Front page:
June 2014 – Creative Hub operator appointed
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April 2014 - Philip Flynn and Mel Higgins view progress at Ebrington’s underground car park
Chairman’s foreword

I am pleased to present Ilex’s Annual Report 2014/15. Having served as Chair for almost two years, I continue to be impressed by the commitment and energy of stakeholders in the private, public and community sectors to advance Derry ~ Londonderry’s economic agenda.

The completion of the Ebrington Development Framework enabled us to lodge an outline planning application for the entire site in December 2014. Planning approval will significantly facilitate planning applications for individual projects at Ebrington, be they for the refurbishment of heritage buildings or for new build.

Awarding Blick Studios the contract to operate the Creative Hub (Buildings 80 and 81) in June 2014 was a significant milestone for Ilex. The transformation of former barracks buildings into a high spec contemporary workspace is an excellent example of sensitive development and sets the standard for the regeneration of heritage buildings. October 2014 saw the establishment of DoE’s Regional Headquarters in Building 71, with a complement of 25 staff and in November the deputy First Minister officially opened the 214-space underground car park. Importantly, the enabling platform above the car park has the potential to accommodate a five-storey office building with a maximum capacity of 75,000 sq ft.

Throughout 2014/15 Ilex worked with stakeholders in the city and region on the continuing implementation of the One Plan. Of particular note is the progress made on community planning for Derry City and Strabane District Council and the sterling work done on the Citizen Survey which will inform the new Council’s priorities over the coming years.

It is widely acknowledged that the expansion of Ulster University’s Magee campus is central to the city’s regeneration programme. To that end, Ilex collaborated with partners on the business case submitted to DEL and we will continue to help advance this vitally important project.

September 2014 saw the launch of the North West Regional Science Park at Fort George which, by the end of the financial year, had achieved 80% occupancy. The fact that the funding application to INTERREG was written by Ilex exemplifies the partnership role the company plays to advance large scale projects for the city and region.

As for the Peace Bridge, it has become the living landmark it was intended to be. It averages one million crossings every year and local companies are using its image for corporate and consumer promotions. In March 2014 the Royal Mail’s issue of the Peace Bridge stamp confirmed its success when they issued a first class stamp of a first class bridge.

I thank Board members for the strategic direction they provide and pay particular tribute to Margaret Lee who stepped down from the Board in November 2014. On behalf of the Board, I express our gratitude to the First Minister and deputy First Minister for their support and continued commitment to the Ebrington site.

Philip Flynn
Chair
The completion of the Ebrington Development Framework has paved the way for proactive site marketing. Phase I resulted in Buildings 57/59 being progressed as a café and Building 70 as a craft brewery. At the same time, we undertook the refurbishment of Building 83 to house the Ilex team. While the renovation of heritage buildings is extremely rewarding, it is not without challenge. The unexpected discovery of part of the Star Fort wall in the foundations of Building 59 meant that work was halted for a six week period so that archaeological investigations could be conducted by NIEA. Similarly, the discovery of significant additional asbestos in Building 83 necessitated an immediate halt while the building control and budgetary implications were assessed. Unfortunately, these setbacks meant that the entire budget earmarked for both projects could not be expended within the financial year.

In December 2014 we went to market a second time, offering a greater number of development opportunities at Ebrington. As a result, seven business opportunities are now being progressed in a range of business sectors which, subject to approvals and funding, will see significant capital development on site in the next few years.

But Ebrington is not just a place of business. As the largest public space in the city, it is also the chosen venue for a growing number of events for charities, community groups and families. In 2014/15 some 114,000 people attended events on site. The Ilex team was particularly enthused to see the Officers’ Mess transformed into Château Le Fear, the House of Horrors which terrified 8,000 Hallowe’en revellers and the return of LegenDerry on Ice for the Christmas season. Large scale events such as MTV Crashes, the Beach Boys and the Walled City Tattoo attracted visitors to Derry ~ Londonderry, proof indeed that regeneration benefits all the city.

In September 2014 the new corporate website went live. Focusing primarily on Ebrington, it makes extensive use of imagery, 360 degree tours and aerial photography to showcase the site and individual buildings to potential investors. We continue to exploit social media to publicise progress at Ebrington and to promote events on site. The immediacy of social media is a distinct advantage as it helps us communicate with our many audiences in real time.

In marketing terms, Ebrington is a product which must meet the needs of a diverse number of customers. And a key element in the marketing of any product is an effective brand. To that end, Ilex has embarked on an exercise to develop an Ebrington brand which will help promote the site for community, commercial and cultural use.

In common with all public sector agencies, Ilex is required to exercise budgetary constraint by applying efficiencies. In real terms, this has meant a reduction in our 2014/15 budget. This situation is likely to continue into future years.

I am pleased to report that Internal Audit has again awarded a satisfactory assurance to Ilex for financial year 2014/15. I thank the Ilex team for their hard work and look forward to a new financial year which, while bringing fresh challenges against a difficult economic climate, will also bring new opportunities for Ebrington and the city.

Mel Higgins
Chief Executive
1.0 Introduction

Ilex is an urban regeneration company sponsored by the Office of the First and deputy First Minister. An executive Non Departmental Public Body (NPDB), Ilex was established to promote the physical, economic and social regeneration of Derry ~ Londonderry.

The strategic objectives of our work are:

1. To secure the physical, economic and social regeneration of the Ebrington site; and
2. To contribute to the co-ordinated regeneration of the Derry City Council area in cooperation with OFMDFM, other relevant government departments, Derry City Council, the private sector and other interested parties.

Our vision for Ebrington is to develop a sustainable, mixed use site, a destination for culture and creative industries, tourism and learning, and other commercial uses. One City, One Plan, One Voice, the city’s regeneration plan provides the framework to transform the city and deliver the mission for Ebrington in line with the Programme for Government (PfG16).

Ebrington has the potential to offer a strategic regional focus for the advancement of creative industries, culture, hospitality and tourism, alongside a platform for education/innovation and commercial developments of significant scale. Ilex was also responsible for the successful design and construction of the Peace Bridge funded by the EU PEACE III programme (Shared Space) which opened in 2011. The bridge is the main pedestrian point to the 26-acre site and links Ebrington with the city centre.

Our focus is on delivering economic, physical and social renewal to create better conditions for economic growth and employment creation and maximising Derry ~ Londonderry’s potential as the principal city of the North West. To this end, we work closely with a wide variety of partners and key stakeholders from across government, the wider public and private sectors, and the community and voluntary sector to advance the regeneration of the city and region, including cross border partners.

Our mission is:

“to champion sustainable economic, physical and social transformation in Derry ~ Londonderry”.

This Report provides an overview of Ilex’s activities in financial year 1 April 2014 – 31 March 2015, a year of continued development at Ebrington and significant progress on the delivery of the One Plan.
2.0 Targets 2014/15

Ilex set 22 key targets for 2014/15, 17 of which were achieved or significantly advanced. The targets were:

100 days by June 2014:
  • Award Creative Hub operator contract. Achieved.
  • Award contract for Buildings 57/59 as café/allied retail. Achieved.
  • Announce Buildings 4 and 11 going to market. Achieved.
  • Announce signature event at Ebrington. Achieved – MTV Crashes announced.
  • Host Clipper concert. Achieved.

200 days by October 2014:
  • Secure tenant for Building 70. Achieved - Craft Brewery.
  • Complete Ebrington car park. Achieved October 2014.
  • Maintain audit position/opinion with internal audit. Achieved. Satisfactory audit opinion awarded.
  • Secure heritage tenant for Building 30. Not achieved. Project re-assessed based on Phase II market interest.
  • Transfer the Peace Bridge to DRD. Not achieved. Continuing negotiations.
  • Host two further signature events at Ebrington. Achieved. MTV Crashes and Walled City Tattoo.
  • Temporarily transfer Strategy and Regeneration team (including One Plan) to Council. Not achieved.

300 days by March 2015:
  • Deliver 80 jobs at Ebrington. Achieved.
  • Support civic and City of Culture legacy events. Achieved.
• Infrastructure design in place for Ebrington and secure approval for site wide infrastructure, subject to planning approval. **Achieved in part.**

• Align organisational structure to deliver Corporate Plan. **Not achieved.** To be re-assessed following Strategy & Regeneration secondment to Council.

• Secure outline planning permission for Ebrington. **Not achieved.** Submitted to DoE December 2014.

• Develop proposal for Community/Cultural Hub at Ebrington. **Achieved in part.** Project promoter considering business model.
3.0 The work of the company 2014/15

The year to 31 March 2015 has been one of enhanced delivery and development at Ebrington. Ilex set 22 key targets for 2014/15, 16 of which were achieved or part achieved. Ilex spent 91% of its allocated budget of £6m; 100% of revenue budget of £2.9m was achieved, and 80% of capital budget of £3.1m was expended. Ilex manages capital budget at Ebrington on behalf of OFMDFM.

In the last quarter of 2014/15, three key capital projects did not progress as intended due to unforeseen events which caused slippage in the capital budget. These projects will progress into 2015/16.

Ebrington expenditure 2014/15
(Total expenditure £4,436,805)
One Plan expenditure 2014/15
(Total expenditure £1,012,327)

- One Plan update (22%)
- Economy (41%)
- Education (13%)
- Tourism, arts & leisure (17%)
- Other (7%)
3.1 Physical development

In 2014/15 £2.5m capital was invested on the regeneration of Ebrington. This included the completion of the £5.4m underground car park and enabling platform (£1m) with 214 parking spaces, enabling Ilex to bring other buildings into use. The enabling platform can accommodate a five storey building (ca. 75,000 sq ft) overlooking the River Foyle. Ilex is working with Invest NI to consider development of a Grade A office building for the city on this platform.

Opportunities brought to the market at the end of 2013/14 resulted in a café for Buildings 57/59 (£250,000) and a craft brewery for Building 70. Building 70 was completed in March 2015 for tenant fit-out (£400,000) and the anticipated opening date is May 2015. The Walled City Brewery will be the first commercial tenants at Ebrington. Buildings 57/59 are scheduled to open as a café in September 2015.

Ilex also undertook a major upgrade to the electricity infrastructure (£295,000) which has the potential to supply all heritage buildings on site.

A further £0.5m was invested in the regularisation of older foul and storm drain infrastructure, CCTV infrastructure, demolition, site enhancements and other minor works. The total spend in 2014/15 was lower than targeted due to contractual delays arising from the completion of Buildings 80/81, the discovery of high levels of asbestos in Building 83, and the unexpected discovery of the star fort wall foundations in Building 59 (former stables being refurbished as a café). These unforeseen circumstances caused slippage in the capital budget.

Building on the success of the first market offer at Ebrington, Ilex brought a greater number of opportunities to market in December 2014. As a result, seven opportunities are now being actively progressed in a range of business sectors including social enterprise, niche sports, craft bakery, childcare and domiciliary care which, subject to funding and business case approval, will see significant capital development in the next few years.

3.2 Regeneration of Derry City Council area

Over the past year Ilex supported the implementation of the One Plan by developing, co-ordinating and facilitating the advancement of city-wide projects under each of the five transformational themes. We also helped build the capacity and capability of organisations to deliver projects successfully and support the introduction of Community Planning across the Derry City and Strabane District Council area.
March 2015 – Peace Bridge given official stamp of approval by Royal Mail
4.0 Performance against corporate objectives

Ilex manages its business through the Balanced Scorecard performance management system which focuses on delivery, partners, processes, and learning and growth. The scorecard presents 13 development objectives for 2014/15.

Mission: To champion sustainable economic, physical and social transformation in Derry ~ Londonderry

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<thead>
<tr>
<th>1 Delivery</th>
<th>2 Our Partners</th>
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<tbody>
<tr>
<td>1.1 To advance the regeneration of Ebrington</td>
<td>2.1 To engage partners with respect, trust and transparency</td>
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<tr>
<td>1.2 To champion the implementation of the One Plan</td>
<td>2.2 To proactively engage stakeholders via new and emerging media platforms to ensure the transformation of Ebrington is clearly communicated with passion, purpose and pride</td>
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<tr>
<td>1.3 To secure investment for Ebrington</td>
<td>2.3 To continue to identify new partners and new sources of funding</td>
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<tr>
<td>1.4 To enable job creation and promote job opportunities at Ebrington</td>
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<tr>
<th>3 Processes</th>
<th>4 Our Team</th>
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</thead>
<tbody>
<tr>
<td>3.1 To continue operating robust management accounting and financial systems that meet the compliance needs of the business and our stakeholders</td>
<td>4.1 To ensure staff is valued, recognised and appropriately skilled to meet our business needs</td>
</tr>
<tr>
<td>3.2 To develop, deliver and enhance Ilex’s policies and procedures to ensure they are efficient and effective</td>
<td>4.2 To build a flexible, responsive organisational structure</td>
</tr>
<tr>
<td>3.3 To ensure appropriate corporate governance arrangements are in place</td>
<td>4.3 To promote a culture of supportive team working through learning, growth and innovation</td>
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### 4.1 Delivery

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<tr>
<th>Objective</th>
<th>Status</th>
<th>Comment</th>
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</thead>
</table>
| 1.1 To advance the regeneration of Ebrington | Achieved | • Operator of Creative Hub at Buildings 80/81 appointed - Blick Studios.  
• Car park completed October 2014.  
• Ebrington Development Framework completed and submitted for planning permission December 2014.  
• Formal expression of interest received for café/allied retail. Heads of Term developed. Occupancy September 2015.  
• Formal expression of interest received for Building 70. Heads of Term and lease signed. Occupancy spring 2015.  
• DOE announced new regional HQ in Building 71, 25 jobs.  
• Ilex office accommodation re-assessed (Building 83). Approved March 2015.  
• All existing buildings offered to market.  
• Five new business opportunities being progressed as part of Phase II market opportunities. Heads of Term being prepared.  
• Soft market testing of hotel opportunity to take place.  
• Creative Hub to be operational May/June 2015.  
• Progressing Grade A office accommodation project.  
• 114,000 attended events in Ebrington.  
• Over 3 million crossings of the Peace Bridge. |

| 1.2 To facilitate the implementation of the One Plan | Achieved | • North West Regional Science Park at Fort George opened (50,000 sq ft). Over 80% occupancy.  
• First sod cut at €4.5m NW regional science facility at Letterkenny Institute of Technology.  
• Received Best Tourism Initiative for World Host at Chamber Business Awards. 3,900 people trained.  
• All Ireland Creative Industries Conference, Millennium Forum, May 14 2014.  
• Ebrington Development Framework completed.  
• Social Enterprise Hub launched.  
• Business case for university expansion submitted to DEL.  
• Derry City and Strabane District Council Community Planning process commenced.  
• Citizen Survey to inform Community Plan commenced.  
• Site enabling works for Altnagelvin Hospital’s North Wing commenced. |
<table>
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<tr>
<th><strong>1.3 To secure additional investment for Ebrington</strong></th>
<th><strong>Not achieved</strong></th>
</tr>
</thead>
</table>
|  | • Over £2.5m invested at Ebrington in 2014/15. Slippage on capital investment.  
  • Phase I site marketing resulted in nine applications, two of which were progressed.  
  • Phase II site marketing resulted in 10 applications, seven of which are being progressed. |

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<tr>
<th><strong>1.4 To enable job creation and promote job opportunities at Ebrington</strong></th>
<th><strong>Achieved</strong></th>
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</table>
|  | • 25 jobs announced at DoE Regional HQ.  
  • Creative Hub operator announced June 2014.  
  • Seven businesses identified, up to 30 jobs anticipated for start up and developing companies.  
  • Buildings 70 and 57/59 to create 26 jobs.  
  • Five new business opportunities identified December 2015 from Phase II market opportunities. Heads of Term being developed. |
## 4.2 Partners

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<tr>
<th>Objective</th>
<th>Status</th>
<th>Comment</th>
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<tbody>
<tr>
<td>2.1 To engage partners with respect, trust and transparency</td>
<td>Achieved</td>
<td>• Monthly meetings with sponsor departments.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Quarterly meetings with sponsor departments at Director level.</td>
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<td></td>
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<td>• Quarterly meetings of Derry ~ Londonderry Strategy Board.</td>
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<td>• Annual Accountability meeting between Ilex Chair and OFMDFM.</td>
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<td></td>
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<td>• Quarterly meetings of the One Plan Interdepartmental Coordinating Group.</td>
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<td></td>
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<td>• 2013/14 accounts unqualified.</td>
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<td></td>
<td></td>
<td>• Internal Audit provided satisfactory assurance opinion 2013/14.</td>
</tr>
<tr>
<td>2.2 To proactively engage stakeholders via new and emerging media platforms to ensure the transformation of Ebrington is clearly communicated with passion, purpose and pride</td>
<td>Achieved</td>
<td>• New Ilex website launched 10 September 2014 with CGI graphics, 360 degree tours and live feed to Twitter page.</td>
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<td></td>
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<td>• Name of Ebrington included in the title of events, specifically Walled City Tattoo and MTV Crashes.</td>
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<td></td>
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<td>• Social media used extensively. 45% growth in Twitter followers and 718% growth in Facebook likes.</td>
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<tr>
<td></td>
<td></td>
<td>• #YourEbrington used extensively to promote events such as the Beach Boys, MTV Crashes at Ebrington, Château le Fear and LegenDerry on Ice.</td>
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<tr>
<td></td>
<td></td>
<td>• Events such as MTV Crashes and the Walled City Tattoo sponsored. Extensive Ebrington branding at events.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ebrington brand approved end of March 2015. Roll out in financial year 2015/16.</td>
</tr>
<tr>
<td>2.3 To continue to identify new partners and new sources of funding</td>
<td>Achieved in part</td>
<td>• All existing buildings at Ebrington out to market.</td>
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<td></td>
<td></td>
<td>• Proposals for the re-development of specific buildings at Ebrington being developed with interested parties.</td>
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<td>• Board endorsed Enterprise Hub.</td>
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<td>• Grade A office accommodation proposal being developed with Invest NI.</td>
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<td></td>
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<td>• Board approved five new business opportunities from Phase II of market process.</td>
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</table>
### 4.3 Processes

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<tr>
<th>Objective</th>
<th>Status</th>
<th>Comment</th>
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</table>
| 3.1 To continue operating robust management accounting and financial systems that meet the compliance needs of the business and our stakeholders | Achieved | • Internal audit gave satisfactory assurance for 2013/14.  
• 4.4% efficiency reductions achieved in 2014/15 revenue programmes.  
• Challenging financial climate.  
• Efficiencies of 12.8% for 2015/16 agreed. |
| 3.2 To develop, deliver and enhance Ilex’s policies and procedures to ensure they are efficient and effective | Achieved | • Policies reviewed.  
• Cycle to Work scheme introduced July 2014.  
• Voluntary Exit Scheme being developed. |
| 3.3 To ensure appropriate corporate governance arrangements are in place | Achieved | • Business Plan 2014/15 approved by OFMDFM Board.  
• Quarterly reporting on targets in balanced scorecard format.  
• Internal Audit Plan agreed for 2014/15.  
## 4.4 Learning and Growth

<table>
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<tr>
<th>Objective</th>
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<th>Comment</th>
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<tr>
<td>4.1 To ensure staff is valued, recognised and appropriately skilled to meet our business needs</td>
<td>Achieved</td>
<td>• Learning promoted through CAL, the preferred training provider. CAL prospectus distributed to all staff. 22 staff training days in quarters 1 and 2 of 2014/15. A further 21 training days were delivered by external providers in areas not provided for by CAL. Moratorium on training due to budget pressures in quarter 3. 16 days delivered by external providers in quarter 4 in areas not provided for by CAL.</td>
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<td>• Team briefings at least once a month.</td>
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<td>• Consultation with all staff on Strategy &amp; Regeneration (S&amp;R) secondment. Individual consultation with S&amp;R Team on secondment to Council. Consultation ongoing.</td>
</tr>
<tr>
<td>4.2 To build a flexible, responsive organisational structure</td>
<td>Achieved in part</td>
<td>• Organisational review commenced. Preliminary discussions with P&amp;R Committee June 2014, further discussions in September 2014 and March 2015. Awaiting secondment of Strategy &amp; Regeneration team to Council before taking forward.</td>
</tr>
<tr>
<td>4.3 To promote a culture of supportive team working through learning, growth and innovation</td>
<td>Achieved</td>
<td>• Personal development training plans in place.</td>
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<tr>
<td></td>
<td></td>
<td>• Diversity training for all staff June 2014.</td>
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<td>• Fraud Awareness training for all staff November 2014.</td>
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<td></td>
<td>• Staff involvement in social media and branding of Ebrington.</td>
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</tbody>
</table>
February 2015 – Internal image of Buildings 80/81 before Creative Hub fit out
5.0 Review of performance in 2014/15

Ilex’s two strategic objectives are to develop Ebrington and to assist in the coordinated regeneration of the city with our partners. In financial year 2014/15 each of the One Plan catalyst projects has been progressed.

5.1 To advance the regeneration of Ebrington

Ilex is charged with the regeneration of Ebrington, 26 acres of prime riverside land on the east bank of the River Foyle. The Ebrington Development Framework sets out a vision for development which seeks to maximise the regeneration potential of the entire site.

5.1.1 Ebrington

Ebrington is a 26-acre site with 23 remaining buildings, 14 of which are listed. The site features a 19th century star fort, connected to the historic walled city by the iconic Peace Bridge, an Ilex project which opened to the public in June 2011. Ebrington Square has been transformed as new public realm and a multi-purpose event space. Launched in February 2012, Ebrington Square leads to the re-developed Cunningham Square on to Dale’s Corner and into the heart of the Waterside. Together, these high-quality projects have expanded the city centre while, at the same time, strengthening the integration and connectivity of the city. Negotiations continue for the purchase of 2.8 acres of land at the front of Ebrington, at the landing point of the Peace Bridge. The acquisition of this land is expected to complete in June 2015.

In 2014/15, Ebrington Square hosted 25 events attracting audiences of over 114,000. Key events included the Beach Boys, Walled City Tattoo, MTV Crashes, Château Le Fear House of Horrors, the Christmas Village, LegenDerry on Ice and a range of other sporting, family, charity and cultural activities.

Ebrington Development Framework

The Development Framework process was completed in March 2014, outlining how Ebrington will integrate with the city and ultimately support an additional 1,800 jobs in the city and additional GVA of £42m.

Further consultation took place with statutory bodies before the planning application was lodged in December 2014. Additional consultation reconsidered access to Ebrington from the Limavady Road with local residents, statutory bodies and the Council. The Ministerial Advisory Group (MAG) also carried out a further review of the EDF and issued a draft report to Planning Service. Ilex will seek to ensure that positive recommendations arising from the report are incorporated in future development. A decision on Outline Planning Approval is anticipated in summer 2015.

Underground car park, enabling platform and new road access

Work on the 214-space underground car park, enabling platform and new road access into Ebrington was completed on 31 October 2014, and the car park opened on 4 November 2014. The car park is a key piece of enabling infrastructure as adequate and appropriate parking is a vital element in securing planning permissions for future development.
The enabling platform provides for construction above the car park with the potential of a 75,000 sq ft, five-storey development. A proposal for Grade A office accommodation above the underground car park is being developed. In the interim, the platform has been landscaped, adding to the high quality public realm at Ebrington with seating areas and views across the River Foyle. The new access road provides an additional site entrance, while the adjoining pedestrian and cycle route links King Street roundabout with the Waterside Greenway route, to the west of Ebrington.

**Creative Hub - Buildings 80/81**

In June 2014 Blick Studios was appointed operator of the Creative Hub at Ebrington. Applications were received in December 2014 to progress Phase II works as a hub, while retaining two gallery spaces. When the market process commenced, it identified seven potential businesses representing an anticipated 30 jobs. The new Eighty81 website, [www.eightyeightyone.com](http://www.eightyeightyone.com) was launched on 3 February 2015 and the Creative Hub is due to open in summer 2015.

**Craft Brewery - Building 70**

Approval to refurbish Building 70 as a craft/exhibition/commercial facility was obtained in March 2014. Work commenced in October 2014 and completed on 27 February 2015. As a result of Phase I site marketing, the Walled City Brewery was announced as the tenant of Building 70, the first commercial business on site. The craft brewery is scheduled to open in May 2015, creating six full-time and four part-time jobs.

**DoE Regional Headquarters – Building 71**

The DoE Chief Planner was announced as a tenant for Building 71 in June 2014, attracting 25 jobs to Ebrington. DoE has located the Minister’s office as well as marine and administration staff in the building.
Commercial opportunities at Ebrington
Phase II of the market engagement process closed on 10 December 2014, resulting in 10 applications for Buildings 4, 11, 30, 62, 104 and 115. The applications were assessed and seven preferred tenants identified, all private sector, from a range of different disciplines: food/beverage, business enterprise, community/social, and leisure.

Expressions of interest in Ebrington
By 31 March 2015 122 Expressions of Interest (EOI) were received, 62 of which were formal/written submissions from businesses in the private, community and voluntary sectors, and public organisations.

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<tr>
<th></th>
<th>Live enquiries</th>
<th>Formal/written EoIs received</th>
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<tbody>
<tr>
<td>Private sector</td>
<td>115</td>
<td>58</td>
</tr>
<tr>
<td>Public sector</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td><strong>122</strong></td>
<td><strong>62</strong></td>
</tr>
</tbody>
</table>

Grade A office accommodation
Ilex is developing a proposal for a 75,000 sq ft signature building to be constructed on the existing enabling platform above the car park. This structure will have up to five floors and will be designed to meet the needs of clients operating in a range of sectors, particularly the IT, financial and professional sectors.

Employment opportunities at Ebrington
The target to promote 80 jobs at Ebrington has been met. Under Phase II site marketing seven proposals are being progressed.

<table>
<thead>
<tr>
<th>Building</th>
<th>Tenant</th>
<th>Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building 71</td>
<td>DoE Regional Headquarters</td>
<td>25</td>
</tr>
<tr>
<td>Building 70</td>
<td>Walled City Brewery</td>
<td>10</td>
</tr>
<tr>
<td>Buildings 57/59</td>
<td>Café &amp; allied retail</td>
<td>15</td>
</tr>
<tr>
<td>-</td>
<td>Construction</td>
<td>10</td>
</tr>
<tr>
<td>-</td>
<td>Security</td>
<td>8</td>
</tr>
<tr>
<td>-</td>
<td>Events</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

5.1.2 Development and use of shared space

The Peace Bridge
Opened to the public on June 25th 2011, the Peace Bridge averages one million crossings each year. Attracting people across the River Foyle to Ebrington, it has created a demand for facilities on site which has contributed to significant private sector interest in Phases I and II of site marketing. The bridge is now synonymous with the city, a focal point for activities and events such as MTV Crashes and the Walled City Tattoo. Financial year 2014/15 saw the return of local sporting events such as the Walled City Marathon and City of Derry Triathlon and a total of 18 charity events were organised including Brides across the Bridge, Homelessness Awareness Week Sofa Push and the Colour Run.
By 31 March 2015 the Peace Bridge had recorded 3.75 million crossings, with daily pedestrian and cyclist traffic averaging 2,900. The Peace Bridge continues to make an outstanding contribution to city life, connecting communities physically, socially and symbolically. It received a CEQUAL Excellence Award in April 2014, bringing the total number of awards, commendations and special mentions to date to a total of 20.

5.1.3 Cultural animation of Ebrington

Since it opened in February 2012, Ebrington Square has become a key shared space and multi-purpose venue for the city. In 2014/15 the square hosted 25 events, attracting an audience of 114,000 to events such as the Beach Boys, Walled City Tattoo, MTV Crashes, Château le Fear, DJ Snoopadelic, LegenDerry on Ice, the Christmas Village and many more.

In October/November 2014 Château le Fear House of Horrors came to the Officers’ Mess for the first time and proved to be a very successful addition to the Hallowe’en calendar, terrifying 8,300 people. LegenDerry on Ice returned to Ebrington Square for a second Christmas, attracting 20,000 skaters. MTV Crashes, a key legacy event in September 2014, drew 21,000 concert goers to the square.
5.2 To champion the implementation of the One Plan

One City, One Plan, One Voice

One City, One Plan, One Voice (the One Plan) is the regeneration plan for Derry ~ Londonderry. It is a comprehensive agreed vision and framework within which clear objectives and priorities are set, with an effective organisational framework, clear roles and effective relationships between delivery partners. The One Plan is about identifying and delivering positive changes that lead to transformation. What makes it unique is that the city is seeking to ensure this is both equitable and sustainable in impact by working together through our vision and mission with one voice to:

- Grow the local economy to provide more jobs
- Ensure that everyone realises their potential and has the necessary skills and training to take up these jobs, particularly those experiencing inequality and unemployment, and
- Promote equality and sustainability in ways that impact positively on people by improving their wellbeing and daily lives.

One Plan progress

All One Plan catalyst programmes are progressing in line with the mission to “deliver renewal – economic, physical and social - building a stronger and more vibrant economy with increased prosperity for our city and region in ways which ensure that opportunities and benefits from regeneration are targeted towards the most deprived groups in our communities”.

Specific interventions included:

- 50,000 sq ft North West Regional Science Park at Fort George launched. Over 80% occupancy announced.
- First sod cut at €4.5m North West Regional Science facility at Letterkenny Institute of Technology.
- Ilex, Council, DCAL and NITB jointly awarded Best Tourism Initiative for World Host training at Londonderry Chamber Business Awards. Total of 3,900 people trained.
- Business Opportunities Programme completed with over 1,000 businesses participating.
- All Ireland Creative Industries Conference held 14 May 2014 in Millennium Forum.
- Ebrington Development Framework completed.
- Social Enterprise Hub launched.
- Business case for Ulster University expansion of its Magee campus completed and submitted to DEL.
- Derry City and Strabane District Council community planning process commenced.
- Council wide Citizen Survey to support monitoring of the One Plan and inform Community Plan commenced.
- Site enabling works commenced for Altnagelvin Hospital’s £73 million North Wing.
- Contractor commenced on site for £50 million Altnagelvin Hospital Radiotherapy Centre.
- The Mighty Oaks Ambassador programme was launched in October 2014 to ensure older people’s views, opinions and skills are harnessed in the regeneration process and delivery.
One Plan programme management
Ilex continues to manage the overall regeneration plan delivery programme and provides programme management support to the Regeneration Programme Unit and Strategy Board. Programme Management is a vital component in the delivery of the One Plan, requiring day to day management and review of One Plan implementation and its strategic outcomes.

Community planning
In preparation for the new Community Plan, Ilex has prepared a baseline and robust audience base of the socio-economic profile of the new Council area. This includes collation and analysis of all official data statistics as well as a survey of local residents. A sample of 1,400 households has been identified across the Council area to be surveyed on a range of issues including health and wellbeing, education, safety, the environment, etc. The work will be completed in 2015/16.

Statistical support service
Throughout 2014/15 Ilex statisticians provided support to One Plan strategic interventions, Council and regional stakeholders. A particular focus of their work was to oversee the 2015 Citizen Survey which will form the basis of Derry City and Strabane District Council’s Community Planning process. They also prepared baseline statistics for the new Council area in the role of community planning, due to launch June 2015.

UK City of Culture 2013 monitoring report
In October 2014, Ilex produced a monitoring report to Derry City Council. It included data on cultural access, participation of residents and visitors during the City of Culture, hotel occupancy figures, and a summary of media coverage.

THEME 1: EMPLOYMENT & THE ECONOMY

North West Regional Science Park (NWRSP)
Following collaboration between Ilex, Northern Ireland Science Park, North West Regional Cross Border Group and Letterkenny Institute of Technology, €14.3 million INTERREG IV funding was secured for the North West Regional Science Park at Fort George. The 50,000 sq ft building opened in September 2014. By 31 March 2015 occupancy had exceeded 80%.
Digital Derry
Ilex continues to work in partnership with Londonderry Chamber of Commerce to develop a creative Digital Derry economy. Ilex provided core support for educational programming that achieved:

- Capital funding to provide MinecraftEdu licences to all NI post-primary schools
- DojoCon 2015
- BBC Make It Digital

CultureTECH
Ilex provided support covering a range of activities highlighted in a Memorandum of Understanding with Londonderry Chamber of Commerce and Derry City Council, including the development of marketing collateral, a speaker event series which included guest speakers Maggie Philbin and Mike Butcher, a mini mission to London with eight local companies and support for the annual CultureTech festival.

Social Investment Fund
Ilex is providing support to the Social Investment Fund (SIF) for projects relating to Employment and the Economy including:

Community Work Programme
Ilex continues to progress the Community Work Programme with Greater Shantallow Area Partnership (GSAP). The £3.3m programme has been secured from OFMDFM’s SIF programme and went out to tender in late 2014. As a member of the steering group, Ilex, along with the Ebrington team, is developing opportunities for apprenticeships.

Centre of Excellence for the Promotion of Social Entrepreneurship
Ilex continues to support the social enterprise sector by co-ordinating activities in line with the implementation of the One Plan. In January 2015 the Co-Operative and Social Enterprise working group agreed to develop an action plan for the city to develop a range of initiatives in the area of social enterprise, in line with One Plan objectives.
THEME 2: EDUCATION & SKILLS

Projects supported under the theme of Education & Skills included:

Education and Skills Implementation Group

The former Skills Directorate has been reconstituted as the Educational and Skills Implementation Group. Ilex provides secretariat to the group which has the strategic role of setting the direction of skills development in the city. It will also have an operational role in co-ordinating and implementing its strategic priorities, particularly in line with the Skills Action Plan.

Ilex facilitated sectorally focused working groups to identify specific skills needs and explore innovative solutions through a collaborative approach. Initiatives taken forward include building the capacity of teachers to teach the new GCE ‘A’ level in Software Systems Development. The project was funded by the private sector in partnership with the Department for Education, Invest NI and Derry City Council. 16 teachers will complete the course in April 2015, with a number of schools offering the new ‘A’ level in September 2015.

The Skills Action Plan was reviewed and updated for the period 2015 – 18 and formally adopted by the Education and Skills Implementation Group.

North West STEM Action Plan

Ilex led the development of the NW STEM Action Plan, launched in March 2015 and aimed at co-ordinating the delivery of STEM activities across the NW region. Ilex worked closely with Council to develop the concept and programme for Year of Science, with a few key events throughout the year supported by Ilex, including the Year of Science launch and Let’s Get Curious @ Ebrington.
Engineering Working Group
Ilex facilitated an Advanced Manufacturing and Engineering Skills Working Group comprising private sector membership alongside NWRC and Ulster University. In August 2014 Ilex submitted an application to Invest NI under its Collaborative Network programme and secured £25,000 to finance the appointment of a facilitator, tasked with the responsibility of developing a skills action plan.

Business tourism
Ilex is a member of the Business Tourism Taskforce, part of Visit Derry’s ongoing strategy to grow business tourism and conferencing in the city. Ilex funding supported representation at industry trade shows including IMEX, Frankfurt, The Meetings Show in London, the C&IT Association Forum and the Tourism Ireland GB Destination showcase to promote the city as a business/conference tourism destination. A number of potential conference opportunities are currently being pursued.

It also helped extend the Business Tourism Ambassador Programme, enhanced the city’s competitiveness as a key conference destination and helped increase the accuracy of evaluation, research and benchmarking of conference performance to support NITB’s Business Tourism Barometer.

Foyle Cloud
The Foyle Cloud Virtual Learning Environment Pilot Project where Ilex partnered with Foyle Learning Community, concluded in June 2014 with the successful migration of resources across to C2KNI’s Frontier platform. This enabled a number of second level schools to provide resources on the Cloud, which were accessible to students within the Entitlement Framework, allowing work to be completed from home or at school, in subjects not normally available in school.

Capital Markets Engineering Programme
Since 2011 Ilex has contributed £60,000 towards the delivery of a Capital Markets Engineering programme in the North West. The initiative aims to position Northern Ireland as a global centre of excellence for R&D in Capital Market Engineering by recruiting 10 PhD students to work on research projects with NYSE Technologies, Citi, Fidessa, First Derivatives and Kofax. Ilex funding helped finance the PhD students based at the Magee Campus of Ulster University.
THEME 3: BUILDING BETTER COMMUNITIES

Projects supported under the theme Building Better Communities include:

Early intervention
Ilex continues to provide direction and support to the Catalyst Lead of Derry Healthy Cities and is a key representative on the Early Intervention Strategic Partnership (EISP). Ilex played a lead partner role in developing the Early Intervention City Framework and Action Plan which sets the direction for early intervention across the city for the next three years. Ilex contributed to the development of OFMDFM’s Delivering Social Change for Children and Young People, which led to the creation of the Early Intervention Transformation Programme and Early Intervention services, with one of five pilot programmes being delivered in the Derry City and Strabane District Council area.

Quality spaces, places and neighbourhoods
Led by DSD, Ilex continues to support the Quality Spaces & Neighbourhood Steering Group under the catalyst lead of North West Development Office and attends quarterly meetings.

THEME 4: HEALTH & WELL BEING

Projects supported under the theme of Health & Well Being included:

Health for all
Ilex facilitated a series of engagement workshops throughout 2014 with local stakeholders, service providers and the wider community to elicit views on key issues and priorities within the Health For All Framework and Action Plan, and agreed how they should be taken forward as tangible and achievable actions.

Age Friendly city and region
With Ilex’s support, the last year has seen further developments in the Age Friendly process including the launch of the Mighty Oak Ambassador Programme in October 2014. The Programme seeks to recruit a cohort of older people in the Council area to engage with their peers, inform the region’s understanding of ageing needs and become a voice of influence in the regeneration of the city.

Ilex also supported the Catalyst Lead (Derry Healthy Cities) to design and plan the ‘Reimagining Ageing’ event held in March 2015. The conference was well attended and gave older people from the city and region an opportunity to interact with service planners and providers to build awareness and understanding of the World Health Organisation (WHO) Age-Friendly process.
THEME 5: SUSTAINABLE AND CONNECTED CITY REGION

Projects supported under Sustainable and Connected City Region include:

**Sustainable energy research project**
Illex has commissioned Ulster University to undertake two collaborative research projects:

- A review of opportunities to deliver sustainable outcomes in the area of energy sustainability, including a baseline review of energy usage on the Ebrington site to determine base loads and subsequent options for improvements in energy sustainability.
- Further collaborative research is under way with Ulster University on a pre-feasibility study for a District Heating Scheme within the city in line with the One Plan catalyst projects.
5.3 Partnership working

Ilex values partnership with a wide range of stakeholders locally, regionally and nationally. Such relationships are vital to the successful delivery of the company’s strategic objectives. Key partners include our sponsor department with which we have operational accountability meetings.

In financial year 2014/15 Ilex engaged with stakeholders by:

- Contacting local residents prior to events
- Holding political and media briefings about developments at Ebrington
- Meeting the city’s Strategy Board
- Going out to market extensively through site marketing
- Sponsoring city events

**Derry City Council, MTV Crashes**

Ilex was a main sponsor of the MTV Crashes two-day event at Ebrington, investing £100,000. The event was part of the 2014 Music City programme and a key legacy event of City of Culture 2013. One of the largest events in 2014/15, MTV Crashes, attracted 21,000 people to Ebrington and gained significant publicity for the site.

**Derry City Council, launch of Year of Science**

The City of Culture Legacy Plan 2013 – 23 designated the four years following 2013 with a specific theme, 2015 being the Year of Science. Ilex provided £10,000 for the launch of the Year of Science which was held at Buildings 80/81 and showcased what will become the new Creative Hub.

*March 2015 - Mel Higgins at launch of Science & Innovation programme*

**Sollus Cultural Promotions, Walled City Tattoo**

Ilex was a main sponsor of the Walled City Tattoo in August 2014. A legacy event following the City of Culture year, over 8,000 visitors attended the four-day event which offered excellent publicity for the city and Ebrington.

*August 2014 - Walled City Tattoo, Ebrington Square*
CultureTECH
Ilex, Derry City Council and Londonderry Chamber of Commerce signed a Memorandum of Understanding (MoU) with the City of London. Ilex funding covered a range of activities highlighted in the MOU including the development of marketing collateral, a speaker event series which included guest speakers Maggie Philbin and Mike Butcher, a mini mission to London with eight local companies and support for the annual CultureTech festival.

5.4 Communications

The Board and staff recognise the importance of internal and external communications for the organisation while ensuring that the public is made aware of progress on the delivery of the One Plan and Ebrington. In 2014/15 Ilex worked with Derry City Council and event organisers to ensure that the Ebrington name was clearly visible at large scale events on site such as MTV Crashes and the Walled City Tattoo.

The Communications team is also responsible for managing the new Ilex website. Launched on 10 September 2014, the website focuses on Ebrington and investment opportunities and includes 360 degree tours, CGI graphics of the buildings and a dedicated events section. All corporate press releases, publications, hospitality registers, Board agendas and minutes are downloadable from www.ilex-urc.com.

Following the creation of the Ilex Facebook and Twitter accounts – Ilex.derrylondonderry and @ilexlive, considerable focus has been placed on Ilex’s social media presence, connecting with Ilex stakeholders in the community and charity sectors, while supporting One Plan projects and key events held at Ebrington and across the city. This has led to considerable growth, with Facebook followers increasing by 718% and Twitter followers increasing by 45%, encouraging the use of #YourEbrington. Ilex also achieved the milestone of over 5,000 Facebook likes by November 2014. Both platforms ensure that stakeholders, media and the public are updated on all Ilex activity including news, events and surveys.

In December 2014 a design company was appointed to develop a unique Ebrington brand and ensure its successful implementation. The final Ebrington brand was approved by the Ilex Board in March 2015. It will be rolled out in a range of marketing collateral in financial year 2015/16.

September 2014 - Ilex website launched
5.5 Corporate governance

Corporate governance remained a priority for the company in 2014/15. Internal Audit played a crucial role in reviewing the effectiveness of risk management, controls and governance in Ilex, by focusing audit activity on the key business risks, offering advice on improvements in internal controls and auditing the application of risk management and control. Internal Audit reviews key systems and processes and in 2014/15 examined three specific areas:

Internal Audit awarded a satisfactory audit opinion for 2014/15. Ilex will implement all agreed Internal Audit recommendations and values highly the work of Internal Audit in improving the control environment of the company. Ilex again achieved a clean financial audit opinion and a clean regularity audit opinion in 2014/15. No new matters of regularity arose in the year.

The Audit, Risk and Assurance Committee and Governance Review Group continue to play an oversight role to ensure strict adherence to corporate governance guidance. The company has again prepared a Governance Statement, as stipulated by guidance from the Department of Finance and Personnel. The full text of the statement can be found in the statutory Directors Report and Financial Statements attached. The Governance Statement concludes “Ilex has a rigorous system of accountability on which the Accounting Officer relies to form an opinion on the probity and use of public funds, as detailed in Managing Public Money NI. Having considered the accountability framework within the company, the Accounting Officer is content that the company has operated a sound system of internal governance during the period 2014/15”.

Ilex is an Equal Opportunity employer and in 2014/15 the company completed its annual Fair Employment Monitoring Return. Remedial action has been taken to ensure Ilex is in line with current population demographics. All Ilex projects take account of the company’s obligation to Section 75 of the Northern Ireland Act 1998.

5.6 Our team

In 2014/15 Ilex carried five vacancies and, due to uncertainty in budgets, was unable to fill these business critical posts. Staff roles and responsibilities have been re-structured to focus on priority areas and other work areas have unfortunately been scaled back until the budget position is known. During this period, staff has performed admirably, ensuring 16 of the 22 company targets were met.

The company again invested significantly in training and development for both staff and Board, committing 116 days of staff time to training in areas of governance, health & safety, programme management, equality/diversity and IT.
6.0 Forward view

Ilex’s programme of capital works in 2015/16 will include:

- The completion of refurbishment works in Building 70 and the opening of the Walled City Brewery, the first commercial enterprise at Ebrington.
- The completion of refurbishment works in Buildings 57/59 and the opening of a café.
- The completion of refurbishment work in Buildings 80/81 and the opening of the Creative Hub.
- The renovation of Building 83 to become Ilex offices.
- The refurbishment of Building 10 to shell and core.
- The refurbishment of Building 62 to enable it to open in 2015 as a domiciliary care facility.
- Enhanced drainage of Ebrington Square to ensure it can host events all year round.
- Infrastructure works at Schoolhouse Lane.
- The installation of an electricity substation.
- The remediation of stockpiles.

New business opportunities

Throughout the financial year Ilex will progress the business opportunities resulting from the second phase of site marketing. Heads of Terms will be developed for Building 4 (childcare facility), Building 11 (licensed restaurant/bar), Building 30 (craft bakery), and Building 104 (business growth hub).

The company will submit a business case to OFMDFM to construct Grade A office accommodation above the underground car park and bring a hotel opportunity to the market.

The company will continue to coordinate the implementation of the One Plan and support Derry City and Strabane District Council in the development of the Community Plan in advance of the Strategy & Regeneration team’s secondment to Council.
7.0 Board members

Philip Flynn
Former Chief Executive Officer, Digital Hub Development Agency, Dublin
Appointed Chairman: 16 September 2013

Prof. Deirdre Heenan
Provost and Dean of Academic Development
Ulster University
Appointed: 24 July 2009

Mel Higgins
Ilex Chief Executive
Appointed: 1 March 2014

Dame Geraldine Keegan
Former Pro-Chancellor of Ulster University
Appointed: 1 July 2010
Re-appointed: 1 July 2013

John Kelpie
Acting Chief Executive, Derry City Council
Appointed: 1 January 2015

Margaret Lee
Third Sector Associate
Appointed: 1 July 2010
Re-appointed: 1 July 2013
Resigned: 27 November 2014

Aaron McElhinney
Financial advisor, Paul O'Keefe Estate Agents and Financial Advisors
Appointed: 16 September 2013

Henry McGarvey
Head of Computing and Creative Practices, Institute of Technology, Sligo
Appointed: 16 September 2013

Colm McKenna
Chairman of South Eastern Health and Social Care Trust
Appointed: 1 July 2010
Re-appointed: 1 July 2013

Gerry Mullen
Former Chair and Finance Director, Hunter Apparel Solutions
Appointed: 16 September 2013

Sharon O’Connor
Town Clerk and Chief Executive, Derry City Council
Appointed: 17 November 2011
Resigned: 1 January 2015