
| Small Equipment purchase                      | £10,000            | £0                 | £10,000           |
| Large Equipment Mobile elevated work platform | £75,000            | £0                 | £0                |
| Large Equipment chipper                       | £30,000            | £0                 | £0                |
|   | <b>£150,000</b>    | <b>£0.00</b>       | <b>£10,000</b>    |
| <b>Operating Costs</b>                        |                    |                    |                   |
| Training                                      | £30,000            | £0.00              | £9,000            |
| Staffing                                      | £141,921           | £141,921           | £141,921          |
| Vehicle fuel                                  | £6240.00           | £6240.00           | £6240.00          |
| Equipment Fuel                                | £19,640            | £19,640            | £19,640           |
| Additional Insurance                          | £10,000            | £10,000            | £10,000           |
| Equipment Hire                                | £21,600            | £21,600            | £21,600           |
| <b>Total Cost (A)</b>                         | <b>£379,401.00</b> | <b>£199,401.00</b> | <b>£208401.00</b> |
| <b>Benefits</b>                               |                    |                    |                   |
|   |                    |                    |                   |
|   |                    |                    |                   |
|   |                    |                    |                   |
| <b>Total Benefits (B)</b>                     | <b>£0</b>          | <b>£0</b>          | <b>£0</b>         |
| <b>Total Costs (A-B)*</b>                     | <b>£379,401.00</b> | <b>£199,401.00</b> | <b>£208401.00</b> |

\* A negative total denotes a total benefit

## 6.2 Optimism Bias

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

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

Yes XNo

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

### 6.3 Net Present Value

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

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

Yes XNo

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

Yes XNo

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

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

### 3. Assessment on Non-Monetary Costs and Benefits

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

#### a) Impact Statement

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

#### b) The weighted scoring method

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

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

To complete the table below follow these steps:

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

Table 7.1: Non-Monetary Costs and Benefits

| Benefit                           | Status Quo | Option 1 |
|-----------------------------------|------------|----------|
| Council reputation                | +          | +        |
| Impact on council                 | +          | --       |
| Maintenance                       | ++         | +        |
| Impact on insurance claims        | ++         | +        |
| Aesthetic value                   | ++         | ++       |
| Adhere to Councils community plan | +          | +        |
| <b>Overall</b>                    | ++         | +        |

| KEY                  |               |                |               |                       |
|----------------------|---------------|----------------|---------------|-----------------------|
| -<br>highly negative | -<br>negative | ∨<br>no impact | +<br>positive | ++<br>highly positive |

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

Status Quo Ranking: 1<sup>st</sup>

Generally positive private companies can share risks with the council

**Option 1 Ranking: 2<sup>nd</sup>**  
 Staff vulnerable to sickness/ absenteeism due to high risk nature of tree maintenance profession.

**4. Assessment of Risk**

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

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

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

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

*Table 8.1: Risk Assessment*

| Risk              | Impact of risk<br>(H/M/L) | Likelihood of risk<br>(H/M/L) |       |  |  | Mitigation measure  |
|-------------------|---------------------------|-------------------------------|-------|--|--|---|
|                   |                           | SQ                            | Opt 1 |  |  |   |
|                   |                           |                               |       |  |  |   |
| Reputation        | H                         | L                             | L     |  |  | Minimise the opportunity for complaints by providing a reliable service |
| The specification | H                         | L                             | L     |  |  | Research and development  |

|  |   |   |   |  |  |  |
|--|---|---|---|--|--|--|
| Qualification and experience of contractor | H | L | L |  |  | Procurement and selection process                    |
| Quality standards                          | H | L | L |  |  | Having insurances in place                           |
| Litigation                                 | H | L | L |  |  | Provide robust and auditable health and Safety check |
| <b>Overall Risk</b>                        |   | L | L |  |  |  |

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

**5. Preferred Option**

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

*Table 9.1: Summary of Results*

| Summary                                    | Status Quo      | Option 1        |
|--|-----------------|-----------------|
| <b>Total Capital Cost £</b>                | £0.00           | £150,000        |
| <b>Net Present Cost £</b>                  | £150,000        | £0.00           |
| <b>Average Annual Net Recurrent Cost £</b> | £150,000        | £262,401        |
| <b>Non-Monetary Benefits Ranking</b>       | 1 <sup>st</sup> | 2 <sup>nd</sup> |
| <b>Risk Assessment</b>                     | L               | L               |

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

**Preferred Status Quo**  
 The preferred option Status quo represents the lowest risk to the council whilst availing of the non-monetary benefits it is also the considerably less expensive of the two options and safeguards the reputation of the Council.

**6. Displacement**

Displacement relates to the extent to which the proposed activity under this project will affect similar activity in another area, either in a positive or negative way. That is, will some other similar activity be replaced as a consequence of this project? Ideally, displacement should be



minimized. This is particularly relevant for councils given the impending changes under RPA. Councils are encouraged to look beyond their current boundaries to ensure that their proposal will not be displacing activity elsewhere.

Is it likely that displacement could occur with this project?

Yes  No

If yes, please give more details in the box below

### 7. Additionality

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

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

Yes  No

If yes, please give more details in the box below

### 8. Financing of Preferred Option

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

100% Capitol allocation

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

Table 12.1: Financing

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

### 9. Management, Monitoring and Post Project Evaluation

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

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

The contractor (s) will be required to attend pre contractual and or site meetings, produce completed work sheets to verify task completion before payment is authorised.

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

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

The successful tenderer will be managed by the Parks manager (amenity) from Parks and Amenities who will be responsible ensuring compliance with tender requirements

Factors to be monitored as per the specification.

Monthly meeting will be convened by the manager to address any issues.

## 10. Equality

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

No

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

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



## Leisure & Community Development Committee

**Confidential**

**6<sup>th</sup> September 2022**

**Confidential Report from:**

**Head of Parks & Amenities**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

3. Information relating to the financial or business affairs of any particular person (including the Council holding that information).

**When will the report become unrestricted:**

Specify when  
report will  
become available

Redacted  
report  
available

Once minutes  
ratified and post  
call in period

Never

### Item for Decision

**TITLE:** Automatic Irrigation System for Bowling Greens – Financial Appraisal

**Background and Key Issues:**

1. This report seeks approval of the Financial Appraisal to proceed with the tender for the installation of two automatic irrigation systems.
2. The Council has three grass bowling greens at Dungoyne, Sir Milne Barbour and at the Leisureplex. Maintenance of the greens is undertaken by the Council's Parks & Amenities Unit.

3. Irrigation of the greens has always been carried out manually and presents a number of issues:
  - It is a manual operation therefore detracts from other duties
  - It doesn't achieve an even watering pattern – areas can be missed
  - Equally more water can be applied than necessary which is costly
  - Manual watering happens in daylight hours which can impede play on the greens
  - Watering in direct sunlight can cause evaporation and scorching of the surface
4. The automated system will address these issue and:
  - The ability to water using a timer will allow the green to be watered at intervals to allow an even pecculation rate through the sward. This in turn will reduce dry patch and encourage a deeper root structure
  - Having an irrigation system will allow us to add granular fertilisers to the green and irrigate them in rather than waiting for the onset of rain which may not always happen.
5. It is proposed to install automatic irrigation systems in two of the three greens this Autumn so that they are operational for the start of the next season. Funding has been identified as follows:
  - Dungoyne bowling green  
£20,000 has been identified through DEA funding – 77407-9277
  - Sir Milne Barbour (Lisnagarvey) bowling green  
£20,000 has been identified through DEA funding – 77467-9277
6. The Financial Appraisal (**Appendix 8[P&A]**) is attached for Members' consideration. The income generated from the bowling greens is not significant however the health and wellbeing benefits achieved particularly amongst the elderly members of the community are noteworthy.
7. The bowling green at the Leisureplex has less usage and no further investment is recommended at this time, however it will be kept under review.

#### Recommendation:

It is recommended that Members approve the Financial Appraisal to support the expenditure of £40,000 from the allocated DEA programme to install two automatic irrigation systems in Dungoyne and Sir Milne Barbour bowling greens.

#### Finance and Resource Implications:

Provision has been made within the DEA Programme.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

If yes, what was the outcome?

|   |                                   |  |                                   |   |                                   |
|---|-----------------------------------|--|-----------------------------------|---|-----------------------------------|
| <b>Option 1</b><br>Screen out<br>without mitigation | <input type="button" value="No"/> | <b>Option 2</b><br>Screen out with<br>mitigation | <input type="button" value="No"/> | <b>Option 3</b><br>Screen in for<br>a full EQIA | <input type="button" value="No"/> |
|---|-----------------------------------|--|-----------------------------------|---|-----------------------------------|

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

**2. Rural Needs Impact Assessment:**

|   |                                   |   |                                   |
|---|-----------------------------------|---|-----------------------------------|
| Has consideration been<br>given to Rural Needs? | <input type="button" value="No"/> | Has a Rural Needs Impact<br>Assessment (RNIA) template been<br>completed? | <input type="button" value="No"/> |
|---|-----------------------------------|---|-----------------------------------|

If no, please give explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:** Appendix 8 [P&A]-CONFIDENTIAL- Automatic Irrigation System-  
Financial Appraisal

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

If Yes, please insert date:

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

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

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

**General Information**

i) **Name of Project:** Design and install an automatic irrigation system on two bowling greens

ii) **Spending Department:** Leisure & Community Wellbeing ( Parks & Amenities)

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

Own Funds: \_\_\_\_\_

Government Departments: \_\_\_\_\_

Others: \_\_\_\_\_

iv) **Financial Appraisal prepared by:** Allister Hamilton  
**Date:** 21 April 2022

### 1. Introduction and Need

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

The irrigation system to be installed at Dungoyne and Sir Milne Barbour (Lisnagarvey) bowling greens are to allow the playing surface to be maintained to the same level as the golf greens at Castlereagh Hills and Aberdelghy Golf course. The acquisition of the irrigation system will reduce the time our staff spend on hand watering. The irrigation at present is being applied during the day, whereas irrigating overnight is a more efficient and prevents evaporation. It also ensures an even disruption of the water applied at one time on the whole green rather than watering sections of the playing surface. The ability to water using a timer will allow the green to be watered at intervals to allow an even pecculation rate through the sward. This in turn will reduce dry patch and encourage a deeper root structure. Having an irrigation system will allow us to add granular fertilisers to the green and irrigate them in rather than waiting for the onset of rain which may not always happen. If the project does not proceed the standard of the playing surface cannot improve and this may take the teams out of division one.

### 2. Objective and Constraints

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

The objective of the project is to improve the playing surface and develop a healthier sward on the two greens. The irrigation system will develop the knowledge and skills of the young green keepers and develop new maintenance programs rather than being reliant on the weather.

If the irrigation systems are not purchased, this will result in a deterioration in the service and the Councils required standards not being met.

### 3. Options

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

**Option 1 – Do nothing:**

- Do not purchase the irrigation equipment the standards required will not be met.

**Option 2 – Hire irrigation Equipment:**

- This irrigation equipment is not available to hire

**Option 3 – Purchase and install irrigation equipment**

- This is the only option which meets the Objective



**4. Monetary Costs and Benefits**

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

The anticipated cost of the irrigation of the two greens is in the region of £40k (£20k each). These costs are based on current market rates and previous experience on other irrigation purchased within the Council. The new irrigation system will have a one year warranty provided. ( Included in the specification) Please refer to table below (year 2 and 3) on repair costs these are based on similar irrigation cost from the golf courses.

Electricity running costs are minimal as the system works on a timer on off peak hours.

Water consumption will be similar or perhaps less as more efficient watering system.

There will be savings on staff time not having to manually water the greens.

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

| Preferred Option            |                |               |               |
|-----------------------------|----------------|---------------|---------------|
| Costs and Benefits          | Year 1         | Year 2        | Year 3        |
|                             | 2022 - 2203    | 2023 - 2024   | 2024 - 2025   |
| <b>Capital Costs</b>        |                |               |               |
| Two new irrigation systems  | £40,000        | 0             | 0             |
| <b>Total Capital Cost</b>   | <b>£40,000</b> | <b>0</b>      | <b>0</b>      |
| <b>Recurrent Costs</b>      |                |               |               |
| Two new irrigation systems  | 0              | 0             | 0             |
| Maintenance / repairs       | £0             | £1,000        | £1,000        |
| <b>Total Recurrent Cost</b> | <b>£0</b>      | <b>£1,000</b> | <b>£1,000</b> |
| <b>Total Cost (A)</b>       | <b>£40,000</b> | <b>£1,000</b> | <b>£1,000</b> |
| <b>Benefits</b>             |                |               |               |
| <b>Total Benefits (B)</b>   |                |               |               |
| <b>Total Costs (A-B)*</b>   | <b>£40,000</b> | <b>£1,000</b> | <b>£1,000</b> |

## 5. Non-Monetary Costs and Benefits

Please briefly identify any non-monetary costs and benefits.

If the irrigation systems are not installed on time due to irrigation equipment not available it may lead to a lower standard of service and damage to the Councils reputation.

The new systems will allow the development of the two greens to meet the standard of other greens in the first division.

The acquisition of the irrigation system will reduce the time our staff spend on hand watering.

The irrigation at present is being applied during the day, whereas irrigating overnight is a more efficient and prevents evaporation.

Watering the green at night also means the greens are available to play on longer without closures for manual watering.

It will ensure an even disruption of the water applied at one time on the whole green rather than watering sections of the playing surface.

The ability to water using a timer will allow the green to be watered at intervals to allow an even pecculation rate through the sward. This in turn will reduce dry patch and encourage a deeper root structure.

Having an irrigation system will allow staff to add granular fertilisers to the green and irrigate them in rather than waiting for the onset of rain which may not always happen.

## 6. Risks

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

The risk of the irrigation system not meeting the specification, or the delivery time not being met as stated on the contracts. The initial acquisition of the cost is also a risk to be considered as all prices at subject to increase at present.

There are risks associated with operation of the new irrigation system. To mitigate this risk, it is included within the specification that the supplier provides a certificated training to all relevant staff.

## 7. Monitoring and Evaluation

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

The tender will be evaluated by the Parks Manager (Sports / Cemeteries) and Parks Supervisor to produce the best value for the Council.

The Parks Manager (Sports / Cemeteries) will be responsible for the setup of the new irrigation system. The checking of the new system will be done by the Estates Department – minor works.

The operational effectiveness of the new system will be monitored by the Parks Supervisor.

#### B. Financing

Please indicate how the project/acquisition will be financed.

Dungoyne bowling green

£20,000 has been identified through DEA funding – 77407-9277

Sir Milne Barbour (Lisnagarvey) bowling green

£20,000 has been identified through DEA funding – 77467-9277

#### B. Equality

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

Yes

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

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



## Leisure & Community Development Committee

**Confidential**

**6<sup>th</sup> September 2022**

**Confidential Report from:**

**Head of Parks & Amenities**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

3. Information relating to the financial or business affairs of any particular person (including the Council holding that information).

**When will the report become unrestricted:**

Specify when  
report will  
become available

Redacted  
report  
available

Once minutes  
ratified and post  
call in period

Never

### Item for Decision

**TITLE:** Resurfacing Works Programme Phase 1 – Financial Appraisal

**Background and Key Issues:**

1. This report seeks approval of the Financial Appraisal to proceed with the tender for the Resurfacing Works Programme – Phase 1.
2. The Council currently owns or manages a number of facilities with a significant network of tarmac paths. These paths were installed over many years and are in various stages of decay due to weather, general wear and tear and extensive use. It is the intention of the Lisburn and Castlereagh City Council to repair and reapply new tarmac to the worst paths:

- to maintain an acceptable standard for health & safety reasons providing safe access for users / residents of all ages and mobility abilities;
  - to phase the works in an affordable scheme
  - to prioritise the works based on a risk based approach - see 'Feasibility Into Resurfacing Works' dated 6 April 2022 (**Appendix 9[P&A]**).
  - to ensure a high standard of maintenance thus presenting aesthetically pleasing areas to encourage use of the open space/s.
3. It is proposed to phase the works over 3 financial years. The financial appraisal (**Appendix 10[P&A]**) relates to Phase 1 only and is estimated to cost in the region of £930,000.
  4. Given the fluctuation in the cost of materials and labour, the financial appraisal in respect of Phase 2 and 3 will be brought forward closer to the date of when this work might be progressed.
  5. The programme of works have been risk assessed and in the 'Feasibility Into Resurfacing Works' and identified the priority sites as:
    - Bells Lane
    - Moat Pk
    - Lisburn Cemetery
    - Antrim St Car Park
  6. It is anticipated that works would commence in the new year.

#### Recommendation:

It is recommended that Members approve the Financial Appraisal to enable the progression of the tender for the Resurfacing Works Programme Phase 1.

#### Finance and Resource Implications:

Provision has been made within the Capital programme.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?  Yes

If no, please provide explanation/rationale

If yes, what was the outcome?

**Option 1**

Screen out  
without mitigation

Yes

**Option 2**

Screen out with  
mitigation

No

**Option 3**

Screen in for  
a full EQIA

No

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

**2. Rural Needs Impact Assessment:**

Has consideration been  
given to Rural Needs?

No

Has a Rural Needs Impact  
Assessment (RNIA) template been  
completed?

No

If no, please give explanation/rationale for why it was not considered necessary:

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix 9 [P&A]-CONFIDENTIAL- 'Feasibility Into Resurfacing Works' dated 6 April 2022 - Financial Appraisal

Appendix 10 [P&A]-CONFIDENTIAL - Financial Appraisal

Appendix 11 [P&A]-CONFIDENTIAL - Equality Screening Paths

Appendix 12 [P&A]-CONFIDENTIAL - Equality Screening Paths-Appendix 1

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

**Feasibility Study –  
Resurfacing Works to  
Council Assets.**

| Version | Date       | Author/ Amendments | Status |
|---------|------------|--------------------|--------|
| 1       | 29/01/2021 | G Young            | Draft  |
| 2       | 01/03/2021 | G Young            | Draft  |
| 3       | 14/07/2021 | G Young            | Draft  |
| 4       | 12/01/2022 | G Young            | Draft  |
| 5       | 25/01/2022 | G Young            | Final  |
| 6       | 06/04/2022 | G Young            | Final  |



**CONTENTS**

- 1.0 Brief
- 2.0 Sites Identified
- 3.0 Brief
- 4.0 Analysis of Sites
- 5.0 Global Costs
- 6.0 Phasing
  
- Appendix A - Site Plans
- Appendix B - Photos of Current Site Conditions (as of January 2021)

## Feasibility Study – Resurfacing Works to Council Assets

### 1.0 Brief

The initial brief was to upgrade existing paths and access roads to various sites that currently pose a Health & Safety risk, and which present a current liability to the council in regards to incidents involving slips, trips & falls, and associated public liability claims.

The brief was expanded on sites to cover traffic management.

### 2.0 Sites (separated into Asset owner).

#### 2.1 Sites identified in the original brief.

- Asset Owner – Parks & Amenities
  - Barbour Memorial Playing Fields, Saintfield Road, Lisburn.
  - Bells Lane Park, Bells Lane, Lambeg.
  - Blaris Old Cemetery, Blaris Road, Lisburn.
  - Colby Park, Newton Park, Belfast.
  - Lisburn Cemetery, Hillsborough Road, Lisburn.
  - Lisburn New Cemetery, Blaris Road, Lisburn.
  - Moat Park, Comber Road, Dundonald.
  - Moira Demesne, Moira.
  - Queens Road Riverside Walk, Lisburn.
  - Union Locks, Blaris Road, Lisburn.
- Asset Owner – Sports Services
  - Castlereagh Hills Golf Course, Upper Braniel Road, Dundonald.
  - Lagan Valley LeisurePlex, Lisburn Leisure Park, Lisburn.
  - Lough Moss Leisure Centre, Hillsborough Road, Carryduff.
- Asset Owner – Waste Management & Operations
  - Carryduff HWRC, Comber Road, Carryduff.

#### 2.2 Additional sites identified considered being similar works

- Asset Owner - Environmental Health
  - Antrim Street Carpark, Lisburn
  - Ballynahinch Street Carpark, Hillsborough.
  - Benson Street Carpark, Lisburn.
  - Laganbank Road Carpark, Lisburn.
  - Queens Road, Lisburn.

*Refer to Appendix A for for location maps sites.*

*Refer to Appendix B for photos of current site conditions*

### 3.0 Brief

#### 3.1 Asset Owner – Parks & Amenities

##### 3.1.1 Barbour Memorial Playing Fields, Saintfield Road, Lisburn.

The current path is in a poor state of repair, with evidence of deterioration along the entire length of the path, leading to the formation of a number of shallow potholes.

This project would complement accessibility works carried out to the entrance onto Ballynahinch Street in late 2016.

It should be noted that this path is a public footpath, providing access from the Saintfield Road to Ballynahinch Street.

It is proposed to resurface sections of this path.

These works are an opportunity to upgrade the current path and prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.1.2 Bells Lane Park, Bells Lane, Lambeg.

The current path network is in a poor state of repair, with evidence of deterioration, leading to the formation of a number of potholes.

It should be noted that remedial repairs were recommended to be carried out in year 3 (2018-19) of the condition survey report of 2016.

It should also be noted that this pedestrian footpath is also used as vehicular access to the BMX Track.

It is proposed to:

- Upgrade the resurface the existing paths to the park.
- To construct a new segregated access road to the BMX track.
- To carry out associated drainage works

These works are an opportunity to upgrade the current path network and prevent further deterioration, to mitigate incidents and associated PL Claims, and to provide a proper segregated access to the BMX track.

#### 3.1.3 Blaris Old Cemetery, Blaris Road, Lisburn.

The current path network is in a poor state of repair, with evidence of severe deterioration along the entire length of the path, including a severe infestation of moss over the entire path network.

It should be noted that remedial repairs were recommended to be carried out in year 3 (2018-19) of the condition survey report of 2016.

It should also be noted that resurfacing works to this cemetery had been considered in 2013, but no decision was taken by management to progress.

It is proposed to resurface all the existing paths within the graveyard complete with new concrete kerbs to retain the surrounding grass at a higher level.

These works are an opportunity to upgrade the current paths and prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.1.4 Colby Park, Newton Park, Belfast.

The current paths network is in a poor state of repair, with evidence of deterioration along the entire length of the paths, leading to the formation of a number of potholes.

This project would complement recent works carried out within the park in 2019 including the construction of a new play area & MUGA, and extensive landscaping works.

It should be noted that remedial repairs were recommended to be carried out in year 2 (2017-18) of the condition survey report of 2016.

It is proposed to resurface the existing paths to the park complete with new concrete kerbs.

These works are an opportunity to upgrade the current path network and prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.1.5 Lisburn Cemetery, Hillsborough Road, Lisburn.

The current paths and roads are in a poor state of repair, with evidence of severe deterioration along the entire length of the path, including a severe infestation of moss in isolated areas.

Isolated temporary repairs have been carried out to larger potholes as and when they appear.

It should be noted that remedial repairs were recommended to be carried out in year 3 (2018-19) of the condition survey report of 2016.

It should also be noted that resurfacing works to this cemetery had been considered in 2001, but no decision was taken by the then management to progress.

It is proposed to resurface the existing paths and roads within the graveyard complete with new concrete kerbs to retain the surround grass which is at a higher level.

These works are an opportunity to upgrade the current paths and roads and prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.1.6 Lisburn New Cemetery, Blaris Road, Lisburn.

Sections of current paths are in a poor state of repair, with evidence of severe deterioration, including a severe infestation of moss in isolated areas.

Isolated temporary repairs have been carried out to larger potholes as and when they appear.

It should be noted that remedial repairs were recommended to be carried out in year 5 (2020-21) of the condition survey report of 2016.

It is proposed to resurface identified paths within the graveyard.

These works are an opportunity to upgrade the current paths, prevent further deterioration, and to prevent incidents and associated PL Claims, and to mitigate incidents and associated PL Claims.

#### 3.1.7 Moat Park, Comber Road, Dundonald.

Sections of current paths are in a poor state of repair, with evidence of severe deterioration in places, leading to the formation of a number of large potholes.

It is proposed to:

- apply wearing course to identified paths to extend life of the path and prevent larger reconstruction works in the near future.
- resurface identified paths within the park.

These works are an opportunity to upgrade the current paths and prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.1.8 Moira Demesne

A section of current perimeter path has tree roots blowing the surface, leading to the surface being uneven.

It is proposed to resurface identified section of path within the Demesne.

These works are an opportunity to upgrade the current paths to mitigate incidents and associated PL Claims.

#### 3.1.9 Queens Road Riverside Walk, (Quay Street to LVI) Lisburn

The current surface of the path from Quay Street Off-Street Carpark to LVI is precast concrete paving slabs. The path can be classed as uneven with large joints between the slabs where a bike wheel could get caught.

It is proposed to excavate the precast concrete paving slabs and construct a new bitmac path to compliment adjoining sections of path.

This section of path is part of the National Cycle Network, which is currently being developed in the area. This would be the only section of the cycle network in this area, apart from Union Locks, not to have a black top surface.

These works are an opportunity to upgrade the current path to the standard of the National Cycle Network paths in the council area, and to mitigate incidents and associated PL Claims.

#### 3.1.10 Union Locks, Blaris Road, Lisburn.

The current surface from Blaris Road to the footbridge is compacted stone, which currently needs regular maintenance including an annual top dress usually funded by a revenue underspend at the end of each financial year. It should also be noted that this section of path turns quite muddy in inclement weather with a high volume of complaints received regularly by the council regularly.

This section of path is part of the National Cycle Network, which is currently being developed in the area, with a current phase being developed from Sprucefield to Newport, with the next phase being Newport to Moira. This would be the only section of the cycle network in this area, apart from a small section of path at Queens Road Riverside Walk not to have a black top surface.

It should also be noted that this is the main entrance to Lagan valley Regional Park, and a new public carpark is planned to be constructed by the council opposite the entrance on the Balris Road.

It is proposed to construct a new 2 course bitmac path with kerbing and associated drainage.

These works are an opportunity to upgrade the current path to the standard of the National Cycle Network paths in the council area.

### 3.2 Asset Owner – Sports Services

#### 3.2.1 Castlereagh Hills Golf Course, Upper Braniel Road, Dundonald.

There is an area of carpark that is surfaced in plastic permeable paving grid infilled with grass. It should be noted that the exposed top of the grid has been polished through use leaving it extremely slippery and unusable in inclement weather. It has been suggested that this area will have to be taken out of use if not prioritised for resurfacing.

It is proposed to resurface this area in 2 course bitmac.

These works are an opportunity to increase the carpark capacity at the golf club.

#### 3.2.2 Lagan Valley LeisurePlex, Lisburn Leisure Park, Lisburn.

The current carpark and associated roadways are in a poor state of repair, with evidence of deterioration over the entire area, leading to the formation of a number of large potholes.

It should be noted that resurfacing works was recommended to be carried out in year 7 (2022-23) of the condition survey report of 2016.

It is proposed to resurface the existing paths and roads.

These works are an opportunity to upgrade the current carpark and roads to prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.2.3 Lough Moss Leisure Centre, Hillsborough Road, Carryduff.

A granular path was constructed in March 2020 to join up 2 paths at the rear of the leisure centre to complete a circuit for the park run.

It is proposed to bitmac this path to provide a consistent surface for users and park runners.

### 3.3 Asset Owner - Waste Management & Operations

#### 3.3.1 Carryduff HWRC, Comber Road, Carryduff.

The access road is in a poor state of repair, with evidence of deterioration over the entire road, leading to the formation of a number of large potholes. It should be noted that remedial works recommended to be carried out in year 2 (2017-18) of the condition survey report of 2016.

Extensive temporary repairs to potholes have been carried out over the years as and when they appear.

It is proposed to resurface the entrance road.

These works are an opportunity to upgrade the current road, prevent further deterioration, and to mitigate incidents and associated PL Claims.

### 3.4 Asset Owner – Environmental Health

#### 3.4.1 Antrim Street Carpark, Lisburn.

The carpark is in a poor state of repair with significant deterioration to the surface. Extensive temporary repairs have taken place over the last few years to keep the carpark functioning to an adequate standard. If these works do not proceed, this will become a serious Health & Safety risk exposing the council to public liability claims.

This will also compliment reinstatement works carried out by NI Water in the east of the carpark in 2018, as part of works to their infrastructure.

It is proposed to resurface the carpark.

These works are an opportunity to upgrade the current road, prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.4.2 Ballynahinch Street Carpark, Hillsborough.

This carpark is in a poor state of repair with significant deterioration to the surface. Extensive temporary repairs have taken place over the last few years to keep the carpark functioning to an adequate standard.

If these works do not proceed, this will become a serious Health & Safety risk exposing the council to public liability claims.

It is proposed to resurface the carpark.

These works are an opportunity to upgrade the current road, prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.4.3 Benson Street Carpark, Lisburn.

This carpark is in a poor state of repair with significant deterioration to the surface. Extensive temporary repairs have taken place over the last few years to keep the carpark functioning to an adequate standard. If these works do not proceed, this will become a serious Health & Safety risk exposing the council to public liability claims.

It is proposed to resurface the carpark.

These works are an opportunity to upgrade the current road, prevent further deterioration, and to mitigate incidents and associated PL Claims.

#### 3.4.4 Laganbank Road Carpark, Lisburn.

A small area in the south west corner of the carpark has older surfacing which is in a poor state of repair, with evidence of deterioration.

It is proposed a coat of wearing course is applied, that would extend the life of this area, and save major works being required in year 5.

#### 3.4.5 Queens Road Carpark, Lisburn.

A small area in the west corner of the carpark where the carpark is accessed has older surfacing which is in a poor state of repair, with evidence of deterioration.

It is proposed a coat of wearing course is applied, that would extend the life of this area, and save major works being required in year 5.

## 4.0 Analysis of Sites

## 4.1 Asset Owner – Parks &amp; Amenities

**Barbour Memorial Playing Fields**

## SWOT Analysis

| Strength  | Weakness  |
|---|---|
| Path is a public footpath.  | Surface is deteriorating significantly, with potholes forming.<br>Public Liability Claims |
| Opportunities   | Threats   |
| Work would complement accessibility works to main entrance carried out in 2016.<br>Extend the life span of the path structure with minimal works. | Funding   |

## RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score    | RAG      |
|------------------------------|----------|----------|
| Scale of deterioration       | 1        |          |
| H&S – trips/slips/falls      | 1        |          |
| History of PL Claims         | 2        |          |
| Footfall/traffic             | 1        |          |
| Complementary to other works | 1        |          |
| Members influence            | 3        |          |
| <b>Priority Status</b>       | <b>9</b> | <b>2</b> |

**Bells Lane Park - SWOT Analysis**

| Strength  | Weakness  |
|---|---|
| Path is used by the public.   | Surface is deteriorating significantly, with potholes forming.<br>Drainage issues.<br>Public Liability Claims |
| Opportunities   | Threats   |
| Works identified in the 2016 Condition Survey program.<br>Extend the life span of the path structure with minimal works.<br>Provide segregated vehicular access to the BMX track.<br>Green Flag Award | Funding   |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score    | RAG      |
|------------------------------|----------|----------|
| Scale of deterioration       | 1        |          |
| H&S – trips/slips/falls      | 1        |          |
| History of PL Claims         | 2        |          |
| Footfall/traffic             | 1        |          |
| Complementary to other works | 1        |          |
| Members influence            | 1        |          |
| <b>Priority Status</b>       | <b>7</b> | <b>1</b> |



**Blaris Old Cemetery- SWOT Analysis**

| Strength   | Weakness  |
|--|---|
| Path and road is used by the public.<br>Low volume of footfall.  | Surface is deteriorating significantly, with potholes forming.<br>Cllr influence<br>Public Liability Claims |
| Opportunities  | Threats   |
| Works identified in the 2016 Condition Survey program.<br>Extend the life span of the path structure with minimal works. | Funding   |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 1         |          |
| H&S – trips/slips/falls      | 2         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 3         |          |
| Complementary to other works | 3         |          |
| Members influence            | 1         |          |
| <b>Priority Status</b>       | <b>13</b> | <b>2</b> |

**Colby Park - SWOT Analysis**

| Strength   | Weakness  |
|--|---|
| Path is used by the public.  | Surface is deteriorating significantly, with potholes forming.<br>Public Liability Claims |
| Opportunities  | Threats   |
| Works would complement previous works including the construction of a new play area and MUGA, and landscape works.<br>Works identified in the 2016 Condition Survey program.<br>Extend the life span of the path structure with minimal works. | Funding   |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 1         |          |
| H&S – trips/slips/falls      | 2         |          |
| History of PL Claims         | 2         |          |
| Footfall/traffic             | 1         |          |
| Complementary to other works | 1         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>10</b> | <b>2</b> |

**Lisburn Cemetery - SWOT Analysis**

| Strength  | Weakness  |
|---|---|
| Path and access road is used by the public.   | Surface is deteriorating significantly, with potholes forming.<br>Member influence<br>Public Liability Claims |
| Opportunities   | Threats   |
| Work would complement planned works to main entrance.<br>Works identified in the 2016 Condition Survey program.<br>Extend the life span of the path structure with minimal works. | Funding   |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score    | RAG      |
|------------------------------|----------|----------|
| Scale of deterioration       | 1        |          |
| H&S – trips/slips/falls      | 1        |          |
| History of PL Claims         | 1        |          |
| Footfall/traffic             | 3        |          |
| Complementary to other works | 1        |          |
| Members influence            | 1        |          |
| <b>Priority Status</b>       | <b>8</b> | <b>1</b> |

**Lisburn New Cemetery - SWOT Analysis**

| Strength   | Weakness  |
|--|---|
| Path is a public footpath.<br>Low volume of footfall in area that require repair.  | Surface is deteriorating significantly, with potholes forming.<br>Public Liability Claims |
| Opportunities  | Threats   |
| Works identified in the 2016 Condition Survey program.<br>Extend the life span of the path structure with minimal works. | Funding   |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 1         |          |
| H&S – trips/slips/falls      | 1         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 3         |          |
| Complementary to other works | 3         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>14</b> | <b>2</b> |

**Moat Park - SWOT Analysis**

| Strength   | Weakness  |
|--|---|
| Path is used by the public.  | Surface is deteriorating significantly, with potholes forming.<br>Public Liability Claims |
| Opportunities  | Threats   |
| Extend the life span of the path structure with minimal works.<br>Green Flag Award | Funding   |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score    | RAG      |
|------------------------------|----------|----------|
| Scale of deterioration       | 1        |          |
| H&S – trips/slips/falls      | 1        |          |
| History of PL Claims         | 1        |          |
| Footfall/traffic             | 1        |          |
| Complementary to other works | 3        |          |
| Members influence            | 1        |          |
| <b>Priority Status</b>       | <b>8</b> | <b>1</b> |

**Moira Demesne - SWOT Analysis**

| Strength   | Weakness  |
|--|---|
| Path is used by the public.<br>Path used for a Park Run on Sundays.                | Surface is uneven due tree roots blowing the surface<br>Public Liability Claims |
| Opportunities  | Threats   |
| Extend the life span of the path structure with minimal works.<br>Green Flag Award | Funding   |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 2         |          |
| H&S – trips/slips/falls      | 2         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 1         |          |
| Complementary to other works | 3         |          |
| Members influence            | 1         |          |
| <b>Priority Status</b>       | <b>12</b> | <b>2</b> |

**Queens Road Riverside Walk - SWOT Analysis**

| Strength  | Weakness   |
|---|--|
| Path is used by the public.   | Surface is uneven, with large joints between paving slabs<br>Public Liability Claims |
| Opportunities   | Threats  |
| Path is part of the National Cycle Network.<br>Part of the Lagan Valley Regional Park | Funding  |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score    | RAG      |
|------------------------------|----------|----------|
| Scale of deterioration       | 2        |          |
| H&S – trips/slips/falls      | 1        |          |
| History of PL Claims         | 1        |          |
| Footfall/traffic             | 1        |          |
| Complementary to other works | 1        |          |
| Members influence            | 3        |          |
| <b>Priority Status</b>       | <b>9</b> | <b>2</b> |

**Union Locks - SWOT Analysis**

| Strength   | Weakness   |
|--|--|
| Path is a public footpath.   | Surface requires annual maintenance with granular material.<br>Drainage issues.<br>Large volume of complaints. |
| Opportunities  | Threats  |
| Path is part of the National Cycle Network.<br>Main entrance to Lagan Valley Regional Park.<br>Blaris Road carpark development | Funding  |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 3         |          |
| H&S – trips/slips/falls      | 3         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 1         |          |
| Complementary to other works | 1         |          |
| Members influence            | 1         |          |
| <b>Priority Status</b>       | <b>12</b> | <b>2</b> |



## 4.2 Asset Owner – Sports Services

**Castlereagh Hills Golf Course - SWOT Analysis**

| Strength                                     | Weakness   |
|--|--|
| Facility carpark                             | Surface is slippery in inclement weather.<br>Public Liability Claims |
| Opportunities                                | Threats  |
| Extend the carpark capacity of the facility. | Funding  |

## RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 3         |          |
| H&S – trips/slips/falls      | 2         |          |
| History of PL Claims         | 2         |          |
| Footfall/traffic             | 3         |          |
| Complementary to other works | 3         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>16</b> | <b>3</b> |

## Lagan Valley LeisurePlex - SWOT Analysis

| Strength   | Weakness  |
|--|---|
| Carpark and road is used by the public.  | Surface is deteriorating significantly, with potholes forming.<br>Public Liability Claims |
| Opportunities  | Threats   |
| Works identified in the 2016 Condition Survey program.<br>Extend the life span of the path structure with minimal works. | Funding   |

## RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 2         |          |
| H&S – trips/slips/falls      | 2         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 1         |          |
| Complementary to other works | 3         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>14</b> | <b>2</b> |

**Lough Moss Leisure Centre - SWOT Analysis**

| Strength  | Weakness  |
|---|---|
| Path is used by the public.<br>Park run.          | Surface requires annual maintenance with granular material. |
| Opportunities                                     | Threats   |
| Develop the Park Run at Lough Moss Leisure Centre | Funding   |

**RAG Analysis (1 red, 2 amber, 3 green)**

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 3         |          |
| H&S – trips/slips/falls      | 3         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 2         |          |
| Complementary to other works | 3         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>17</b> | <b>3</b> |

4.3 Asset Owner – Waste Management & Operations

**Carryduff HWRC - SWOT Analysis**

| Strength   | Weakness  |
|--|---|
| Road is used by the public.  | Surface is deteriorating significantly, with potholes forming.<br>Public Liability Claims |
| Opportunities  | Threats   |
| Works identified in the 2016 Condition Survey program.<br>Extend the life span of the path structure with minimal works. | Funding   |

RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 2         |          |
| H&S – trips/slips/falls      | 3         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 1         |          |
| Complementary to other works | 3         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>15</b> | <b>3</b> |

## 4.4 Asset Owner – Environmental Health

## Antrim Street Carpark, Lisburn - SWOT Analysis

| Strength  | Weakness  |
|---|---|
| Carpark is used by the public.  | Surface is deteriorating significantly, with potholes forming.<br>Public Liability Claims – there has been a few PL Claims over the last 5 years. |
| Opportunities   | Threats   |
| Work would complement reinstatement work carried out by NI Water after their works on site.<br>Extend the life span of the road structure with minimal works. | Funding<br>Title to the land.   |

## RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score    | RAG      |
|------------------------------|----------|----------|
| Scale of deterioration       | 1        |          |
| H&S – trips/slips/falls      | 1        |          |
| History of PL Claims         | 1        |          |
| Footfall/traffic             | 1        |          |
| Complementary to other works | 1        |          |
| Members influence            | 3        |          |
| <b>Priority Status</b>       | <b>8</b> | <b>1</b> |

## Ballynahinch Street Carpark, Hillsborough - SWOT Analysis

368

| Strength   | Weakness   |
|--|--|
| Carpark is used by the public.                                 | Surface is deteriorating significantly, with potholes forming.<br>Public Liability Claims  |
| Opportunities  | Threats  |
| Extend the life span of the path structure with minimal works. | Funding<br>Title to the land – an area of land occupied by the carpark is on a short term lease.<br>Access to adjoining property during the works. |

## RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score    | RAG      |
|------------------------------|----------|----------|
| Scale of deterioration       | 1        |          |
| H&S – trips/slips/falls      | 1        |          |
| History of PL Claims         | 1        |          |
| Footfall/traffic.            | 1        |          |
| Complementary to other works | 1        |          |
| Members influence            | 1        |          |
| <b>Priority Status</b>       | <b>6</b> | <b>1</b> |

## Benson Street Carpark, Lisburn - SWOT Analysis

369

| Strength   | Weakness  |
|--|---|
| Carpark is used by the public.                                 | Surface is deteriorating significantly, with large potholes forming.<br>Public Liability Claims |
| Opportunities  | Threats   |
| Extend the life span of the path structure with minimal works. | Funding<br>Title to the land.   |

## RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 1         |          |
| H&S – trips/slips/falls      | 1         |          |
| History of PL Claims         | 2         |          |
| Footfall/traffic             | 1         |          |
| Complementary to other works | 3         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>11</b> | <b>2</b> |

## Laganbank Road Carpark, Lisburn - SWOT Analysis

370

| Strength   | Weakness  |
|--|---|
| Carpark is used by the public.                                 | Surface is slowly deteriorating.<br>Public Liability Claims |
| Opportunities  | Threats   |
| Extend the life span of the path structure with minimal works. | Funding<br>Title to the land.                               |

## RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 2         |          |
| H&S – trips/slips/falls      | 3         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 2         |          |
| Complementary to other works | 3         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>16</b> | <b>3</b> |



## Queens Road Carpark, Lisburn - SWOT Analysis

371

| Strength  | Weakness  |
|---|---|
| Carpark is used by the public.                                | Surface is slowly deteriorating.<br>Public Liability Claims |
| Opportunities   | Threats   |
| Extend the life span of the path structure with minimal works | Funding<br>Title to the land.                               |

## RAG Analysis (1 red, 2 amber, 3 green)

| Description                  | Score     | RAG      |
|------------------------------|-----------|----------|
| Scale of deterioration       | 2         |          |
| H&S – trips/slips/falls      | 3         |          |
| History of PL Claims         | 3         |          |
| Footfall/traffic             | 2         |          |
| Complementary to other works | 3         |          |
| Members influence            | 3         |          |
| <b>Priority Status</b>       | <b>16</b> | <b>3</b> |

## 5.0 Global Costs Analysis

372

| Capital Estimate Breakdown      |                          |  |
|---------------------------------|--------------------------|--|
| Category                        | Cost                     | Notes                                  |
| <b>Construction Costs</b>       |                          |  |
| Barbour Memorial Playing Fields | -----                    | To be completed by the end of March 22 |
| Bells Lane Park                 | £150,000                 | Parks & Amenities                      |
| Blaris Old Cemetery             | £25,000                  | Parks & Amenities                      |
| Castlereagh Hill GC             | -----                    | Complete                               |
| Colby Park                      | £50,000                  | Parks & Amenities                      |
| Lisburn Cemetery                | £550,000                 | Parks & Amenities                      |
| Lisburn New Cemetery            | £100,000                 | Parks & Amenities                      |
| Moat Park                       | £25,000                  | Parks & Amenities                      |
| Lagan Valley LeisurePlex        | £137,000                 | Sports Services                        |
| Lough Moss Leisure Centre       | £13,000                  | Sports Services                        |
| Antrim Street Carpark           | £80,000                  | Environmental Health                   |
| Benson Street Carpark           | £55,000                  | Environmental Health                   |
| Laganbank Road                  | £25,000                  | Environmental Health                   |
| Queens Road                     | £10,000                  | Environmental Health                   |
| Queens Road Riverside Walk      | -----                    | Complete                               |
| Union Locks                     | -----                    | Complete                               |
| <b>Total Construction Costs</b> | <b><u>£1,220,000</u></b> |  |
| Consultant cost                 | £60,000                  | Assets capitalised salary costs        |
| Other development cost          | £3,000                   | Surveys                                |
| Contingency                     | £100,000                 | For unforeseen                         |
| Capitalised Salary @3%          | £30,000                  | internal cost for Project Manager      |
| <b>Total Cost</b>               | <b><u>£1,413,000</u></b> |  |

- 2020-21 Approx Costs for Maintaining Surfaces (repairing potholes)
  - Lisburn Cemetery - £2,100.00
  - Union Locks - £4,000.00
  - Lagan Valley LeisurePlex - £2,500
  - Antrim Street Carpark - £2,000
  - Ballynahinch Street Carpark - £ 4,100.00
  - Benson Street Carpark - £1,700.00
  - Laganbank Road Carpark - £700

## 6.0 Suggested Phasing

- *Note:*

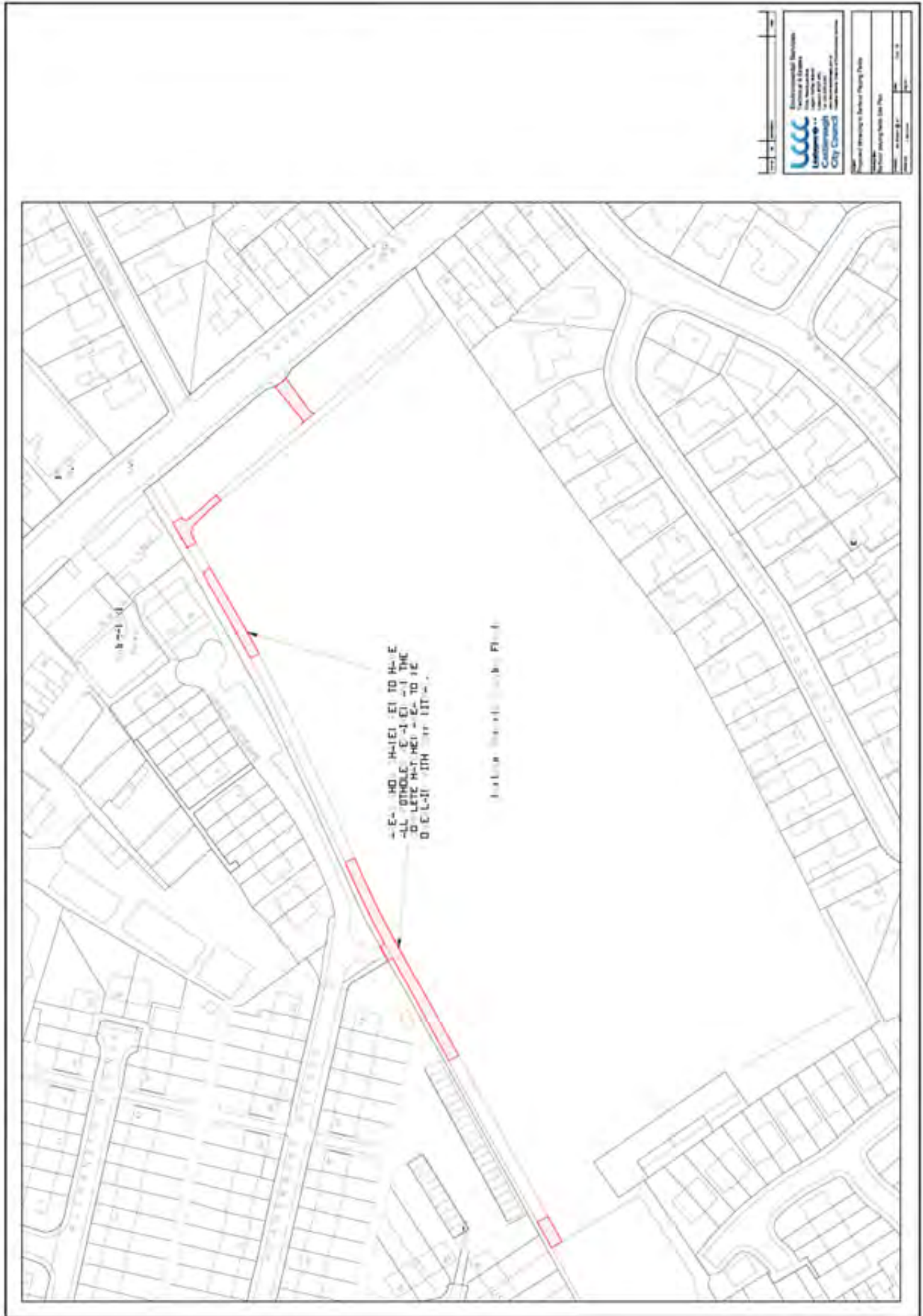
- *Ballynahinch Street Carpark, Hillsborough resurfacing to be funded by R&R, programmed for commencement on site in March 2022.*
- *Resurfacing of path at Barbour Memorial Playing Fields to be funded by 21-22 revenue underspend, and to be completed by year end.*
- *Resurfacing of Carryduff HWRC entrance road is considered part of the redevelopment project of the site.*
- *Resurfacing of carpark at Castlereagh Hills Golf Course was funded by revenue, and has been completed.*
- *LVL P patch repairs was funded by revenue, and has been completed. This reduces the priority rating of this site.*
- *Moirá Demesne Path repairs was funded by revenue, and has been completed.*
- *Resurfacing of Queens Road Riverside Walk was funded by revenue, and has been completed.*
- *Resurfacing of Union Locks to be funded by revenue, and has been completed.*

| Score | Site  | Year  | Global Costs |
|-------|---|-------|--------------|
| 7     | Bells Lane Park                                 | 1 - 2 | £175,000     |
| 8     | Moat Park                                       | 1 - 2 | £29,000      |
| 8     | Lisburn Cemetery (main driveway and main paths) | 1 - 2 | £390,000     |
| 8     | Lisburn Cemetery (ancillary paths)              | 3     | £240,000     |
| 8     | Antrim Street Carpark                           | 3     | £90,000      |
| 10    | Colby Park                                      | 4     | £60,000      |
| 11    | Benson Street Carpark                           | 4     | £65,000      |
| 13    | Blaris Old Cemetery                             | 4     | £30,000      |
| 14    | Lisburn New Cemetery                            | 4     | £120,000     |
| 16    | Laganbank Road Carpark                          | 5     | £30,000      |
| 16    | Queens Road Carpark                             | 5     | £12,000      |
| 17    | Lough Moss Leisure Centre                       | 5     | £15,000      |
| -     | Lagan Valley LeisurePlex                        | 5     | £156,000     |

*Note: Prices include inflationary rise and projected price rise on quarry materials in April 2022.*

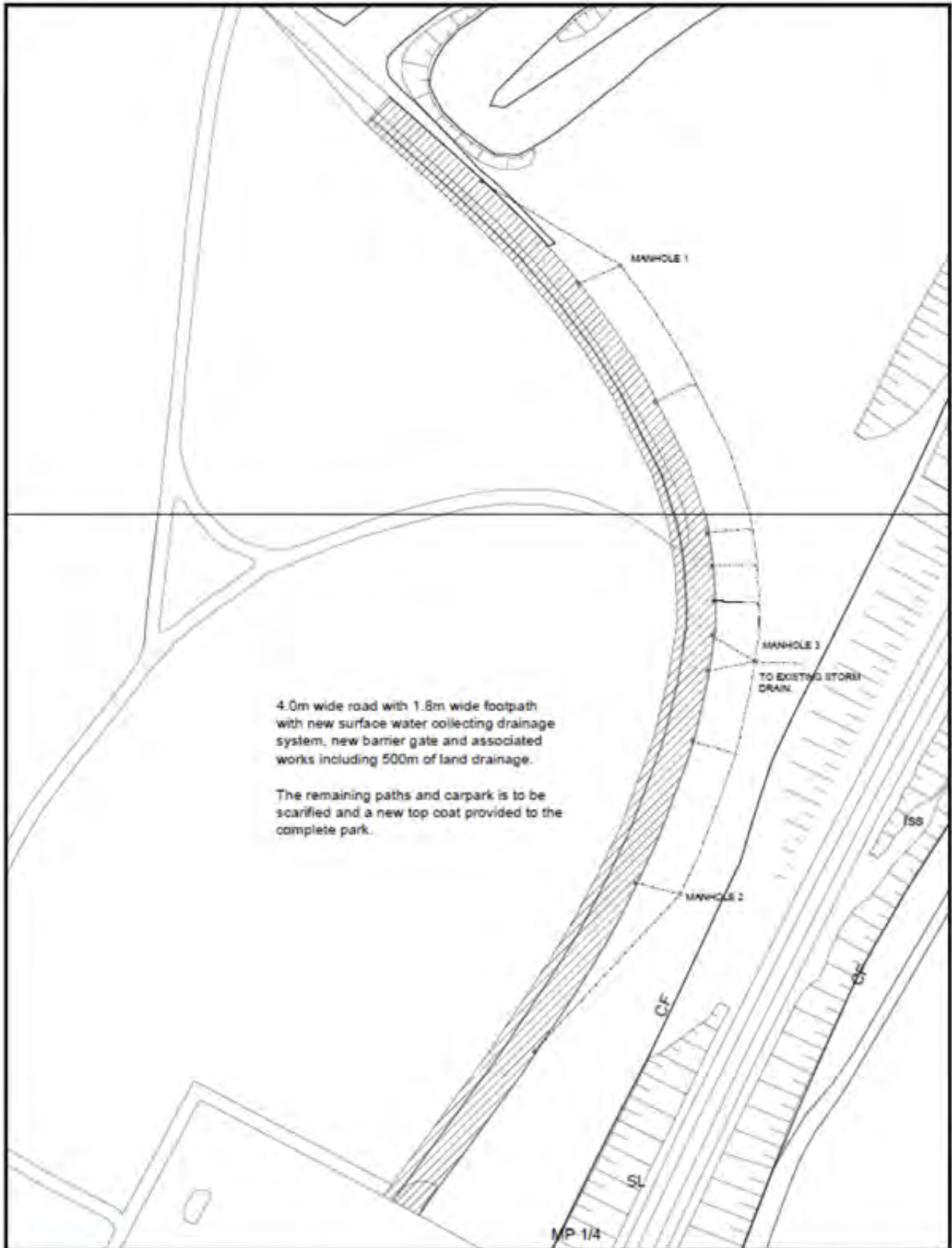
**Appendix A**  
**Site Plans**

### Barbour Memorial Playing Fields



|  |  |
|--|--|
|  <p> <b>LCC</b><br/>         Lincoln County Council<br/>         Planning &amp; Building Department<br/>         1000 1st Street, NE<br/>         Tallahassee, FL 32301<br/>         Phone: 904.644.2200<br/>         Fax: 904.644.2201<br/>         Email: <a href="mailto:planning@lccfla.gov">planning@lccfla.gov</a> </p> | Project Name: Barbour Memorial Playing Fields<br>Project Number: 2024-001<br>Date: 10/20/2024<br>Scale: 1" = 40' |
|  | Prepared by: [Name]<br>Checked by: [Name]<br>Approved by: [Name]   |

### Bells Lane Park

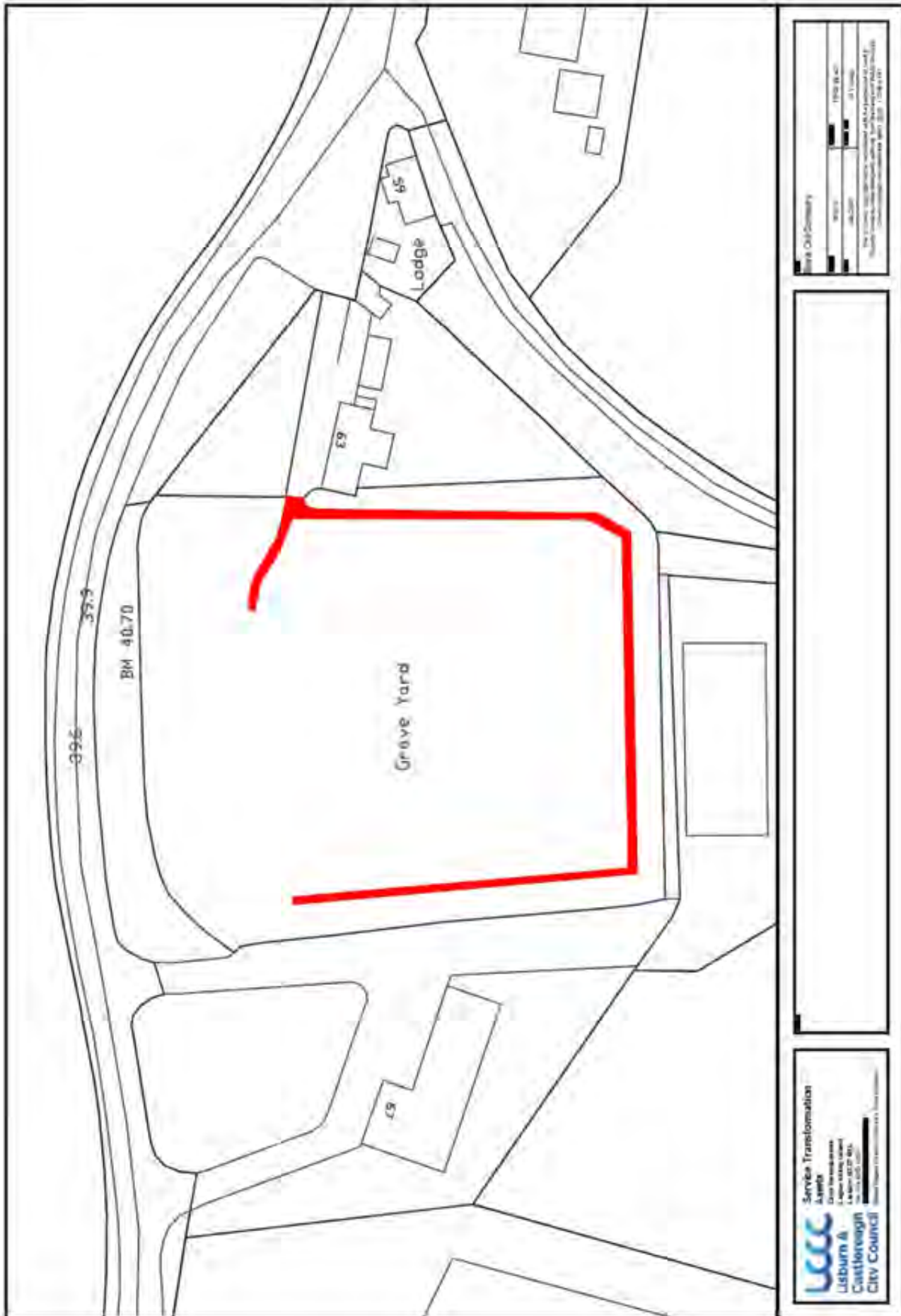



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 Tel: 028 4002 4000  
 www.lisburncastlereagh.gov.uk  
 Health, Safety, Security & Environmental Services

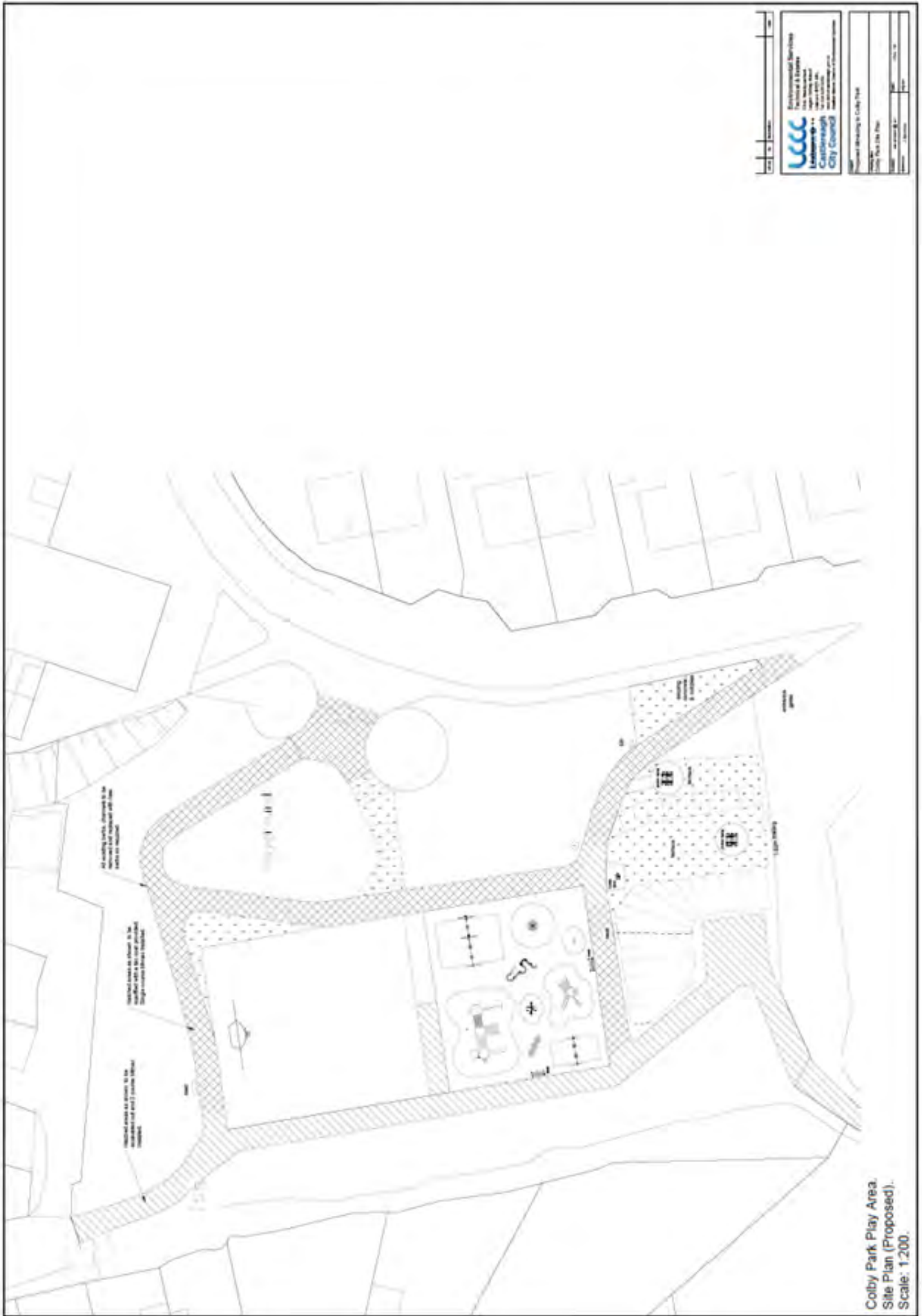


|  |            |                 |           |
|--|------------|-----------------|-----------|
| Title  |            | Bells Lane Park |           |
| Author   | Designer   | Checker         | UTS       |
| Date   | 2023-10-19 | Drawn by        | J. Morrow |
| <small>                 Prepared from Contract Schedule of Work for Bells Lane Park with the assistance of the Council's Office of Strategic Planning, Office of Planning and Development, and the Planning Department.             </small> |            |                 |           |

### Blaris Old Cemetery



# Colby Park

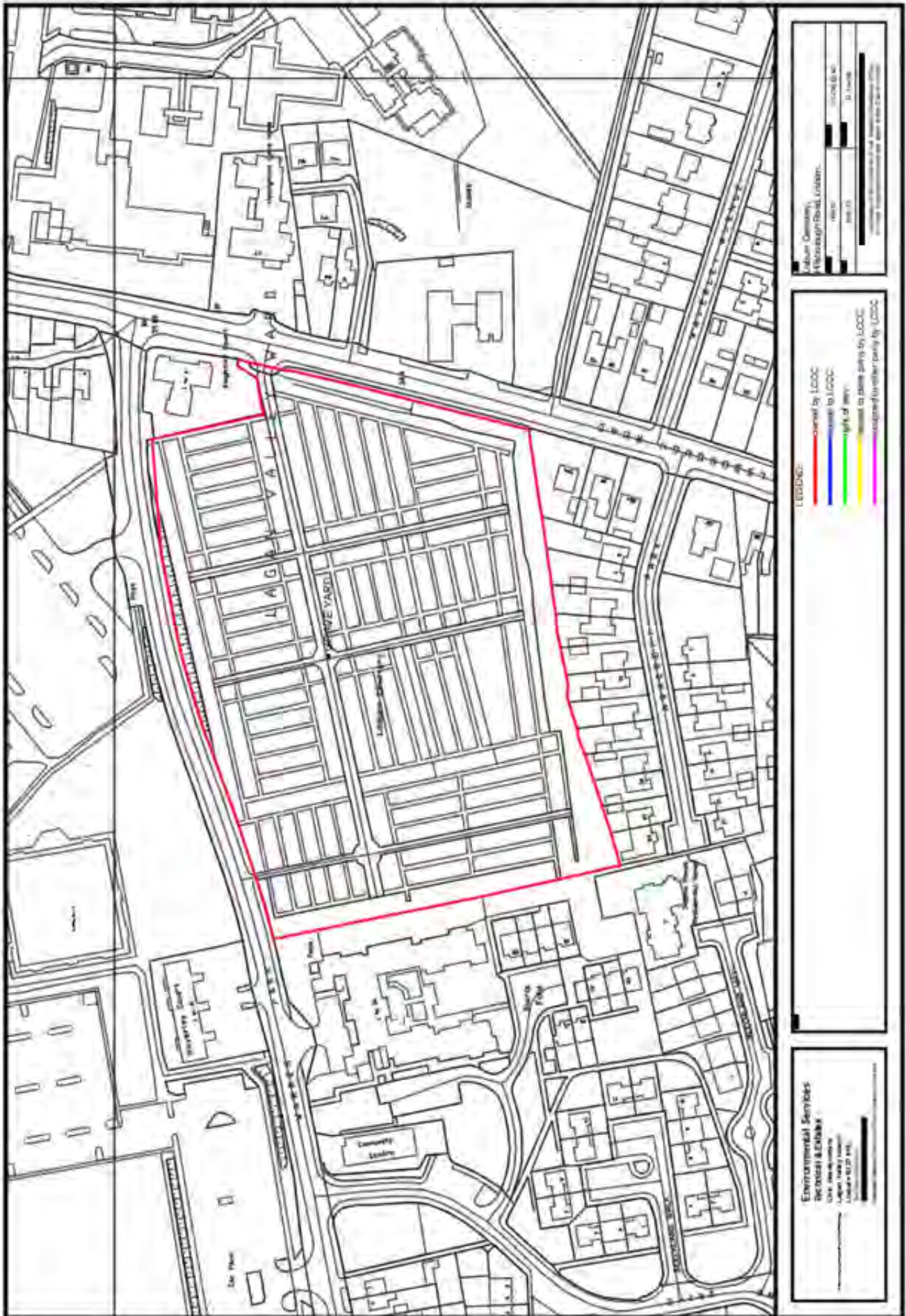


|  |  |
|--|--|
| <p><b>LCCC</b><br/>Landscape &amp; Construction<br/>City Council</p> | <p>Resurfacing Works Program<br/>Phase 2 - 2024/25<br/>The Works<br/>The Works<br/>The Works<br/>The Works<br/>The Works</p> |
|  | <p>Project: Resurfacing Works Program<br/>Phase: 2024/25<br/>Site: Colby Park<br/>Scale: 1:200</p>                           |

Colby Park Play Area Site Plan (Proposed). Scale: 1:200.



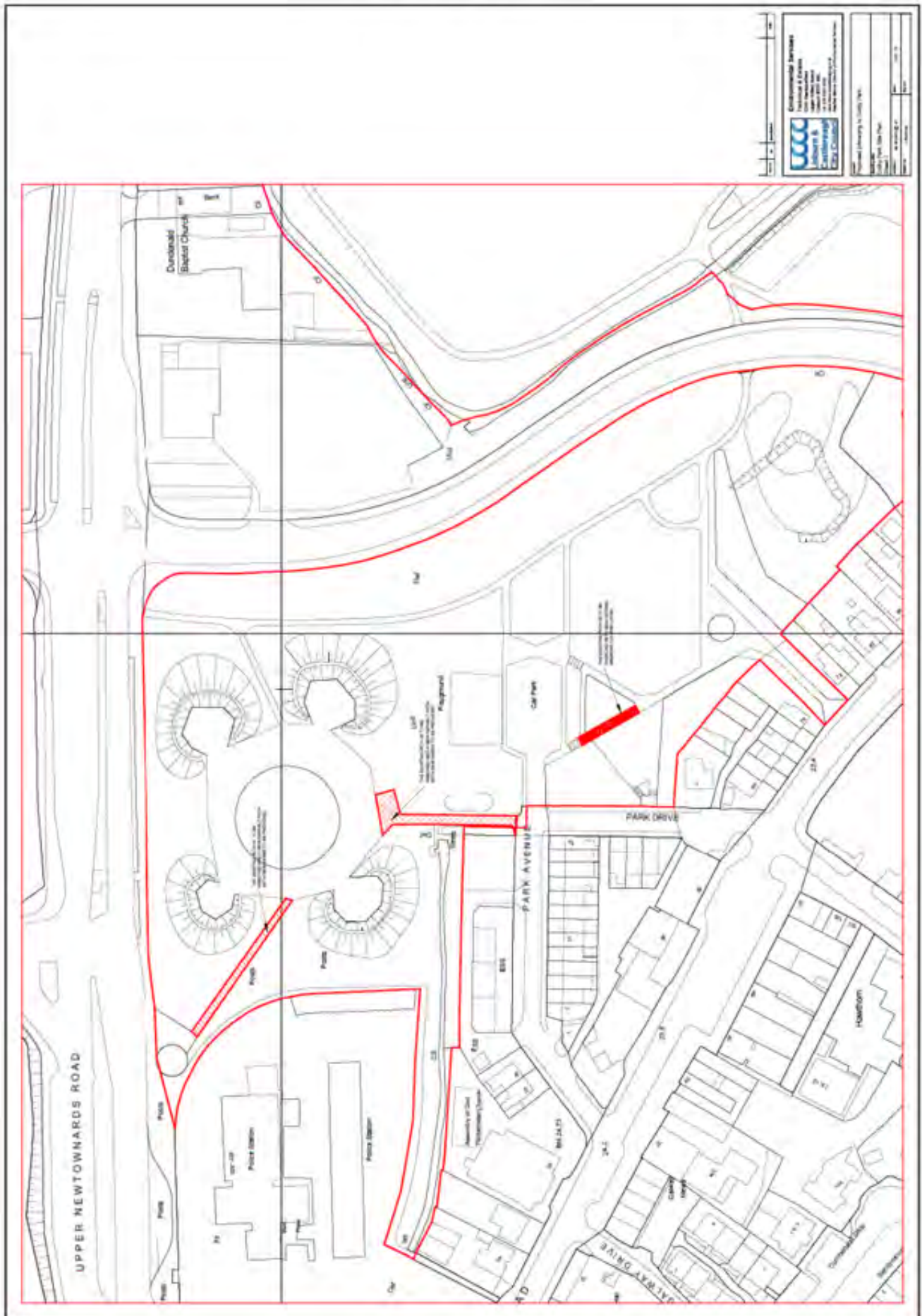
# Lisburn Cemetery



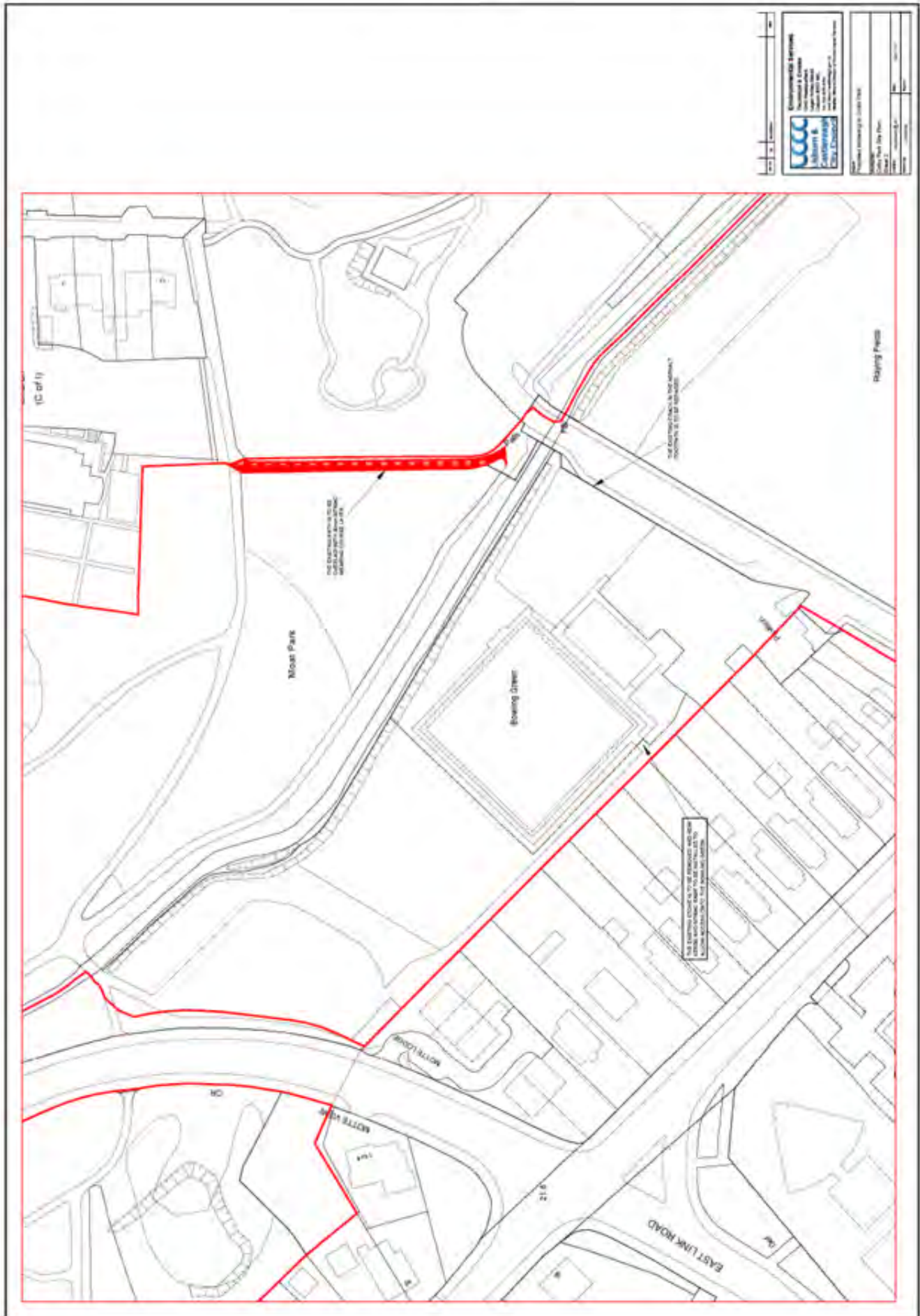
### Lisburn New Cemetery



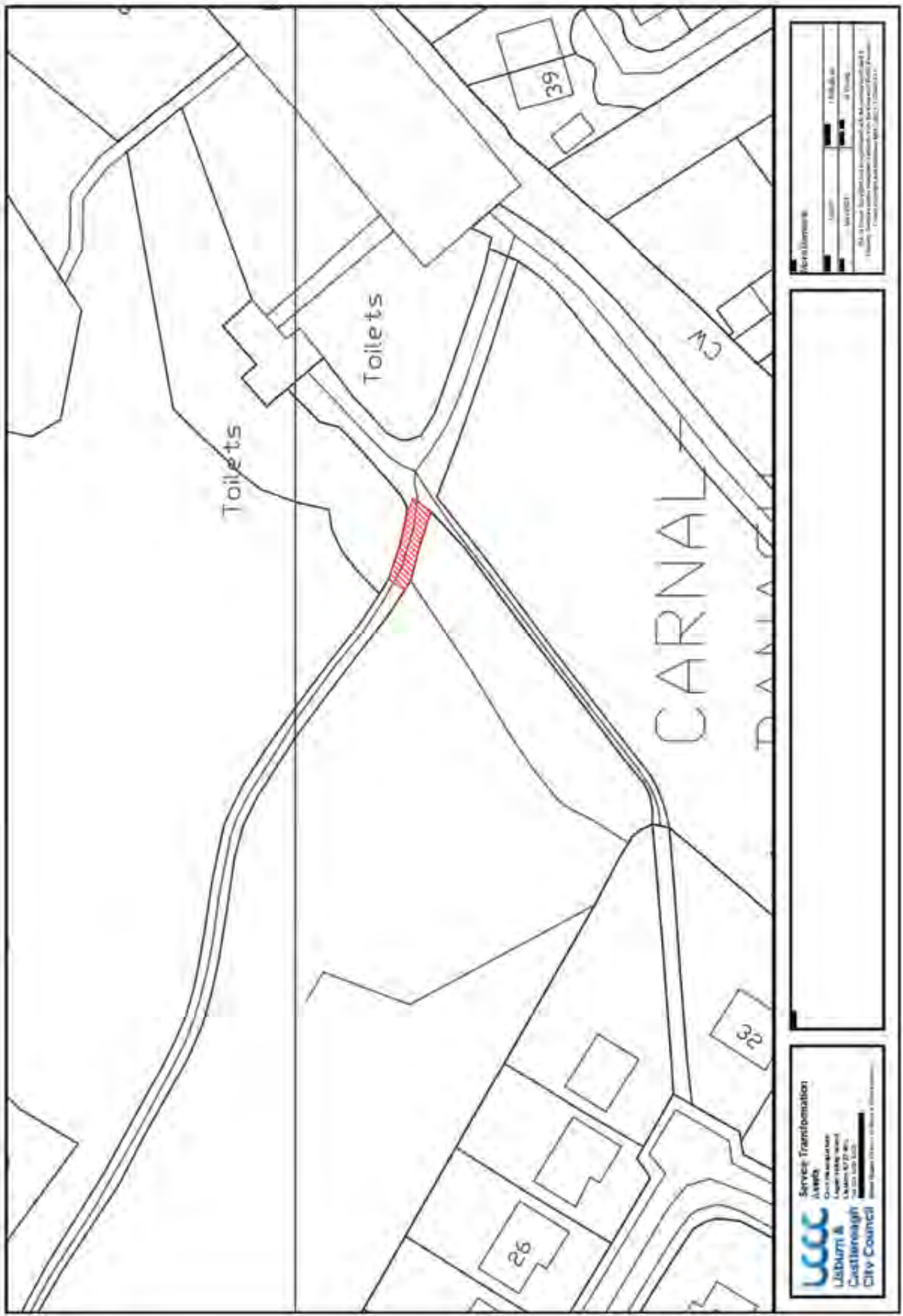
### Moat Park (West)



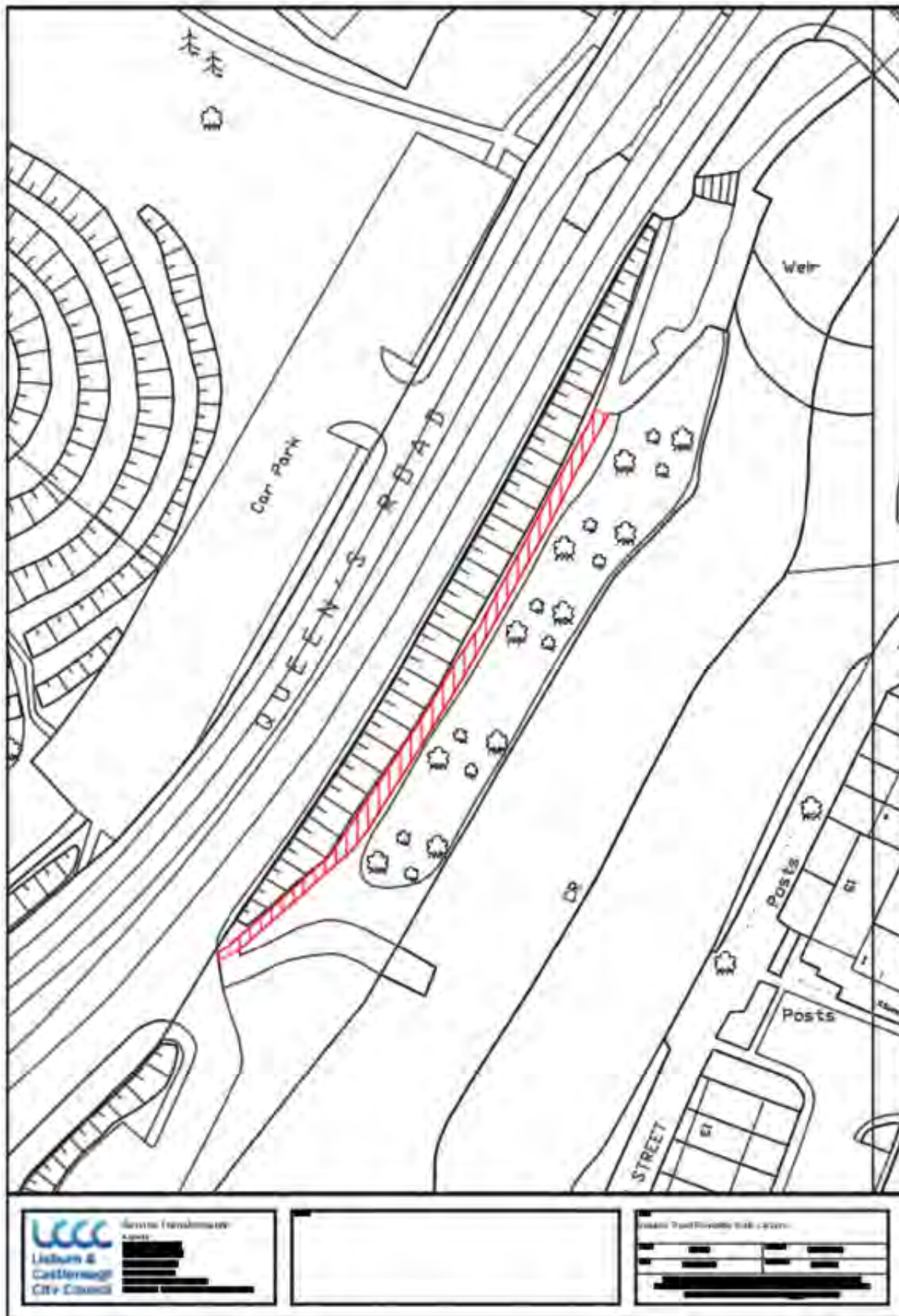
### Moat Park (East)



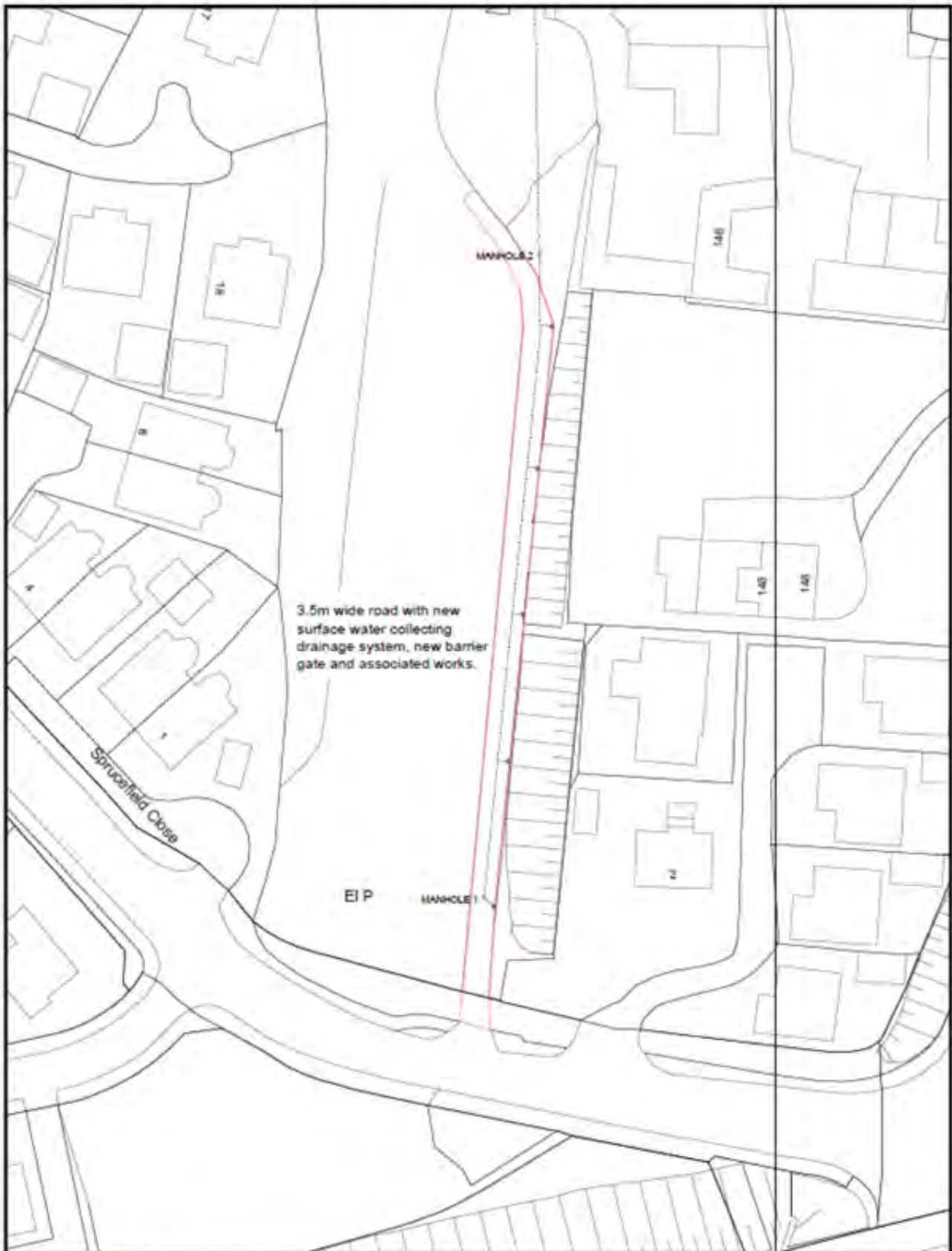
### Moira Demesne



### Queens Road Riverside Walk



### Union Locks

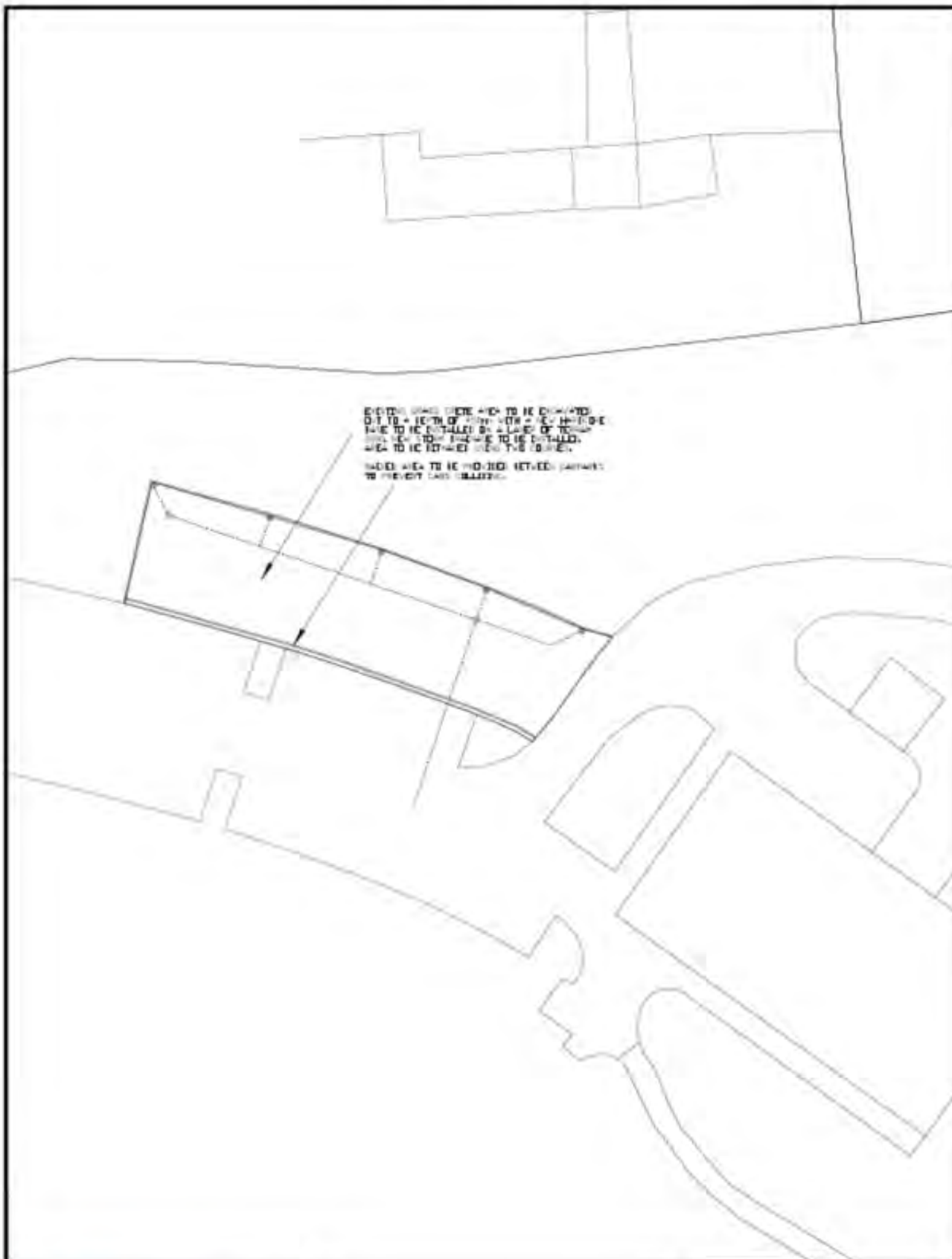


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 Header: 02830 21420 / 27 4RL



|   |                     |
|---|---------------------|
| Title: Union Locks  |                     |
| Drawn: [blank]  | Checked: [blank]    |
| Date: Sept. 19  | Drawn By: J. Morrow |
| <small>Developed from Ordnance Survey of Northern Ireland data with the permission of the Controller of Her Majesty's Stationery Office.<br/>                 © Crown copyright and database right. 1000 000010 100</small> |                     |

### Castlereagh Hills Golf Course



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 Club Headquarters  
 Lagan Valley Road  
 Lisburn BT27 4PL  
 Tel: 091 4020 440  
 www.lisburnandcastlereagh.gov.uk  
 Greater Belfast District of Environmental Services



|   |                      |
|---|----------------------|
| Club:<br>Castlereagh Hills Golf Club  |                      |
| Date:<br>19/09/18   | Author:<br>J. Martin |
| Date:<br>19/09/18   | Author:<br>J. Martin |
| Prepared for: (Please Specify if different to Club) with all the<br>permission of the Controller of the Works & Services Office<br>81 Great Victoria Street, Belfast, BT2 7 8JH |                      |

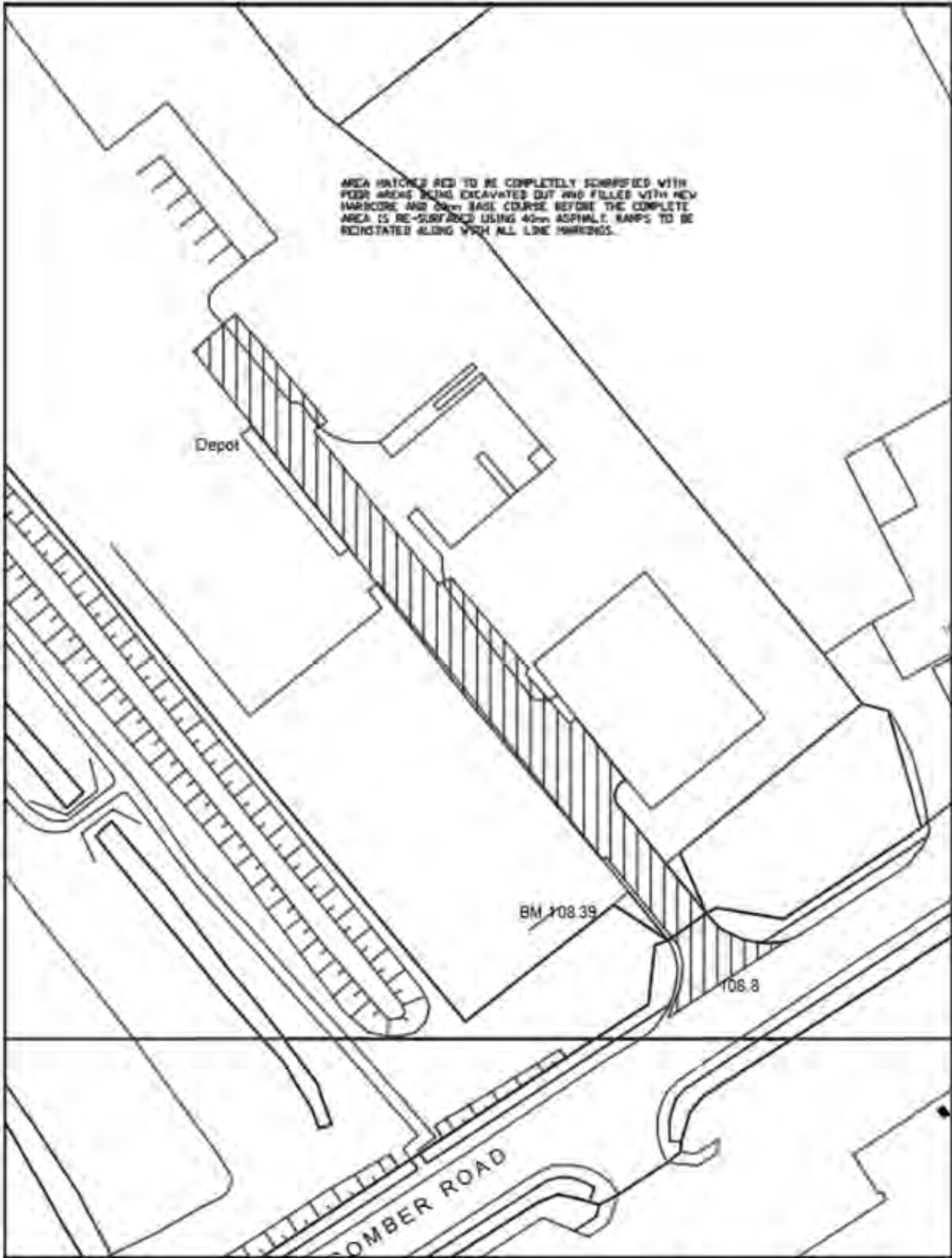


### Lagan Valley LeisurePlex





### Carryduff HWRC



**Lisburn & Castlereagh City Council**  
Services Transformation  
Unit  
[Redacted]  
[Redacted]  
[Redacted]

[Redacted]

Carryduff HWRC  
[Redacted]  
[Redacted]  
[Redacted]  
[Redacted]

### Antrim Street Carpark



|  |         |          |              |
|--|---------|----------|--------------|
| Antrim Street Carpark, Lisburn   |         |          |              |
| PLANNING NO.   | 100/02  | DATE     | 1/12/20 @ 04 |
| REF.   | JR/2020 | DESIGNER | G Young      |
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 Lisburn BT27 6RL  
 Tel: 030 3 200 2228  
 www.lisburn-castlereagh.gov.uk  
Prepared by the City Council of Lisburn & Castlereagh

### Ballynahinch Street Carpark



|  |             |
|--|-------------|
| Ballynahinch Road Carpark, H (Isborough)   |             |
| 18420  | 1/1250 @ A4 |
| Jan 2020   | G Young     |
| <small>This is Core's Carpark which is proposed with the purchase of Land 4<br/>                 Planning Approval from Lisburn City Council in 2020. (2020/18420)</small> |             |




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 Tel: 028 2622 0000  
 www.lisburn-castlereagh.gov.uk  
 David Rogan - Director of Service Transformation

### Benson Street Carpark



**Benson Street Carpark, Lisburn.**

|       |          |        |               |
|-------|----------|--------|---------------|
| Scale | 1:6500   | Number | 1/1250 (0.04) |
| Date  | Jan 2020 | Author | G Young       |

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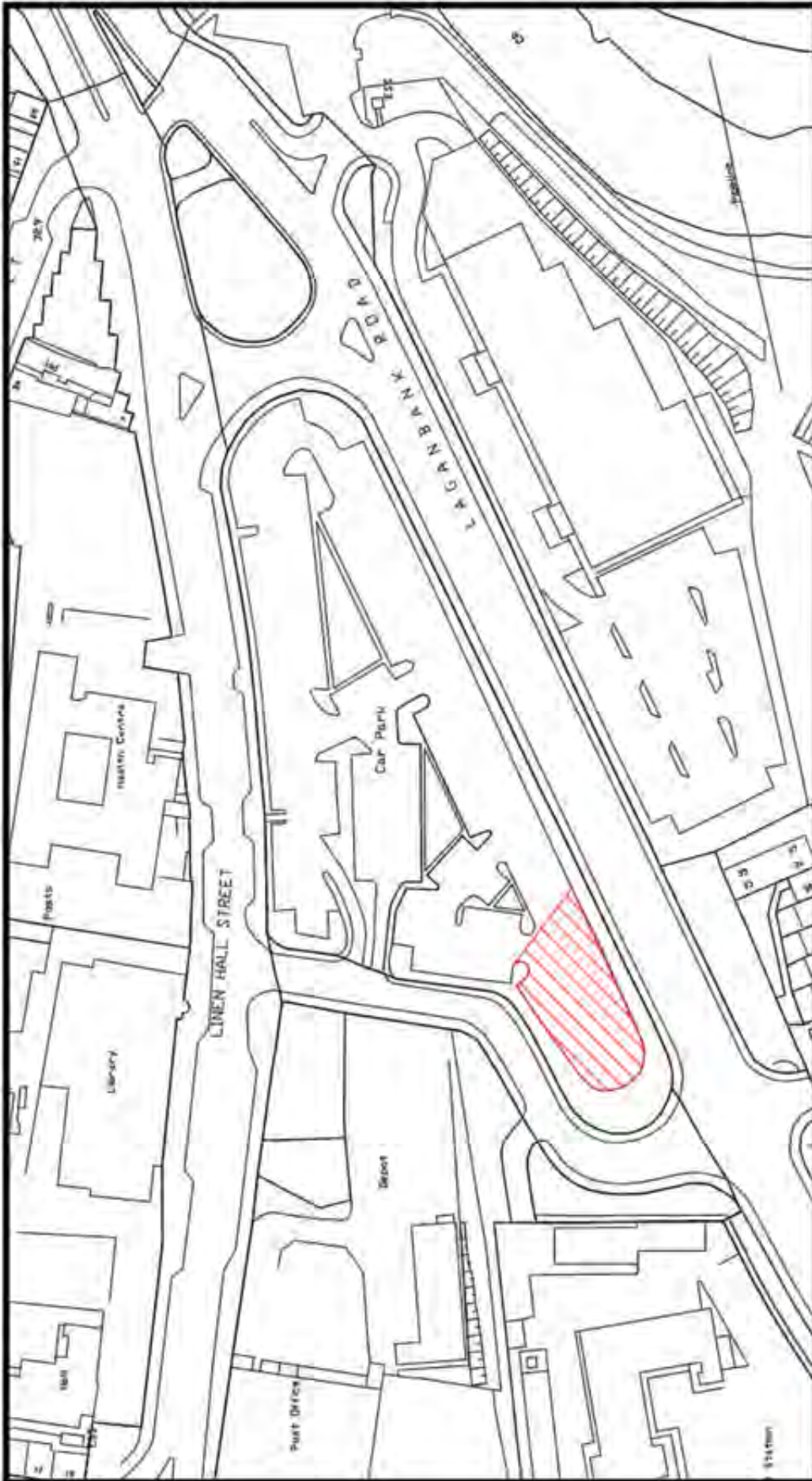


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**LCC**  
**Lisburn & Castlereagh City Council**

David Mearns Director of Strategic Transformation

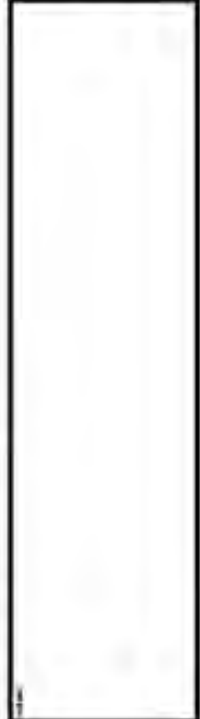
### Laganbank Road



**Laganbank Road Carpark, Lisburn.**

|            |          |          |             |
|------------|----------|----------|-------------|
| Project No | 16502    | Access   | 1/1/20 @ 08 |
| Date       | Jun 2020 | Drawn by | G. Vining   |

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**Lisburn & Castlereagh City Council**

### Queens Road



Queens Road Carpark, Lisburn

|             |          |           |            |
|-------------|----------|-----------|------------|
| Project No: | 15503    | Approved: | 11/20 @ JK |
| Date:       | Jan 2020 | Author:   | G Young    |

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 David Regan, Director of Service Transformation





**Appendix B**

**Photos of Current Site Conditions (January 2021)**

**Barbour Memorial Playing Fields, Lisburn**

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**Bells Lane Park, Lambeg**



**Blaris Old Cemetery, Lisburn.**



**Colby Park, Belfast.**



**Lisburn Cemetery, Lisburn.**



**Lisburn New Cemetery, Lisburn.**



**Moat Park, Dundonald.**



**Moira Demesne**



**Queens Road Riverside Walk**



**Union Locks, Lisburn.**



**Castlereagh Hills Golf Course, Dundonald.**

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**Lagan Valley LeisurePlex, Lisburn.**



**Lough Moss Leisure Centre, Carryduff.**



Carryduff HWRC, Carryduff.





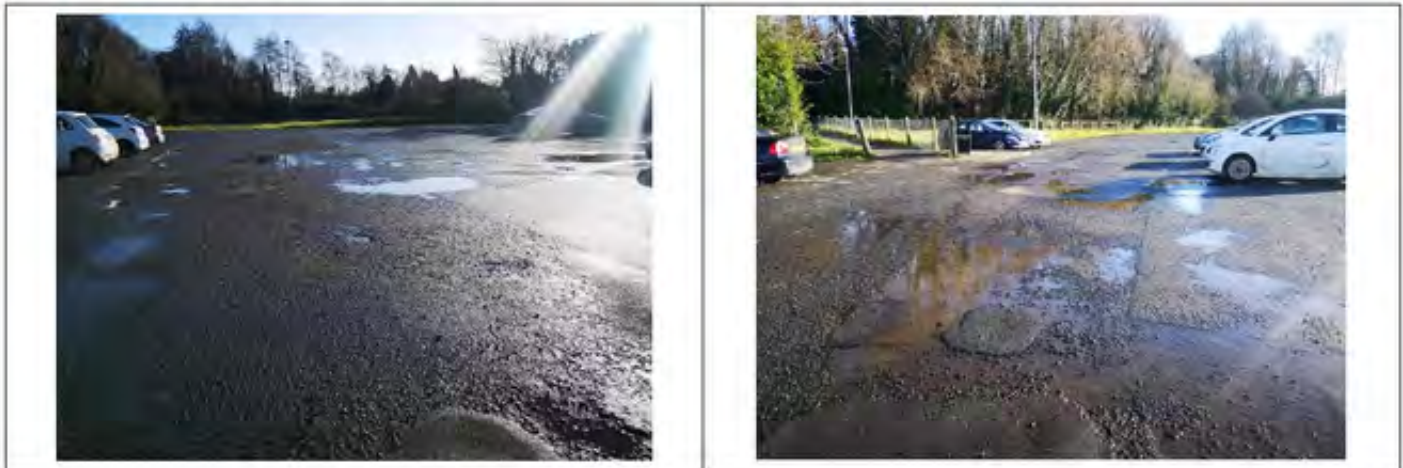
### Antrim Street Carpark, Lisburn



**Ballynahinch Street Carpark, Hillsborough.**



**Benson Street Carpark, Lisburn.**



**Laganbank Road Carpark, Lisburn.**



**Queens Road, Lisburn.**



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

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

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

### • Introduction

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

This Financial Appraisal relates to **Phase one** of a larger project and seeks to address:

- Bells Lane
- Moat Park
- Lisburn Cemetery
- Antrim St car park

The Council currently owns or manages a number of facilities with a significant network of tarmac paths. These paths were installed over many years and are in various stages of decay due to weather, general wear and tear and extensive use. It is the intention of the Lisburn and Castlereagh City Council to repair and reapply new tarmac to the worst paths:

- to maintain an acceptable standard for health & safety reasons providing safe access for users / residents of all ages and mobility abilities;
- to phase the works in an affordable scheme
- to prioritise the works based on a risk based approach - see 'Feasibility Into Resurfacing Works' dated 6 April 2022.
- to ensure a high standard of maintenance thus presenting aesthetically pleasing areas to encourage use of the open space/s.

It is essential to upkeep and maintain our facilities particularly walkways to encourage use from all age groups and mobility abilities. This ensures usage and ownership of the space and discourages vandalism. A poorly kept facility encourages ASB and vandalism.

By providing a high standard of local facilities this encourages investment in the area in terms of housing and jobs and makes it a desirable place to live.

### • Strategic Context

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

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

It is well documented that fresh air and exercise are key to an individual's, mental and physical health, and is essential to the wellbeing of the local population.

This is borne out in many research documents and reflected in the following council Strategies.

### **Lisburn and Castlereagh Community Plan 2017 - 2032: Theme 3 : Health and Wellbeing**

#### **Supporting outcomes:**

- a. Good health will no longer be dependent on where we live or what income we have.
- b. Older people age actively and more independently to stay well and connected.
- c. People of all ages are more physically active more often.
- d. There is good access to countryside and other green spaces for everyone.
- e. Substance abuse including hazardous drinking and smoking are reduced.
- f. We enjoy good mental health.
- g. Our home environments are safe and healthy.
- h. Poverty and disadvantage is reduced.

#### **Corporate Plan - 2018/2022 – Strategic Theme No 3 - Health and Wellbeing**

**Outcome:** We want our children and young people to have the best start in life and our older people to enjoy later life. We live healthier, more fulfilling and longer lives.

To improve the physical, mental and social wellbeing of our communities. Indicators of Success • Number of people using key sites across the Council area.

#### **PfG: Programme for Government states 2018-2019 (pg 35)**

##### **Outcome 4 - We enjoy long, healthy, active lives**

Resources are devoted to ensuring that initiatives and actions result in meaningful improvements for people in terms of their health and wellbeing, life expectancy and quality of their healthcare experience. We support a broad range of population health interventions, for example in relation to smoking cessation, obesity prevention, early treatment of stroke etc and also the improvement in self-efficacy for older people delivered through a range of "Age Friendly" initiatives.

#### **Ni Direct. Gov Health and Wellbeing publication outlines the following:**

##### **Physical activity**

Any amount of physical activity is better than doing none at all. If you are already physically active, increasing the amount you do can also benefit your health.

##### **Being physically active**

Being physically active can help to:

- improve your physical health
- boost your mental health
- manage stress

Physical activity has also been shown to reduce the risk of chronic conditions such as:

- heart disease
- some cancers
- type 2 diabetes

and recommends

Walking is one of the simplest and cheapest ways to introduce more activity into your daily life.

- **Assessment of Need**

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

- Where appropriate, details should be given of deficiencies in current services, or in the assets or other resources used to deliver them. If possible you should try and quantify the problem.

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

Following inspections carried out by LCCC Assets Unit of pathways in the council's parks and open spaces, it has been recommended that a number of pathways are in need of repair. The aim of the inspection was to ascertain the scale and need of the problem and costs involved. See 'Feasibility Into Resurfacing Works' dated 6 April 2022. Identified sites are as follows:

- Blaris Old Cemetery, Blaris Road, Lisburn
- Lisburn Cemetery, Hillsborough Road, Lisburn
- Lisburn New Cemetery, Blaris Road, Lisburn
- Moat Park, Comber Rd
- Barbour Memorial Playing Fields, Saintfield Road
- Union locks, Blaris Rd
- Colby Park, Newton Park, Belfast
- Bells Lane, Lambeg
- Queens Road pathway between Queens Bridge and Union Bridge
- Moira Demesne, Moira
  
- Castlereagh Hills Golf Course, Upper Braniel Road, Dundonald.
- Lagan Valley LeisurePlex, Lisburn Leisure Park, Lisburn.
- Lough Moss Leisure Centre, Hillsborough Road, Carryduff.
  
- Carryduff HWRC, Comber Road, Carryduff.
  
- Antrim Street Carpark, Lisburn
- Ballynahinch Street Carpark, Hillsborough.
- Benson Street Carpark, Lisburn.
- Laganbank Road Carpark, Lisburn.
- Queens Road, Lisburn.

It has been observed that's since the onset of the Covid pandemic the public are frequenting their local parks and open spaces more often for walking and exercise.

A recent study completed by OUTDOOR RECREATION Northern Ireland, states that more people are getting outdoors and feeling the physical and mental benefits.  
 89% of people felt calm, relaxed, refreshed and more revitalised  
 84% felt physically healthier and fitter  
 79% felt closer to nature  
 51% of people expect to spend more of their free time outdoors than they did pre lockdown.

The footfall numbers recorded for each site in 2019 demonstrates the potential of slips trips and falls. It is expected once the paths are repaired footfall numbers will increase further, thereby increasing the sites function to maximum use and mitigating potential claims.

Examples of footfall numbers for 2019 are as follows:

Moira Demesne - Total number of visits/footfall 441,752

Moat Park - Total number of visits/footfall 662,936

Union Lock - Total number of visits/footfall 86,361.

The council is in receipt of a number of claims in relation to slips trips and falls due to uneven surfaces in a number of its parks and open spaces.

In 2019/2020 thirteen claims (13) for slips trips and falls on council land has resulted in insurance claims against the council. This demonstrates the need to repair and replace tarmac in our parks and open spaces and mitigate the potential for future insurance claims.

Examples of the sites involved are as follows:

Wallace Park

Billy Neill MBE Country Park

Bells Lane Park

Queens Road pathway

In addition all incidents are recorded and data captured on the council SHE system. A subsequent study indicates that 88% of incidents recorded are in relation to slips trips and falls.

In order to mitigate slips trips and falls as much as possible the council is obliged to undertake ongoing remedial maintenance with associated costs.

Failure to proceed with these essential repairs will be detrimental to the Council's reputation and affect the standard and quality of our parks and open spaces, increase anti-social behaviour, complaints, health and safety concerns, insurance claims and litigation.

- **Objectives, Targets and Constraints**

In this section the overall objectives of the proposal should be set out. Targets should also be identified to enable an evaluation of the extent to which objectives have/have not been achieved. Targets need to be well defined in order to aid with evaluating the project. Finally, a series of constraints should be identified to ensure that anything which could impede the successful delivery of the project can be considered at this stage.

#### 4.1 Objectives

The following questions may help to set suitable objectives:

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

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

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

Table 4.1: Objectives

| Objective(s)   |
|--|
| Provide safe pathways for public use.                                  |
| Enhance the general aesthetic appearance of the park.                  |
| Reduce remedial repair costs   |
| Provide walkways fit for purpose which mitigates risks to the Council. |
| To increase customer satisfaction.                                     |

## 4.2 Targets

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

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

Please identify targets in the table below.

Table 4.2: Targets

| Targets   |
|---|
| Adhere to repair schedule as recommended by LCCC Assets & Estates Department. |
| Reduce maintenance costs.   |
| To ensure repairs are delivered on budget                                     |
| Minimise customer complaints  |
| Assist challenges to insurance / incident / accident claims                   |

## 4.3 Constraints



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

Please identify constraints in the table below.

Table 4.3: Constraints

| Constraints  |
|--|
| Availability of funding – a phased approach will be necessary  |
| Appointing competent contractors   |
| Health and safety concerns   |
| Timescale of work  |
| Necessity to close sites whilst work is undertaken or maintain operational and public access during works especially in cemeteries to accommodate interments and public wishing to visit loved ones graves on anniversaries. |
| Potentially close sections of pathways if work is delayed to minimise risks  |

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

- **Identification of options**

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

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

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

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

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

**Status Quo: Do nothing**

Under this scenario the walkways would not be repaired.  
 Pathways would deteriorate further  
 The Council's ability to provide safe and welcoming parks and open spaces would be put under increased strain.  
 Sections of pathways cordoned off.  
 Facilities closed to the public because of Health & Safety concerns.  
 Failure of the Council to provide a statutory service to the rate payer, and would generate negative press and complaints from users.  
 Have a detrimental effect on the health & wellbeing of the facility user, and local community.  
 Potential litigation

**Option 1: Repair plan Capital project**

This option would provide safe walkways which reduces risks of incidents and increases customer satisfaction.  
 Positive impact of footfall/visitors  
 Fulfilling various Council strategies  
 Reducing maintenance costs  
 Reduces number of claims and litigation  
 Sustains Council's reputation

Reject?   No  Yes  No

If yes please explain why?

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

- **Assessment of Monetary Costs and Benefits**

## 6.1 Monetary Costs and Benefits

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

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

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

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

STATUS QUO

Assumptions for Status Quo

The main assumption in this scenario is that that these walkways which need repairs will not be addressed. If no work carried out there will be ongoing maintenance costs to the council.

Table 6.1: Status Quo Monetary Costs and Benefits

| Status Quo                  |              |              |              |        |        |
|-----------------------------|--------------|--------------|--------------|--------|--------|
| Costs and Benefits          | Year 1       | Year 2       | Year 3       | Year 4 | Year 5 |
|                             | *Select Yrs* | *Select Yrs* | *Select Yrs* |        |        |
| <b>Capital Costs</b>        |              |              |              |        |        |
|                             |              |              |              |        |        |
|                             |              |              |              |        |        |
|                             |              |              |              |        |        |
|                             |              |              |              |        |        |
| <b>Total Capital Cost</b>   |              |              |              |        |        |
| <b>Recurrent Costs</b>      |              |              |              |        |        |
| Staff                       |              |              |              |        |        |
| Materials                   |              |              |              |        |        |
| Vehicle                     |              |              |              |        |        |
| <b>Total Recurrent Cost</b> |              |              |              |        |        |
|                             |              |              |              |        |        |
| <b>Total Cost (A)</b>       |              |              |              |        |        |
| <b>Benefits</b>             |              |              |              |        |        |
|                             |              |              |              |        |        |
|                             |              |              |              |        |        |
|                             |              |              |              |        |        |
| <b>Total Benefits (B)</b>   |              |              |              |        |        |
| <b>Total Costs (A-B)*</b>   |              |              |              |        |        |

\* A negative total denotes a total benefit

**OPTION 1**

Assumptions for Option 1

Capital cost  
 Costs realised through a procurement process

Table 6.2: Option 1 Monetary Costs and Benefits

| Option 1                    |                |             |             |        |        |
|-----------------------------|----------------|-------------|-------------|--------|--------|
| Costs and Benefits          | Year 1         | Year 2      | Year 3      | Year 4 | Year 5 |
|                             | 2022-2023      | 2023 - 2024 | 2024 - 2025 |        |        |
| <b>Capital Costs</b>        |                |             |             |        |        |
| Construction                | 805,000        |             |             |        |        |
| Contingency                 | 65,000         |             |             |        |        |
| Surveys                     | 1,500          |             |             |        |        |
| Cap Salary                  | 58,500         |             |             |        |        |
|                             |                |             |             |        |        |
| <b>Total Capital Cost</b>   | <b>930,000</b> |             |             |        |        |
| <b>Recurrent Costs</b>      |                |             |             |        |        |
|                             |                |             |             |        |        |
|                             |                |             |             |        |        |
|                             |                |             |             |        |        |
| <b>Total Recurrent Cost</b> | <b>0.00</b>    |             |             |        |        |
|                             |                |             |             |        |        |
| <b>Total Cost (A)</b>       | <b>930,000</b> |             |             |        |        |
| <b>Benefits</b>             |                |             |             |        |        |
|                             |                |             |             |        |        |
|                             |                |             |             |        |        |
| <b>Total Benefits (B)</b>   | <b>0.00</b>    |             |             |        |        |
| <b>Total Costs (A-B)*</b>   | <b>930,000</b> |             |             |        |        |

\* A negative total denotes a total benefit

**6.2 Optimism Bias**

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

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

Yes XNo

**If you answered yes then you need to carry out an optimism bias adjustment.**

To do this you need to follow the following link [http://www.hm-treasury.gov.uk/media/D/B/GreenBook\\_optimism\\_bias.pdf](http://www.hm-treasury.gov.uk/media/D/B/GreenBook_optimism_bias.pdf) . If further clarification is required please contact Economics Branch for assistance.

### 6.3 Net Present Value

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

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

Yes XNo

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

Yes XNo

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

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

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

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

**a) Impact Statement**

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

**b) The weighted scoring method**

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

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

To complete the table below follow these steps:

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

Table 7.1: Non-Monetary Costs and Benefits

| Benefit            | Status Quo | Option 1 |
|--------------------|------------|----------|
| Council reputation | --         | ++       |
| Insurance claims   | -          | +        |
| Maintenance        | --         | +        |
| Footfall           | --         | ++       |
| Aesthetic value    | -          | +        |
| <b>Overall</b>     | --         | +        |

| KEY                   |               |                |               |                       |
|-----------------------|---------------|----------------|---------------|-----------------------|
| --<br>highly negative | -<br>negative | \<br>no impact | +<br>positive | ++<br>highly positive |

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

**Status Quo Ranking:**  
 Negative Not sustainable. Walkways will require more maintenance , likelihood of litigation, not popular location to visit exercise and less visitors /footfall

**Option 1 Ranking:1<sup>st</sup>**  
 Positive Council reputation, less litigation, reduced maintenance, more visitors<sup>+</sup> /footfall/ less antisocial behaviour.

- **Assessment of Risk**

A vital first step in the analysis is to identify and analyse the important risks and uncertainties relevant to the case, and to show how they compare under each option. This risk analysis

should help inform the adjustments for optimism bias and identification of risk management and mitigation measures.

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

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

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

Table 8.1: Risk Assessment

| Risk  | Impact of risk<br>(H/M/L) | Likelihood of risk<br>(H/M/L) |          |  |  | Mitigation measure                                       |
|---|---------------------------|-------------------------------|----------|--|--|--|
|   |                           | SQ                            | Opt 1    |  |  |  |
| Reputation                                  |                           | H                             | L        |  |  | Reduce the opportunity for complaints                    |
| Maintenance                                 |                           | H                             | L        |  |  | Repaired pathways reduces maintenance levels             |
| Insurance Claims                            |                           | H                             | L        |  |  | Reduces slips, trips, falls.                             |
| Health and safety                           |                           | H                             | L        |  |  | Less impact on health and safety                         |
| Anti -Social behaviour                      |                           | H                             | L        |  |  | More footfall and ownership, less anti- social behaviour |
| Failure to provide usable and safe pathways |                           | H                             | L        |  |  | Reduce mitigation and injury                             |
| <b>Overall Risk</b>                         |                           | <b>H</b>                      | <b>L</b> |  |  |  |

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

- **Preferred Option**

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

Table 9.1: Summary of Results

| Summary              | Status Quo | Option 1 |
|----------------------|------------|----------|
| Total Capital Cost £ |            | 930,000  |

|                                     |   |   |
|-------------------------------------|---|---|
| Net Present Cost £                  |   |   |
| Average Annual Net Recurrent Cost £ |   |   |
| Non-Monetary Benefits Ranking       |   |   |
| Risk Assessment                     | H | L |

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

#### Preferred option 1

Lisburn and Castlereagh City Council recognises the importance of providing free and safe open spaces to provide the opportunity for individuals and communities to use in the pursuit of health & wellbeing. The preferred option safeguards the reputation of the Council and provides safe walkways and pleasing and attractive areas for people to enjoy, and will increase footfall/visitors. Associated litigation costs will be reduced.

- **Displacement**

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

Is it likely that displacement could occur with this project?

Yes  No

If yes, please give more details in the box below

- **Additionality**

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

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

Yes  No



If yes, please give more details in the box below

- Financing of Preferred Option**

What percentage of this project is to be funded by the Council?

100% Capital allocation

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

Table 12.1: Financing

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

- Management, Monitoring and Post Project Evaluation**

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

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

The project will be managed and monitored by Assets & Estates.

Supply, repair and resurface pathways with tarmac will be procured  
 The process of procurement will include in the specification:

- Company experience
- Time lines of construction
- Health and safety issues
- Quality of materials
- Post installation arrangements
- Staged and monitored payments with retention

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

- **Who** will be responsible for monitoring and evaluation (the organisation, division, post, individual(s));
- **Who** needs to be consulted. This is important when you have a large number of stakeholders;

- **What** factors (e.g. costs, outputs, outcomes) will be monitored and evaluated, and **how** this will be done;
- **What** staff and other resources will be required;
- **When** evaluation will be undertaken (the intervals at which monitoring will occur, and the completion dates for evaluations); and
- **How** the results will be disseminated, including identification of the target audience.

The successful tenderer will be managed by a project manager from Assets - Construction Services who will be responsible ensuring compliance with tender requirements

Factors to be monitored as per the specification.

Monthly site meeting will be convened by the project manager to manage ongoing repairs.

- **Equality**

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

Yes

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

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

| <b>Capital Estimate Breakdown</b> |                   |   |
|-----------------------------------|-------------------|---|
| <b>Category</b>                   | <b>Cost</b>       | <b>Notes</b>                              |
| <u>Construction Costs</u>         |                   |   |
| Bells Lane Park                   | £150,000          | Parks & Amenities                         |
| Moat Park                         | £25,000           | Parks & Amenities                         |
| Lisburn Cemetery                  | £550,000          | Parks & Amenities                         |
| Antrim Street Carpark             | £80,000           | Environmental Health                      |
| <b>Sub Total</b>                  | <b>£805,000</b>   | <b>Phase 1 - This financial appraisal</b> |
| Blaris Old Cemetery               | £25,000           | Parks & Amenities                         |
| Colby Park                        | £50,000           | Parks & Amenities                         |
| Lisburn New Cemetery              | £100,000          | Parks & Amenities                         |
| Lagan Valley LeisurePlex          | £137,000          | Sports Services                           |
| Lough Moss Leisure Centre         | £13,000           | Sports Services                           |
| Benson Street Carpark             | £55,000           | Environmental Health                      |
| Laganbank Road                    | £25,000           | Environmental Health                      |
| Queens Road                       | £10,000           | Environmental Health                      |
| <b>Sub Total</b>                  | <b>£415,000</b>   |   |
| <b>Total Construction Costs</b>   | <b>£1,220,000</b> |   |
| Consultant cost                   | £60,000           | Assets capitalised salary costs           |
| Other development cost            | £3,000            | Surveys                                   |
| Contingency                       | £100,000          | For unforeseen                            |
| Capitalised Salary @3%            | £30,000           | internal cost for Project Manager         |
| <b>Total Cost</b>                 | <b>£1,413,000</b> |   |

# LISURN & CASTLEREAGH CITY COUNCIL ACCESSIBILITY AUDIT: PARK SIGNAGE

**INTRODUCTION** - the Councils Parks & Amenities Unit has worked in close partnership with the Royal National Institute of Blind People (RNIB) over the last 4 years to identify potential locations throughout its parks to install tactile maps with information in braille to enhance the visitor experience for people with impaired sight.

**PHASE ONE** - resulted in the installation of 5 tactile maps in 4 council parks namely Wallace Park (2) and Castle Gardens both in Lisburn, Moira Demesne and Moat Park in Dundonald.

**PHASE TWO** – resulted in the installation of 4 further tactile maps at 4 additional council parks namely, Aberdelghy Wood, Mcllroy Park and Derriaghy Glen Linear Park (funded by DfC) and Glenmore Parkland Trail (funded by DAERA).



Tactile map showing the connectivity between Aberdelghy Wood, Mcllroy Park and Derriaghy Glen Linear Park.

-2-



Pictured at the launch (May 2021) of the tactile map at Mclroy Park (L-R), Stephen Strong (RNIB Volunteer), Gavin McBride (DfC) and Alderman Michael Henderson MBE (LCCC)

**PHASE THREE** - after careful consideration and consultation with RNIB the following 4 potential additional sites have been identified as locations for new tactile maps based on need:

**Billy Neill MBE Country Park, Dundonald** – no signage provision for those with visual impairments.

**Hydebank Orbital Trail, Castlereagh** – no signage.

**Lough Moss, Carryduff** – some site name signage but no other information.

**Hillsborough Forest Park** – no signage provision for those with visual impairments.

**Signage design** - will be consistent with existing tactile and braille maps already installed throughout the Council area. The maps can be read by sight, by touch or by both together. They consist of two elements, a map of the layout of the site and a key to explain all the elements given on the information on the map.

Each map is carefully designed to combine both visual and tactile elements that results in an “access for all” map that is a mix of layers, colours with good visual contrast, textures, large print (which is also raised), braille lettering, tactile and visual symbols.

-3-

The maps will be located in areas with space surrounding them, so that other park users can pass by easily, and those reading the sign will not cause a build-up of foot traffic. Tactile signs will be placed in a prominent location. This will be outlined on the website, so that users can check the location of the signs prior to their visit.

**Recommendation** – provide tactile maps at each of the above 4 locations to enable those with impaired sight to access these sites for health and wellbeing and to enjoy the local biodiversity.

**Gail McKechnie – C-SAW Project Manager – 21<sup>st</sup> June 2021**

## Part 1. Policy scoping - Lisburn & Castlereagh City Council Equality and Good Relations Screening

### Information about the policy

Name of the Policy

**Development of community walking trails throughout the Lisburn & Castlereagh City Council area.**

Is this policy

|                     |                          |                   |                          |               |                                     |
|---------------------|--------------------------|-------------------|--------------------------|---------------|-------------------------------------|
| An existing policy? | <input type="checkbox"/> | A revised policy? | <input type="checkbox"/> | A new policy? | <input checked="" type="checkbox"/> |
|---------------------|--------------------------|-------------------|--------------------------|---------------|-------------------------------------|

What are the intended aims/outcomes the policy is trying to achieve?

- 1 To provide a service to the community where they can exercise safely, in natural surroundings.
- 2 To provide walking trails which attract people to the LCCC area.
- 3 To provide a safe surface to enable the community to utilise the walking trails.
- 4 Contribute to the health and wellbeing of those using the parks.

Are there any expected benefits to the Section 75 categories/groups from this policy? If so, please explain

It is anticipated that all section 75 groups will potentially benefit all who wish to use them but will particularly benefit certain groups whose needs have been taken into account. The trails have been designed with particular groups in mind, for example it will be suitable for those with mobility issues, including children/look after or care for children using buggies/pushchairs, those who have disabilities and older people who are using rollator walking aids or walking sticks. There will be no direct impact to groups within the following categories: political opinion, racial group, religious belief and sexual orientation. These trails will be accessible to the community seven days per week. This is a free service, and so is inclusive to the whole community and open to all who wish to use it.

Gradients have been taken into consideration and all are within the guidelines for wheelchair users and pushchairs. Paths have been designed to be 2 metres wide, which is over the recommendation of 1.8 metres for paths. This will allow for social distancing for walkers, and also for two wheelchairs or pushchairs side by side or one wheelchair and a pedestrian alongside. Benches will be

provided along the walking trails to allow older people, those with dependents, those with disabilities and all other groups to rest. Rest places, which are flat areas where people can pull off the main path and rest on a level surface, will be provided. Care has been taken to ensure that all rest areas are accessible for all, and are ideal for wheelchair users and those with buggies to stop and rest if needed.

Covid 19 is an ongoing pandemic, and the health and safety of our users will be paramount at all times. It has been found by the Council that during the Covid19 pandemic more people wanted to take exercise outdoors, in natural surroundings, to help both their physical and mental health and wellbeing. The Council recognised the need for creating accessible places for everyone to exercise.

At a number of sites funding has been sought to construct tarmac trails. This replaces inaccessible paths which were essentially grass and mud. This opens sites to wheelchair users, buggies/pushchairs and those using rollators, making sites largely accessible to all. This has made these sites inclusive for those section 75 groups who often experience access issues.

On other sites, new paths have been created through wet, marshy grassed areas that are largely unknown to the public. New trails have created accessibility to areas that were previously disused, and enables people to come closer to nature and witness the biodiversity which has been created over many years. This is especially important for people with disabilities, those with dependents and older people, who often never have a chance to explore areas that are 'off the beaten track' because of access issues.

The Council wish to make parks and trails as accessible for as many section 75 groups as possible. At a number of sites, where it is appropriate, tactile maps and braille signs have been installed. This means that many more sites will be accessible for those who are blind and partially sighted (see Appendix 1 for further information on tactile maps and braille signs).

Where opportunities arise the Council will explore new ways to access the countryside. If this is through obtaining formal planning permissions or permissive path agreements, with local land owners, the Council will pursue all avenues, to create new trails which are accessible to all.

Who initiated or wrote the policy?

Parks and Amenities Service Unit



Who owns and who implements the policy?

LCCC owns the policy.

Parks and Amenities will implement the policy

**Implementation factors**

Are there any factors which could contribute to/detract from the intended aim/outcome of the policy/decision?

If yes, are they

|            |   |              |   |        |  |
|------------|---|--------------|---|--------|--|
| Financial? | X | Legislative? | X | Other? |  |
|------------|---|--------------|---|--------|--|

The Council will strive to ensure that funding is in place prior to any works commencing.

DDA and any relevant regulations for example slope ratios will be taken into consideration in any project designs. Where possible paths will be 2m wide to accommodate social distancing evidenced during the COVID-19 pandemic.

If other, please detail below

**Main stakeholders affected**

Who are the internal and external stakeholders (actual or potential) that the policy will impact upon?

|                                   |     |
|-----------------------------------|-----|
| Staff                             | Yes |
| Service Users                     | Yes |
| Other Public Sector Organisations | No  |
| Voluntary/Community/Trade Unions  | Yes |
| Other                             | Yes |

If other, please detail below

Elected Members.

Contractors during construction phase of walking trails.

### Other policies with a bearing on this policy

| Name of policy                                     | Who owns or implements policy? |
|--|--------------------------------|
| 1 Corporate Plan 2018-2022                         | LCCC                           |
| 2 Community Plan                                   | LCCC                           |
| 3 Making Life Better 2013-2023                     | Department of Health NI        |
| 4 Health & Safety Policies                         | LCCC                           |
| 5 LCCC Equality Scheme and associated action plans |                                |

### Available evidence

What evidence/information (both qualitative and quantitative) have you gathered to inform this policy? Specify details for each of the Section 75 categories.

The recent COVID-19 pandemic has seen a huge upsurge in people exercising outdoors and a need for improved socially distanced space. This coupled with a desire from Council for more local DEA projects has increased the opportunities for the development of paths and trails throughout our Council area.

We have engaged with partners such as RNIB to identify areas for improvement in our Parks and then sought to avail of grant opportunities through the Department for Communities Access and Inclusion Programme to install tactile maps.

The Council's Customer Care interface also provides a regular source of useful user feedback that we are happy to capitalise upon where possible.

| Sec 75 Category       | Details of evidence/information   |
|-----------------------|---|
| Religious Belief      | 2011 Census/2014 LGD boundary data indicates that 23.95% of the LCCC population were brought up in the Catholic religion while 66.9% were brought up in the Protestant & Other Christian religion                               |
| Political Opinion     | There would be a generally accepted link between religion and political opinion. In this instance the majority political opinion being Unionist   |
| Racial Group          | Using the same Census/boundary data indicates that just over 2% of the population were from an ethnic minority group  |
| Age                   | <p>The population at June 2017 totalled 142640:</p> <p>28596 (0-15 years)<br/> 42110 (16-39 years)<br/> 47466 (40-64 years)<br/> 24468 (65+ years)</p>  |
| Marital Status        | <p>For the 16+ population in relation to marital and civil partnerships:</p> <p>30.65% single<br/> 53.78% married<br/> 0.10% same sex partnership<br/> 3.27% separated<br/> 5.52% divorced<br/> 6.68% widowed</p>               |
| Sexual Orientation    | The ONS published in 2017 data indicating that 1.2% of the household population in NI identified as Lesbian, Gay or Bisexual  |
| Men & Women Generally | The LCCC population (2017) was 51% female and 49% male. This reflects the overall NI position. Females outlive males (their life expectancy is longer) and therefore there will be somewhat more females in the population, and |

|            |   |
|------------|---|
|            | considerably more in the older age groups (and consequently more females with disabilities).  |
| Disability | Using the same boundary/census data as above indicates that 18.29% of the population had a long-term health problem or disability   |
| Dependants | Dependants would generally include three main categories:<br><br>The care of a child or children<br>The care of an elderly relative/person<br>The care of someone with a disability |

### Needs, experiences and priorities

Taking into account the information referred to above, what are the different needs, experiences and priorities of each of the following categories, in relation to the particular policy/decision? Specify details for each of the Section 75 categories

| Sec 75 Category       | Details of needs/experiences/priorities   |
|-----------------------|---|
| Religious Belief      | No particular needs identified for people of different religious belief   |
| Political Opinion     | No particular needs identified for people of different political opinion  |
| Racial Group          | No particular needs identified for people of different racial group other than perhaps language and knowledge of the parks and trails |
| Age                   | Accessibility   |
| Marital Status        | No particular needs identified for people of different marital status   |
| Sexual Orientation    | No particular needs identified for people of different sexual orientation   |
| Men & Women Generally | No particular needs identified for people of this group.  |
| Disability            | Accessibility   |
| Dependants            | Accessibility   |

This council policy is about creating safe walking trails for those in the community who choose to use them. The council proactively encourages their use through programmes run for the socially isolated in our society. For example the CSAW Team deliver a range of programmes including walking groups, baby blitz and other outdoor classes.

All signage on trails and paths within Parks have QR codes which can be used to access the Internet and translated into multiple languages.

### Needs

The main need is for accessibility for all. This includes those with disabilities, those with dependents and those who are older. People in these groups often have different needs from other groups. They may find access to the countryside difficult or limiting. If paths have steps, steep gradients, gates or small entrances, those in wheelchairs, using walking sticks, partially sighted, using pushchairs or those who are unsteady on their feet would find these obstacles difficult to overcome.

It became apparent throughout the Covid 19 lockdown period that there was a need for suitable trails within the Council area. Some of the current paths were not suitable for these groups. The Council realised that appropriate path provision was necessary, so that people with disabilities, those with dependents and older people, also had access to the countryside and a place to exercise. Due care has been taken by the Council to consider these groups and the walking trails have been designed with these groups in mind. Where appropriate, tactile maps and braille signs have been installed to provide improved access for those who are visually impaired.

### Experiences

The experience of those with disabilities, buggies/pushchairs or rollators is that at other walking trails, they may not have had full access to a site due to poorly planned walkways or barriers to using them. The Council wants to avoid this, and so all paths have been carefully pre-planned to take all end users into account. Tactile maps and braille signs have also been installed at a number of sites to enable access for those who are partially sighted.

### Priorities

The priorities of the groups that could be affected by access (as stated in the table above), will be full accessibility to the walking trails, so that they can achieve the same benefits as those who are not in these groups.

## Part 2. Screening questions

1 What is the likely impact on equality of opportunity for those affected by this policy, for each of the Sec 75 equality categories? (minor/major/none)

| Sec 75 Category       | Details of policy impact   | Level of impact (minor/major/none) |
|-----------------------|--|------------------------------------|
| Religious Belief      |  | No differential impact identified  |
| Political Opinion     |  | No differential impact identified  |
| Racial Group          |  | No differential impact identified  |
| Age                   | More older people, particularly those with mobility issues, will be able to safely access and use trails due to enhanced accessibility measures.                         | Minor positive                     |
| Marital Status        |  | No differential impact identified  |
| Sexual Orientation    |  | No differential impact identified  |
| Men & Women Generally |  | No differential impact identified  |
| Disability            | People with certain disabilities, including those who are wheelchair users, those who use mobility aids, are blind or visually impaired will find trails more accessible | Minor positive                     |
| Dependants            | People with certain dependants needs, including those who use push chairs and buggies will find trails more accessible   | Minor positive                     |

Given that these groups have been taken into consideration in the development of new walking trails, the level of impact on the three affected groups is expected to be minor and positive.

2 Are there opportunities to better promote equality of opportunity for people within the Sec 75 equality categories?

| Sec 75 Category       | IF Yes, provide details | If No, provide details   |
|-----------------------|-------------------------|--|
| Religious Belief      |                         | The walking trails have been designed to accommodate all S75 groups, and designed to a recommended specification to ensure this is the case. No further opportunities have been identified at this time as the needs of different groups have been considered fully in revising/updating the policy. However, if further issues arise, they will be addressed. |
| Political Opinion     |                         |  |
| Racial Group          |                         |  |
| Age                   |                         |  |
| Marital Status        |                         |  |
| Sexual Orientation    |                         |  |
| Men & Women Generally |                         |  |
| Disability            |                         |  |
| Dependants            |                         |  |

3 To what extent is the policy likely to impact on good relations between people of different religious belief, political opinion or racial group? (minor/major/none)

| Good Relations Category | Details of policy impact | Level of impact (minor/major/none)  |
|-------------------------|--------------------------|---|
| Religious Belief        |                          | This policy has no direct impact on these three groups. There is no direct impact on Good Relations at this time. |
| Political Opinion       |                          |   |
| Racial Group            |                          |   |

4 Are there opportunities to better promote good relations between people of different religious belief, political opinion or racial group?

| Good Relations Category | IF Yes, provide details | If No, provide details  |
|-------------------------|-------------------------|---|
| Religious Belief        |                         | It is considered that there are no opportunities to better promote good relations at this |
| Political Opinion       |                         |   |
| Racial Group            |                         |   |

|  |  |   |
|--|--|---|
|  |  | time. However if any issues arise, they will be further considered/addressed. |
|--|--|---|

## Additional considerations

### Multiple identity

Provide details of data on the impact of the policy on people with multiple identities. Specify relevant Section 75 categories concerned.

The Council recognises that no individual sits in one group and this has been given consideration.

Increased accessibility may particularly benefit older people with disabilities, younger people with disabilities, people who have dependent children or dependants who are disabled.

The development of walking trails within the Council area maybe be considered to be designed with people with disabilities, dependents and older people in mind, however these can be used by anyone in the community. Is it also recognised that those using the trail, for example those with disabilities, will fall into other groups. They may be young or old, male or female or from a specific religious background.



### Part 3. Screening decision

1 If the decision is not to conduct an equality impact assessment, please provide details of the reasons.

The impact will be minor and all measures have been taken to mitigate this impact.

2 If the decision is not to conduct an equality impact assessment the public authority should consider if the policy should be mitigated or an alternative policy be introduced (screen out but with mitigation)

We have concluded from this screening exercise that there is no need to carry out a full equality impact assessment at this time. This is because the needs of specific groups have been taken into account in developing the policy, mitigation measures are being put in place and the potential impacts identified are all minor and positive.

The aims of this project:

- 1 To provide a service to the community where they can exercise safely, in natural surroundings.
- 2 To provide walking trails which attract people to the LCCC area.
- 3 To provide a safe surface to enable the community to utilise the walking trails.
- 4 Contribute to the health and wellbeing of those using the parks.

This policy will be screened out with mitigation.

The reasons for this are:

Mitigation factors – the geography of the area was studied closely and walking trails were designed taking into account path width, path incline, seating provision and rest places at points around the path.

Prior to walking trail construction there may have been a negative impact on the following three groups – those with dependents, those with disabilities and those in the older age category. The impacts on these groups are now taken into consideration during construction, and those impacts are minor or none. All measures have been taken to mitigate any impact on these groups.

If the decision is to subject the policy to an equality impact assessment, please provide details of the reasons.

### Mitigation

When the public authority concludes that the likely impact is 'minor' and an equality impact assessment is not to be conducted, the public authority may consider mitigation to lessen the severity of any equality impact, or the introduction of an alternative policy to better promote equality of opportunity or good relations.

Can the policy/decision be amended or changed or an alternative policy introduced to better promote equality of opportunity and/or good relations?

If so, give the **reasons** to support your decision, together with the proposed changes/amendments or alternative policy.

Each site or projects will be assessed to take account of local conditions and topography

All new accessible trails will be promoted through the Council's communications unit so that people will know about them and encouraged to use them.

**Timetabling and prioritising - Not applicable**

Factors to be considered in timetabling and prioritising policies for equality impact assessment.

If the policy has been '**screened in**' for equality impact assessment, then please answer the following questions to determine its priority for timetabling the equality impact assessment.

On a scale of 1-3, with 1 being the lowest priority and 3 being the highest, assess the policy in terms of its priority for equality impact assessment.

| Priority criterion                                   | Rating |
|--|--------|
| Effect on equality of opportunity and good relations |        |
| Social need  |        |
| Effect on people's daily lives                       |        |
| Relevance to a public authority's functions          |        |
|  |        |
| Total Rating Score                                   |        |

Is the policy affected by timetables established by other relevant public authorities?

If yes, please provide details

## Part 4. Monitoring

Where possible 'Access Counters' will be fitted to monitor footfall and use of the paths and trails.

Periodic spot surveys will also take place to gather qualitative feedback from users and to gather comments for further improvement.

The Council's Customer Care policy is advertised on all Park signage to encourage feedback – good or bad. All communication is responded to.

## Part 5 - Approval and authorisation

| <b>Screened by:</b> | <b>Position/Job Title</b> | <b>Date</b> |
|---------------------|---------------------------|-------------|
| Gail McKechnie      | C-SAW Project Manager     | 11 Aug 21   |
| Mary McSorley       | Equality Officer          | 11 Aug 21   |
|                     |                           |             |
| <b>Approved by:</b> |                           |             |
| Ross Gillanders     | Head of Parks & Amenities | 11 Aug 21   |

Note: A copy of the Screening Template, for each policy screened should be 'signed off' and approved by a senior manager responsible for the policy, made easily accessible on the public authority's website as soon as possible following completion and made available on request.



## Leisure & Community Development Committee

**Confidential**

**Tuesday 6<sup>th</sup> September 2022**

Confidential Report from:

**Head of Sport Services**

*Local Government Act (Northern Ireland) 2014*

Schedule 6 - Access to Information: Exemption Information

*(select from the list below reason why report is confidential and delete as appropriate)*

- Information relating to the financial or business affairs of any particular person (including the Council holding that information).

When will the report become unrestricted:

Specify when  
report will  
become available

Redacted  
report  
available

Once minutes  
ratified and post  
call in period

Never

### Item for Decision

**TITLE:**

**Overflow Car Park Lagan Valley Leisureplex – South Eastern Health & Social Care Trust request to enter into a Commercial Licence**

**Background and Key Issues:**

- In December 2018 members agreed to extend the arrangement whereby the South Eastern Health & Social Care Trust avail of the overflow car park at Lagan Valley Leisureplex to facilitate the staff of Lagan Valley Hospital displaced during the construction of the new Primary Community Care Centre.
- Subsequent to Council approval a request was received from the Chief Executive of South Eastern Health & Social Care Trust in September 2021. The request outlined that due to

additional growing demographic pressures of an aging and growing population on the healthcare system and the increased footfall expected as a consequence of Lagan Valley Hospital becoming the home of Northern Ireland Regional Day Procedures Unit that additional parking is required.

3. The Trust requested Lisburn & Castlereagh City Council consider if approached by Land & Property Services formalising the current arrangement with a commercial licence to continue using the overflow car park at Lagan Valley Leisureplex.
4. Attached at Appendix (1) is the Land & Property Services valuation for 185 car parking spaces in the overflow car park at Lagan Valley Leisureplex recommending a yearly fee of £27,750.00
5. Given the need identified by the South Eastern Health & Social Care Trust and the fact the overflow at Lagan Valley Leisureplex is presently surplus to requirements the request could work to the mutual benefit of both parties.

**Recommendation:**

It is recommended members accede to the request from the South Eastern Health & Social Care Trust to enter into a commercial licence for the use of the overflow car park at Lagan Valley Leisureplex on the basis of the Land & Property Services valuation. The commercial license should be reviewed on a biannual basis.

**Finance and Resource Implications:**

Annual Income of £27,750.00 to be reflected in the 2023-24 estimates

## Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes/No

If no, please provide explanation/rationale

Operational Issue

If yes, what was the outcome?:

|  |        |   |        |  |        |
|--|--------|---|--------|--|--------|
| <b>Option 1</b><br>Screen out without mitigation | Yes/No | <b>Option 2</b><br>Screen out with mitigation | Yes/No | <b>Option 3</b><br>Screen in for a full EQIA | Yes/No |
|--|--------|---|--------|--|--------|

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

## 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

Yes/No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

Yes/No

If no, please give explanation/rationale for why it was not considered necessary:

The proposal will increase access

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

Yes/No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

As Attached

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

Yes/No

If Yes, please insert date:



Land & Property Services  
Scirbhís Talún & Maoine

442

Belfast Regional Valuation Office  
Land & Property Services  
Lahyon Plaza  
7 Lahyon Place  
Town Parks  
BELFAST, BT1 3LP

Telephone: 0300 200 7801  
(call charged at local rate)  
If outside NI, dial +44 28 9049 5794  
Text Relay: 18001 0300 200 7801

Email: [belfast.valuation@psnil.gov.uk](mailto:belfast.valuation@psnil.gov.uk)

**Your Ref:** SET/040322/LVC

**Our Ref:** 8064149-0

**23 May 2022**

Attn: Christine Brady  
**South Eastern Health and Social Care Trust**  
Estates Department  
Home 7, Ulster Hospital  
Upper Newtownards Road  
Dundonald  
BT16 1RH

**By Email Delivery Only**

Dear Christine,

**RE: ESTIMATED RENTAL VALUATION OF PART OF THE CAR PARK (185NO SPACES)  
AT LAGAN VALLEY LEISUREPLEX, WARREN PARK, LISBURN - OWNED BY  
LISBURN & CASTLEREAGH CITY COUNCIL - FOR LICENCE RENEWAL PURPOSES**

I refer to your email/letter instructions dated 04 March 2022 in relation to the above matter, as well as our subsequent email and telephone correspondence regarding the same.

I would confirm your instructions to LPS to provide a market rent / licence fee valuation of the abovementioned car park for the purpose of renewing an existing licence agreement, dated 22 December 2016, between Lisburn and Castlereagh City Council (Licensor) and South Eastern Health and Social Care Trust (Licensee), which I understand has been holding over since 31 December 2017 to date at the passing licence fee.

I understand that the revised licence terms being sought by the Trust are as follows:

- Renewed licence period of 3-5 years from a licence commencement date yet to be determined/agreed, with rolling or fixed break dates to be negotiated between the parties;
- Increased number of car parking spaces from 111no spaces (existing) to 185no spaces (proposed);
- Increased hours of operation of the car park from 7am - 7pm Monday to Friday (existing) to 7am - 9.30pm Monday to Friday (proposed);
- The Licensor to be responsible for all servicing costs and repairs and maintenance associated with the subject car park including, but not limited to, landscaping, general repairs and maintenance (including surface repairs), lighting, gritting, line-marking and CCTV monitoring; and
- Clause 3(a) of the existing Licence agreement to be amended to cap "occasional other days" to 5no notifiable events per annum (e.g. yearly half-marathon), with the Licensor to provide the Licensee with a minimum 3 months written notice in advance of such events.



As detailed in our acknowledgement letter dated 07 March 2022, LPS Terms of Engagement apply to all valuation reports and valuation advice provided by LPS to its clients unless they have been superseded by alternative terms specified in a Service Level Agreement or other agreement. These Terms may be subject to supplementary, special or amended terms and assumptions issued by the Valuer dependent on the instruction received. The LPS Standard Terms of Engagement can be viewed at the following link:

<https://www.finance-ni.gov.uk/publications/lps-standard-terms-engagement>.

The Client in this case is the South Eastern Health and Social Care Trust. Our valuation advice is confidential to the Client and their representatives and is for their use only. It should not be disclosed to anyone outside of the South Eastern Health and Social Care Trust. The valuation is to be used solely for the purpose stated in this letter.

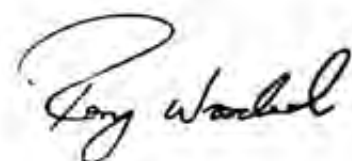
LPS accepts responsibility to the Client that this valuation has been prepared with the skill, care and diligence reasonably expected of a competent Chartered Surveyor, but accepts no responsibility whatsoever to any other party other than the Client. Any other party who relies on this valuation does so at their own risk. Neither the whole, nor any part of this letter, nor any reference thereto, may be included in any published document, circular or statement, nor published in any way, nor disclosed to any third party without the prior written consent of LPS.

In my opinion, and in consideration of comparable rental evidence for other car parking spaces in Lisburn City Centre, the estimated rental value / licence fee of the subject car park at the date of valuation (i.e. date of this letter) would be fairly represented in the sum of **£27,750.00 (TWENTY SEVEN THOUSAND SEVEN HUNDRED AND FIFTY POUND STERLING)** per annum, which reflects a rate of £150.00 per car parking space per annum across the 185no car parking spaces.

The above valuation assumes that the Licensee will be responsible for payment of non-domestic rates (if applicable). It also assumes that the Licensor will be responsible for all repairing obligations associated with the ongoing operation of the subject car park. It is assumed that all the other terms of the existing licence agreement will remain largely the same, save for the revised licence terms being sought by the Trust as aforementioned, subject to reasonable modernisation where required.

I trust that the above is to your satisfaction, however should you have any queries or wish to discuss the valuation in more detail, please do not hesitate to contact the undersigned.

Yours sincerely,



**Rory Woodside MRICS**  
RICS Registered Valuer  
For and on behalf of the District Valuer  
T: 07557 488 405  
E: [Rory.Woodside@finance-ni.gov.uk](mailto:Rory.Woodside@finance-ni.gov.uk)



## Leisure & Community Development Committee

**Confidential**

**Tuesday 6<sup>th</sup> September 2022**

**Confidential Report from:**

**Head of Sports Services**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

*(select from the list below reason why report is confidential and delete as appropriate)*

3. Information relating to the financial or business affairs of any particular person (including the Council holding that information).

**When will the report become unrestricted:**

Specify when  
report will  
become available

Redacted  
report  
available

Once minutes  
ratified and post  
call in period

Never

### Item for Decision

**TITLE:** Uniform provision – Sports Services – Business Appraisal

**Background and Key Issues:**

This report is for Members decision, it is a business appraisal (reviewed by Finance) for the acquisition of uniform for the following Sports Services facilities:

- Lagan Valley LeisurePlex
- Dundonald International Ice Bowl
- Billy Neill – Vitality Gym
- Lough Moss Leisure Centre
- Kilmakee Activity Centre

- Glenmore Activity Centre
- Grove Activity Centre

A new contract is required to replace the current contract which expires September 2022, it is proposed that the contract will be for a period of 2 years with the option to extend by a further period of 1 year.

Given the nature of the working environment of Sports Services staff, heat in Lagan Valley LeisurePlex, cool in Dundonald International Ice Bowl and the need from a Health & Safety perspective to be clearly visible to customers the provision of a uniform is imperative.

Attached at Appendix (1) is the associated business appraisal.

#### Recommendation:

It is recommended that Members approve the business appraisal for uniforms in order to progress a new contract for Sports Services uniform provision.

#### Finance and Resource Implications:

Estimated £16,300 per annum equating to £48,900 over a 3 year period.

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

Open call for suppliers

If yes, what was the outcome?:

#### Option 1

Screen out  
without mitigation

#### Option 2

Screen out with  
mitigation

#### Option 3

Screen in for  
a full EQIA

Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)

Insert link to completed Equality and Good Relations report:

## 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

Yes/No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

Yes/No

If no, please give explanation/rationale for why it was not considered necessary:

Facilities are located across the Council area

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

Yes/No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix (1)

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

Yes/No

If Yes, please insert date:

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

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

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

### General Information

- i) **Name of Project:** Uniform
- ii) **Spending Department:** Sports Services
- iii) **If applicable, details of other project funders:**
- Own Funds:** \_\_\_\_\_
- Government Departments:** \_\_\_\_\_
- Others:** \_\_\_\_\_

- iv) **Financial Appraisal prepared by:** C McCrea / Neil Thompson 27/05/2022

## 1. Introduction and Need

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

A uniform supplier is required for Sports Services to allow the ordering of uniform for employees across the Sports Services sites as follows:

### Sports Services

- Lagan Valley LeisurePlex
- Dundonald International Ice Bowl
- Billy Neill – Vitality Gym
- Lough Moss Leisure Centre
- Kilmakee Activity Centre
- Glenmore Activity Centre
- Grove Activity Centre

The supplier will provide a range of products including polo shirts, fleeces, track pants and hooded sweatshirts. Having a dedicated supplier would enable both services to order new or replacement uniform for team members with LCCC and or site branding in various sizes and colours. As front line staff are obliged to wear uniform, a consistent dress code will ensure staff are easily identifiable by customers

If a uniform contract is not in place for a supplier, this could cause inconsistencies in uniform both in quality, cost and with regards to what employees wear. Without a supplier both departments may also encounter delivery delays in sourcing uniform. Impact upon uniform could hinder the customer experience through inconsistent uniform and difficulties identifying staff.

## 2. Objective and Constraints

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

### Objectives

- Source a supplier for uniform for both Sports Services through a tender process ensuring both quality and cost effectiveness
- Ensure staff easily identifiable in emergency situations.
- To continue uniform provision for staff so that new team members can be issued with appropriate uniform
- Cost control through a set contract
- Customer service continuity through identifiable uniforms / staff
- Consistent employee dress code with LCCC logo

## 3. Options

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

### Maintain existing supplier

This would maintain consistency but would need to be an STA. Progressing an STA is a short-term solution. A tender may also attract a more cost effective bid and opportunity for other companies to submit a bid

**4. Monetary Costs and Benefits**

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

**Costs**  
 £49,000 for a period of 3 years – this cost has been estimated in line with the current contract.

**Monetary benefits**  
 With a uniform supplier in place this would reduce fluctuating costs for uniform that may occur in the absence of a contract.

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

| Preferred Option                          |             |             |             |
|---|-------------|-------------|-------------|
| Costs and Benefits                        | Year 1      | Year 2      | Year 3      |
|   | 2022-23     | 2023-24     | 2024-25     |
| <b>Capital Costs</b>                      |             |             |             |
| None                                      |             |             |             |
| <b>Total Capital Cost</b>                 | -           | -           | -           |
| <b>Recurrent Costs</b>                    |             |             |             |
| LeisurePlex - LCD Uniforms/Corporate C    | £ 7,000.00  | £ 7,000.00  | £ 7,000.00  |
| Glenmore Activ - LCD Uniforms/Corporate C | £ 500.00    | £ 500.00    | £ 500.00    |
| Grove Activity - LCD Uniforms/Corporate C | £ 500.00    | £ 500.00    | £ 500.00    |
| Kilmakee Activ - LCD Uniforms/Corporate C | £ 500.00    | £ 500.00    | £ 500.00    |
| DIIB - Central - LCD Uniforms/Corporate C | £ 7,000.00  | £ 7,000.00  | £ 7,000.00  |
| Lough Moss Lei - LCD Uniforms/Corporate C | £ 800.00    | £ 800.00    | £ 800.00    |
| <b>Total Recurrent Cost</b>               |             |             |             |
| <b>Total Cost (A)</b>                     | £ 16,300.00 | £ 16,300.00 | £ 16,300.00 |
| <b>Benefits</b>                           |             |             |             |
|   |             |             |             |
| <b>Total Benefits (B)</b>                 |             |             |             |
| <b>Total Costs (A-B)*</b>                 | £           |             |             |

**5. Non-Monetary Costs and Benefits**

Please briefly identify any non-monetary costs and benefits.

- Service continuity
- Staff easily identifies in emergency situations



- Provision of uniform to staff
- No disruption to service for customers
- Accessible supply of uniform for new employees and replenishment for current employees
- Staff are all well-presented and representing the council in a professional manner

## 6. Risks

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

- Cost fluctuation due to various ongoing economic changes – Brexit, Russian/Ukraine conflict etc
- Potential time delays in confirming logos, preparing uniform and delivery

## 7. Monitoring and Evaluation

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

Operations Manager – Lagan Valley LeisurePlex. The uniform will be reviewed for quality and durability after 6 months, the end of the first year and then each year after.

## 8. Financing

Please indicate how the project/acquisition will be financed.

Costs provided out of Sports Services budgets

## 9. Equality

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

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

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



## Leisure & Community Development Committee

**Confidential**

**Tuesday 6<sup>th</sup> September 2022**

**Confidential Report from:**

**Head of Sports Services**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

*(select from the list below reason why report is confidential and delete as appropriate)*

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**When will the report become unrestricted:**

Specify when  
report will  
become available

Redacted  
report  
available

Once minutes  
ratified and post  
call in period

Never

### Item for Noting

**TITLE:** Catering – Dundonald International Ice Bowl

**Background and Key Issues:**

This report is for Members noting, it is the outcome of the tender to supply catering provision at Dundonald International Ice Bowl which closed on Monday 18<sup>th</sup> July at 12 noon. 1 tender submission was received by the competition closing date/time.

The contract has been awarded to Lisdalgan Properties Ltd for a period of 3 years with the option to extend for a further 2 periods of 1 year or until the new Dundonald International Ice Bowl opens (whatever is the earliest).

Attached at Appendix (1) is the associated tender report. In June a report detailing the overall sports services catering contract was presented for Members consideration. It was agreed that:

1. Note the Tender award for Lot 1 (Leisureplex)
2. Agree to in year adjustments to income variations as outlined in the report, to be offset by DFC Covid-19 funding.
3. Agree to delegated authority to the Chair & Vice Chair of Leisure & Community Development Committee to progress the decision making process for the Sports Services catering contracts over the summer period.

**Recommendation:**

It is recommended

1. Members note the award for catering provision at Dundonald International Ice Bowl to the most economically advantageous tender.
2. A verbal update regarding Lagan Valley LeisurePlex catering is noted.

**Finance and Resource Implications:**

10% annual profit share to be reflected in the 2023/23 estimates.

## Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes/No

If no, please provide explanation/rationale

Open call for potential contractors

If yes, what was the outcome?:

|                               |        |                            |        |                           |        |
|-------------------------------|--------|----------------------------|--------|---------------------------|--------|
| <b>Option 1</b>               |        | <b>Option 2</b>            |        | <b>Option 3</b>           |        |
| Screen out without mitigation | Yes/No | Screen out with mitigation | Yes/No | Screen in for a full EQIA | Yes/No |

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

Has a Rural Needs Impact Assessment (RNIA) template been completed?

**If no, please give explanation/rationale for why it was not considered necessary:**

No change to existing provision on rural community

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

**If Yes, please insert date:**

**LISBURN AND CASTLEREAGH CITY COUNCIL**  
**COMMITTEE TENDER REPORT**

**Report from:** System & Resource Manager  
**Department:** Sports Services  
**Date:** 3 August 2022

**T22-23-019 Procurement for Catering**  
**Dundonald International Ice Bowl**

**Background**

Lisburn & Castlereagh City Council sought to appoint a supplier for the provision of catering for Dundonald International Ice Bowl the details have been outlined below.

**Procurement Process**

Tender invites were advertised 24 June 2022 and issued through E-Tenders NI, inviting companies to tender for the services required. An initial information meeting across on Monday 4<sup>th</sup> July 2022.

The Tender Competition closed at 12.00 noon on Monday 18<sup>th</sup> July, with tender submission received by the closing date/time.

**Opening Tenders**

Tender opening report approved 19 July 2022:

- Brendan Courtney, Head of Sports Services
- Kathryn Cahill, Procurement Officer, Corporate Services

**Tender Evaluation**

All tenders were evaluated by Neil Thompson, Area Manager Major Facilities and Chantal McCrea, System & Resources Manager on 21 July 2022. Tenders were evaluated using the agreed criteria and weightings as set out in the issued Tender documents.

The evaluation was scored as per below:

**Stage 2 – Award Criteria**

- |             |     |
|-------------|-----|
| • Quality   | 80% |
| • Financial | 20% |

\*Within the Quality criteria the following aspects were scored

- Service Delivery
- Customer Service
- Working in partnership with the Council
- Social value
- Maintaining the catering facilities
- Approach to revenue generation
- Acceptance of the terms of the Draft Contract

1 tender was submitted and met the selection criteria.

**Recommendation**

The supplier evaluated was as follows:

| <b>Company Name</b>      | <b>Address</b>                             | <b>Profit share</b>                     |
|--------------------------|--|---|
| Lisdalغان Properties Ltd | 1 Downpatrick Street, Saintfield, BT24 7AY | 10% annual profit share percentage +VAT |

It is recommended that Lisdalغان Properties Ltd be awarded the contract to provide a catering service at Dundonald International Ice Bowl. It is anticipated that contract will commence on 1 September 2022 for a period of 3 years with the option to extend for 2 further periods of 1 year at an annual 10% profit share percentage.



## Leisure & Community Development Committee

**Confidential**

**6 September 2022**

**Confidential Report from:**

**Head of Sports Services**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

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**When will the report become unrestricted:**

Specify when  
report will  
become available

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report  
available

Once minutes  
ratified and post  
call in period

Never

### Item for Noting

**TITLE:** Leisure Management Software – 1 year extension Single Tender Action

**Background and Key Issues:**

- Attached at Appendix 1 (SS) item 4 is the Financial Appraisal approved by Financial Services in support of a 1 year extension of the existing contract for Leisure Management Software with Legend via a Single Tender Action
- Legend provides all customer facing software within Sports Services including bureau collection, point of sale, bookings, online transactions and support for Vitality Household Membership

3. The existing 3 year contract was compromised by the impact of Covid-19 and there are a number of operational challenges still to be overcome. Our ability to meaningfully interact with Legend is compromised as technically the Council is out of contract
4. Given the scale of the service provided by Legend (used by the majority of Councils in Northern Ireland) it will take at least 6 months to prepare new contract paperwork hence the need for a 1 year extension
5. Given the criticality of this contract to Sports Services, it was progressed at risk in advance of committee approval and recognising this information sharing and consultation was undertaken with the Chair & Vice Chair of Leisure & Community Wellbeing.

**Recommendation:**

It is recommended Members note the extension of the existing Leisure Management Software contract for Sports Services with Legend Leisure Management for a period of 1 year via a Single Tender Action

**Finance and Resource Implications:**

£87,420.24 – budget allocation in place

## Screening and Impact Assessment

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy?

If no, please provide explanation/rationale

Operational issue

If yes, what was the outcome?:

|                               |                                     |                            |                                     |                           |                                     |
|-------------------------------|-------------------------------------|----------------------------|-------------------------------------|---------------------------|-------------------------------------|
| <b>Option 1</b>               |                                     | <b>Option 2</b>            |                                     | <b>Option 3</b>           |                                     |
| Screen out without mitigation | <input type="text" value="Yes/No"/> | Screen out with mitigation | <input type="text" value="Yes/No"/> | Screen in for a full EQIA | <input type="text" value="Yes/No"/> |

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**



## 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?

Yes/No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

Yes/No

If no, please give explanation/rationale for why it was not considered necessary:

Operational issue

If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:

**SUBJECT TO PLANNING APPROVAL:**

Yes/No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix as attached

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

Yes/No

If Yes, please insert date:

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

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

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

### General Information

- i) Name of Project: Legend Management System
- ii) Spending Department: IT Services
- iii) If applicable, details of other project funders:
- Own Funds: \_\_\_\_\_
- Government Departments: \_\_\_\_\_
- Others: \_\_\_\_\_

iv) Financial Appraisal prepared by: Lisa Boal Date:24/03/22 (Revised by C McCreagh 10/05/2022)

## 1. Introduction and Need

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

Legend Management System is a software system in use by all sites within Sports Services, it is required to allow the service to process tickets, income, bookings and Vitality/golf memberships as well as providing online services to members through an online portal, online ticketing and an app.

The system also allows for extraction of key reports relating to the service such as footfall and income, as well as allowing a communication channel with members. Having one system across the service allows for service continuity and cross-site access through the Vitality membership.

If the continuation of using this system does not proceed the service would be without a system and the inability to procure a replacement system in a suitable timeframe. The software provision will be extended via an STA for a period of one year. Without continuation of the software this would impact upon:

- customer user experience through access and continuity
- impact the service users – manual approach / increased phone calls / learning a new system
- impact finance if unable to extract key financial information
- impact marketing through reduced ability to communicate with members
- online access / sales

## 2. Objective and Constraints

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

### Objective

- In line with our commitment in the Corporate plan strategic theme Health & Wellbeing
- To continue service so no disruption to the Customer so Sports Services sites so they can continue to offer online bookings and in house front of sales and booking system
- Income should be maintained with no loss in the customer experience
- Provide a service to the ratepayer which is reliable and efficient

### Constraints

- Other departments reliance on the system e.g. finance for reporting of income

### 3. Options

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

#### **Option 1 – Maintain existing software**

There have been a number of performance issues with the current system, Sports Services have been in talks with the Account Manager with the view for improvement in performance to take place. A 1 year STA will allow for more time to assess if there has been an improvement and to benchmark other Council systems to identify if there is a suitable alternative. Time to migrate between systems would also be required should an alternative be identified. Due to time constraints and timeframe required to move to an alternative this option is being considered

#### **Option 2 – Go out to tender for a new software provider**

With the uncertainty surrounding Covid-19, repeated closure of facilities, change of membership payments and the continued requirement for online access and book ahead for customers in line with Government guidance – continuation of the current system allows more flexibility to be able to meet these requirements as well as providing continuity for customers in already continually changing environment. Movement to a new system would require ample time to build a new system and build it correctly to meet the service needs as well as substantial training for staff. Input from IT and Finance would also be required at an early stage to ensure that requirements are considered/met. Migration to a new system would see a change in continuity of service in an already uncertain time.

### 4. Monetary Costs and Benefits

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

**Costs** – £87,420.24 – this cost has been estimated in line with current monthly charges across the service, it has also allowed for varied marketing costs which can vary depending on service requirements.

#### **Monetary benefits**

No Capital cost of carrying out work e.g. building of new system as already in place, no training fees for a new system and no hardware to be purchased as with every new system compatible hardware needs purchased.

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

| Preferred Option                     |                   |              |              |
|--------------------------------------|-------------------|--------------|--------------|
|                                      | Year 1            | Year 2       | Year 3       |
| Costs and Benefits                   | 2022-23           | *Select Yrs* | *Select Yrs* |
| <b>Capital Costs</b>                 |                   |              |              |
| None as already installed            |                   |              |              |
| <b>Total Capital Cost</b>            | -                 | -            | -            |
| <b>Recurrent Costs</b>               |                   |              |              |
| Legend costs                         | £62,220.24        |              |              |
| Bureau Collections & Marketing Comms | £25,200           |              |              |
| <b>Total Recurrent Cost</b>          | <b>£87,420.24</b> |              |              |
| <b>Total Cost (A)</b>                | <b>£87,420.24</b> |              |              |
| <b>Benefits</b>                      |                   |              |              |
|                                      |                   |              |              |
| <b>Total Benefits (B)</b>            |                   |              |              |
| <b>Total Costs (A-B)*</b>            | <b>£87,420.24</b> |              |              |

#### 5. Non-Monetary Costs and Benefits

Please briefly identify any non-monetary costs and benefits.

- Service continuity
- No disruption to service for customers and staff
- Continuation of 24/7 online access for customers to book / manage bookings via online portal, online ticketing and app
- Easy communication with members
- 1-system for whole service
- Continued control of activities and capacities allowing advanced bookings for customers and thus reducing queues and waiting times at sites
- Ability to provide customers with real-time information on availability and therefore reducing the amount of customer queries and reduce no-entry scenario of tickets sold on arrival only

#### 6. Risks

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

Keeping the same software system may incur repeat performance issues encountered in recent months such as system outage or faults within the system – however – despite the issues, the benefits of retaining the system outweigh the risk of removing/changing the system to allow the service to continue to provide a service through a variety of channels as well as enable customer management.

#### 7. Monitoring and Evaluation

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

Business Support Manager. System will be evaluated for overall performance in 6 months and what disruptions or faults it brings

#### 8. Financing

Please indicate how the project/acquisition will be financed.

All costs provided out of IT budget

#### 9. Equality

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

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

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