

Public Document Pack

**Democratic Services Section
Legal and Civic Services Department
Belfast City Council
City Hall
Belfast
BT1 5GS**

21st August, 2024

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

As previously notified to you, I enclose copies of the reports for the following items to be considered at the meeting to be held at 9.30 am on Friday, 23rd August, 2024.

Yours faithfully,

John Walsh

Chief Executive

AGENDA:

2. Restricted Items

(g) 2 Royal Avenue (Pages 1 - 20)

(l) Belfast Bikes Operating Model and Revenue Structure (Pages 21 - 28)

4. Governance

(b) Amendments to Standing Orders - The Local Government (Remote Meetings) Regulations (Northern Ireland) 2024 (Pages 29 - 40)

5. Belfast Agenda/Strategic Issues

(d) Corporate Plan (2024-28) and Annual Delivery Plan (Pages 41 - 78)

6. Physical Programme and Asset Management

(b) Community Asset Management Framework - Pilot Community Benefit Sites (Pages 79 - 84)

7. **Finance, Procurement and Performance**

- (b) Commercial and Procurement Services Social Value Working Group Update (Pages 85 - 114)

9. **Operational Issues**

- (e) Minutes of the Language Strategy Working Group 08.08.24 (Pages 115 - 116)

10. **Issues raised in advance by Members**

- (a) Good Relations Programmes - Cllr Fiona McAteer (Pages 117 - 118)

By virtue of paragraph(s) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

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| | |
|---------------------------|--|
| Subject: | Amendment to Standing Orders – The Local Government (Remote Meetings) Regulations (Northern Ireland) 2024 |
| Date: | 23rd August, 2024 |
| Reporting Officer: | Nora Largey, City Solicitor/Director of Legal and Civic Services |
| Contact Officer: | Jim Hanna, Democratic Services and Governance Manager |

Restricted Reports

Is this report restricted? Yes No

Please indicate the description, as listed in Schedule 6, of the exempt information by virtue of which the council has deemed this report restricted.

Insert number

1. Information relating to any individual
2. Information likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the council holding that information)
4. Information in connection with any labour relations matter
5. Information in relation to which a claim to legal professional privilege could be maintained
6. Information showing that the council proposes to (a) to give a notice imposing restrictions on a person; or (b) to make an order or direction
7. Information on any action in relation to the prevention, investigation or prosecution of crime

If Yes, when will the report become unrestricted?

| | |
|--------------------------|--------------------------|
| After Committee Decision | <input type="checkbox"/> |
| After Council Decision | <input type="checkbox"/> |
| Sometime in the future | <input type="checkbox"/> |
| Never | <input type="checkbox"/> |

Call-in

Is the decision eligible for Call-in? Yes No

| | |
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| 1.0 | Purpose of Report/Summary of Main Issues |
|------------|---|

| | |
|------------|---|
| 1.1 | To consider amendments to Standing Orders to allow all meetings of the Council and its Committees to be held in a hybrid format, that is in-person and remotely. |
| 2.0 | Recommendation |
| 2.1 | The Committee is asked to agree the amendments to Standing Orders and to approve the Supplement to Standing Orders – Remote Meetings Protocol and Procedure Rules. |
| 3.0 | Main Report |
| | <p data-bbox="272 488 448 517"><u>Background</u></p> <p data-bbox="165 589 1489 667">3.1 Members will be aware that The Local Government (Remote Meetings) Regulations (Northern Ireland) “The Regulations” 2024 came into effect from 25th June 2024.</p> <p data-bbox="165 739 1489 869">3.2 The Regulations makes provision for remote attendance at council and committee meetings by members of a council and requires the council to make standing orders regarding the decision to hold the meeting remotely, the conduct of a meeting and access by the public.</p> <p data-bbox="165 940 1489 1220">3.3 By way of background, Members will be aware that the Council has always been supportive of the introduction of legislation to allow Councillors to attend meetings on a remote basis. The Council had previously responded to a Call for Evidence from the Department for Communities back in early 2022 indicating that it supported proposals to have legislation put in place which would allow remote/hybrid meetings to be held on a permanent basis, legislation which had previously been available temporarily under the Coronavirus Act 2020.</p> <p data-bbox="165 1292 1489 1422">3.4 As recently as 19th April, 2024, the Committee had agreed to write to the Minister for Communities requesting that the Local Government (Remote Meetings) Regulations (NI) 2024 be brought forward as quickly as possible.</p> <p data-bbox="272 1494 735 1523"><u>Amendments to Standing Orders</u></p> <p data-bbox="165 1594 743 1624">3.5 The Regulations state at paragraph:</p> <p data-bbox="371 1695 1489 1774"><i>(5) A council must make standing orders governing remote attendance at meetings of that council, which shall—</i></p> <p data-bbox="467 1798 1453 1928"><i>(a) specify the basis or process for considering whether (including who is to assess or decide whether) council meetings should or are to be held remotely;</i></p> <p data-bbox="467 1953 1425 2031"><i>(b) govern the arrangements for and conduct of such meetings whenever such meetings are to be held remotely; and</i></p> |

(c) regulate—

(i) the public's access to such meetings, and

(ii) the availability to the public of documents pertaining to such meetings,

whenever such meetings are to be held remotely.

- 3.6 Regarding 5(a), given the Council's previous views on the holding of remote meetings, it is suggested that Standing Orders should be amended to provide that the default position is that all meetings of the Council and its Committees shall be held remotely, that is, in a hybrid format so that Members may attend in person or remotely.
- 3.7 For 5 (b) the arrangements and conduct of meetings shall be governed by the Supplement to Standing Orders – Remote Meetings Protocol and Procedure Rules (set out in appendix 1).
- 3.8 In relation to 5(c), the public can access all Council and Committee meetings in-person. In addition, these meeting are streamed live and can be accessed through the Council's website. All papers will be uploaded through the software as per normal procedures and this is also set out in appendix 1.
- 3.9 Therefore, it is proposed that Standing Orders be amended as follows:
- 2 (a) All meetings of the Council and its Committees shall be held remotely, that is in a hybrid format so that Councillors can attend in-person or remotely, in accordance with The Local Government (Remote Meetings) Regulations Northern Ireland (2024).
- 2 (b) The arrangement and conduct, public access and availability of documents is set out in the Supplement to Standing Orders – Remote Meetings Protocol and Procedures Rules.
- 3.10 If the Committee is minded to agree to the amendments to Standing Orders then, following ratification by the Council and the expiry of the call-in period, it is proposed that the first meeting which will be convened in a hybrid format will be the September meeting of the Strategic Policy and Resources Committee.
- 3.11 The Protocol will be kept under review, with the authority delegated to the City Solicitor/Director of Legal Services to make any minor changes. More substantial changes will be brought back to the Committee for approval.

| | |
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| 3.12 | <p><u>Financial and Resource Implications</u></p> <p>None associated with this report. The Council already has the equipment and resources in place to host meetings in a hybrid format.</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> |
| 3.13 | None. |
| 4.0 | Appendices - Documents Attached |
| 4.1 | Appendix 1 - Supplement to Standing Orders – Remote Meetings Protocol and Procedures Rules |



SUPPLEMENT TO STANDING ORDERS - REMOTE MEETINGS PROTOCOL AND PROCEDURE RULES

The Local Government (Remote Meetings) Regulations (Northern Ireland) 2024 “The Regulations” which came into operation with effect from 25th June makes provision for remote attendance at council and committee meetings by members of a council and requires a council to make standing orders regarding the decision to hold a meeting remotely, the conduct of and access by the public.

This supplement should be read in conjunction with Standing Orders 2(a) and 2(b) which give effect to that.

[Introduction and Application of the Remote Meetings Procedure Rules](#)

This Protocol and Procedure Rules sets out the basis upon which any remote meeting of the Council, and its various Committees, will be held.

This Protocol and Procedure Rules should be read in conjunction with the Council’s Standing Orders. The Regulations make modifications to the Local Government Act (Northern Ireland) 2014.

The effect of the Regulations on the Authority’s Constitution is to insert what are, in effect, mandatory Standing Orders if the Council wishes to hold meetings remotely, either wholly or partially.

A reference in any enactment of a council or committee meeting is not limited to a meeting of persons all of whom, or any of whom, are present in the same place and a reference to a “place” where a meeting is held, or to be held, includes reference to more than one place including electronic, digital, or virtual locations such as internet locations, web addresses or conference call telephone numbers.

[1. Public Access](#)

- 1.1 All meetings will be held in a hybrid format.
- 1.2 The public can access all meetings in-person.
- 1.3 In addition, these meetings will be streamed live, and can be accessed through the Council’s website. Those details will be published on the Council’s website and on social media.
- 1.4 It is important to note that the public accessing the meeting by remote means, as described here, is different from the public attending to exercise a right to speak. A technological failure removing the ability for the public to access the meeting by remote means does not render the whole or part of a meeting incapable of proceeding. A member of the public who attends to exercise their



SUPPLEMENT TO STANDING ORDERS - REMOTE MEETINGS PROTOCOL AND PROCEDURE RULES

right to speak and is unable to do so renders only their item incapable of proceeding (This is set out paragraph 3 below).

- 1.5 All documents for the meetings will be uploaded through the software as per normal procedures.
- 1.6 These will be available to the public via the Council's website.
- 1.7 Access to meetings and documents will be limited for "exempt" issues as set out in paragraph 6.1.

2. Management of Remote Meetings for Members

- 2.1 Democratic Services will give the requisite notice of the time of the meeting, and the agenda, together with details of how to join the meeting.
- 2.2 Members will be notified of a remote meeting by email and all agenda papers will be available on the Council's website and the Modern.Gov app.
- 2.3 Remote access to meetings will be via Microsoft Teams. The meetings will be facilitated by officers from Democratic Services and Digital Services.
- 2.4 If this is not possible, attendance may be through an audio link or by electronic means.
- 2.5 Any Member participating in a meeting remotely, must when they are speaking, be able to be heard (and be seen where practicable) by all other Members in attendance, and the remote participant must, in turn, be able to hear (and see where practicable) those other Members participating.
- 2.6 In addition, a remote participant must be able to be heard by, and in turn hear any members of the public entitled to attend the meeting and who exercise a right to speak at the meeting.
- 2.7 The Chairperson will normally confirm at the outset and at any reconvening of a Committee meeting that they can see and hear all participating members (this is unlikely to be practical for a meeting of full Council). Any Member participating remotely should also confirm at the outset and at any reconvening of the meeting that they can see and hear the proceedings and the other participants.
- 2.8 The attendance of those members at the meeting will be recorded by the Democratic Services Officer.



SUPPLEMENT TO STANDING ORDERS - REMOTE MEETINGS PROTOCOL AND PROCEDURE RULES

- 2.9 The normal quorum requirements for meetings as set out in the Council's Standing Orders will also apply to a remote meeting.
- 2.10 In the event of any apparent failure of the video, telephone or conferencing connection, the Chairperson should immediately determine if the meeting is still quorate:
- if it is, then the business of the meeting will continue; or
 - if there is no quorum, then the meeting shall adjourn for a period specified by the Chairperson, expected to be no more than fifteen minutes, to allow the connection to be re-established.
- 2.11 Should any aspect of a Member's remote participation fail, the Chairperson may call a short adjournment of up to five minutes or so to determine whether the connection can quickly be re-established, either by video technology or telephone in the alternative. If the connection is not restored within that time, the meeting should continue to deal with the business whilst this happens, providing the meeting remains quorate and the public are able to hear.
- 2.12 In the event of connection failure, the remote Member(s) will be deemed to have left the meeting at the point of failure and if the connection cannot be re-established to those Member(s) before the end of the meeting, then the presumption will be that the meeting should continue to deal with the item(s).
- 2.13 If the connection is successfully re-established, then the remote Member(s) will be deemed to have returned at the point of re-establishment.
- 2.14 If a connection to a Member is lost during a regulatory meeting, the Chairperson will stop the meeting to enable the connection to be restored. If the connection cannot be restored within a reasonable time, the meeting will proceed.



SUPPLEMENT TO STANDING ORDERS - REMOTE MEETINGS PROTOCOL AND PROCEDURE RULES

3. Remote Attendance of the Public

- 3.1 Any member of the public participating in a meeting remotely in exercise of their right to speak at Council or in regulatory or other meetings must meet the same criteria as members of the Council. Members of the public attending a meeting remotely must, likewise, when they are speaking be able to be heard (and ideally be seen) by all other Members in attendance, and the remote participant must, in turn, be able to hear (and ideally see) those other members participating be so heard and, where practicable, be seen by any other members of the public attending the meeting.
- 3.2 A process is in place which requires advance notification from members of the public wishing to attend remotely (if practicable). For those items of business, an invitation to participate in the remote technology can then be sent out in advance.
- 3.3 Alternatively, if the Council is unable to provide a technological solution, the existing public speaking rights will be replaced with public participation by receipt of representations in writing only, unless there is an express legislative provision which requires the person to be given the opportunity to appear before and be heard by the Committee. Submissions received from the public can then be read out by the Chairperson or a supporting officer.
- 3.4 The Democratic Services Officer or meeting facilitator should mute the member of the public once they have spoken, and remove them from the remote meeting on the instruction of the Chairperson, in order to maintain the good administration of the meeting or to retain order.
- 3.5 A breakdown of the technology should not disadvantage the member of the public in remote attendance wherever possible.



SUPPLEMENT TO STANDING ORDERS - REMOTE MEETINGS PROTOCOL AND PROCEDURE RULES

4 Meeting Procedures

- 4.1 Democratic Services will facilitate the meeting. Their role will be to control the video, telephone or conferencing technology employed for remote access and attendance and to administer the public and Member interaction, engagement, and connections on the instruction of the Chairperson.
- 4.2 Given the reliance on technology it is particularly important that those making proposals or amendments differing from or in addition to report recommendations should, where possible, ensure these are provided to Democratic Services in advance of the meeting also. Political Parties are also encouraged to co-ordinate this activity wherever possible in respect of full Council meetings and other meetings likely to result in a high number of requests to speak. This is particularly important if Members are unable to participate via video conference.
- 4.3 The Chairperson will follow the rules set out in Standing Orders when determining who may speak, as well as the order and priority of speakers and the content and length of speeches in the normal way.
- 4.4 The Chairperson, at the beginning of the meeting, will explain the protocol for member and public participation and the rules of debate. The Chair's ruling during the debate will be final.
- 4.5 Members are asked to adhere to the following etiquette during remote attendance at a meeting:
- Committee members are asked to join the meeting no later than fifteen minutes before the start to allow themselves and the meeting facilitator the opportunity to test the equipment.
 - Any camera (video-feed) should show a non-descript background or, where possible, a virtual background and members should be careful to not allow exempt or confidential papers to be seen in the video-feed.
 - Mute the microphone when not talking.
 - Rather than raising one's hand or rising to be recognised or to speak, Members should avail themselves of the remote process for requesting to be heard:
 - [e.g., where available]
 - Members are to use any chat facility to indicate to the Chairperson that they wish to speak. Members will unmute their microphone and turn their cameras on when the Chairperson invites them to speak. **The chat facility must not be used for private conversations between Councillors.**



SUPPLEMENT TO STANDING ORDERS - REMOTE MEETINGS PROTOCOL AND PROCEDURE RULES

- Only speak when invited to by the Chairperson
- Only one person may speak at any one time
- Turn on the microphone and also the video-feed (if available or unless speaking to a diagram, presentation slide or drawing), then state your name before you make a comment
- When referring to a specific report, page, or slide, mention the report, page, or slide so that all members have a clear understanding of what is being discussed at all times.

4.6 Where members of the public are exercising speaking rights at the meeting via remote attendance, the Chairperson will, as part of their introduction, explain the procedure for their participation which will reflect those relevant elements of the above. Members of the public must adhere to this procedure otherwise they may be excluded from the meeting.

Voting

4.7 When satisfied that there has been sufficient debate, the Chairperson will ask for a proposer and seconder for the item being discussed and progress to making a decision. Unless a Recorded Vote is called, the method of voting will be as follows:

- Where there is a clear recommendation(s) in a report, the Chairperson will put the recommendation(s) forward. If there is no dissention then it is taken as agreed; or
- If there is a single amendment to the recommendation(s) or an alternative proposal, the Chairperson will put this forward. If there is no dissention then it is taken as agreed; or
- Where there is dissention or more than on proposal/amendment, these will be dealt with in the normal manner by means of a vote.
- Voting will take place as follows:
 - an officer will call out the name of each member present with:
 - members stating 'for', 'against', or 'abstain' to indicate their vote when their name is called
 - the Democratic Services Officer clearly stating the result of the vote
 - once confirmed the Chairperson will then move onto the next agenda item

4.8 Details of how Members voted will not be minuted (the minutes will, as normal practice state the numbers for and the numbers against) unless a Recorded Vote is called. Where a Recorded Vote is requested the Chair will ask members in turn to signify verbally whether or not they support that request.



SUPPLEMENT TO STANDING ORDERS - REMOTE MEETINGS PROTOCOL AND PROCEDURE RULES

Leaving a Meeting

- 4.9 Members leaving the meeting should use the chat facility or otherwise indicate to the Chairperson that they are exiting the meeting. Failure to do this will lead to an assumption that the Member has dropped out through a technology failure. The meeting may be adjourned to re-establish the remote link or to utilise the alternative phone connection. The Chairperson of the meeting will check with Members, joined to the meeting by phone, if they wish to make any contribution during discussion on any item. As the technology will make it difficult to monitor drop out at a Council meeting at which 60 Members may be present, a number will be provided enabling a message to be conveyed by text to Democratic Services.

5 Declaration of Interests

- 5.1 Any Member participating in a remote meeting who declares a disclosable pecuniary interest, or other declarable interest, in any item of business that would normally require them to leave the room, must also leave the remote meeting. Their departure will be confirmed by the Democratic Services Officer or meeting facilitator, who will invite the relevant Member by link, email or telephone, to re-join the meeting at the appropriate time.

6 Exclusion of Public and Press

- 6.1 There are times when Council meetings are not open to the public, when confidential, or “exempt” issues (as defined in Schedule 6 of the Local Government Act (Northern Ireland) 1972) are under consideration. Where the technology is available, the Democratic Services Officer or meeting facilitator will ensure that there are no members of the public in remote attendance or remotely accessing the meeting are able to hear or see the proceedings once the exclusion has been agreed by the meeting.
- 6.2 Each Member in remote attendance must ensure and verbally declare that there are no other persons present who are not entitled to be (either hearing or seeing) consideration of such items, and/or recording the proceedings.

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| | |
|---------------------------|---|
| Subject: | Corporate Delivery Plan (2024-25) |
| Date: | 23 rd August 2024 |
| Reporting Officer: | John Walsh, Chief Executive John Tully, Director of City & Organisational Strategy |
| Contact Officers: | Kevin Heaney, Head of Inclusive Growth & Anti-Poverty Karen Anderson-Gillespie, Strategic Performance Manager Geoff Dickson, Strategic Policy Manager |

Is this report restricted? Yes No

Please indicate the description, as listed in Schedule 6, of the exempt information by virtue of which the council has deemed this report restricted.

Insert number

1. Information relating to any individual
2. Information likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the council holding that information)
4. Information in connection with any labour relations matter
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6. Information showing that the council proposes to (a) to give a notice imposing restrictions on a person; or (b) to make an order or direction
7. Information on any action in relation to the prevention, investigation or prosecution of crime

If Yes, when will the report become unrestricted?

| | |
|---------------------------------|--------------------------|
| After Committee Decision | <input type="checkbox"/> |
| After Council Decision | <input type="checkbox"/> |
| Some time in the future | <input type="checkbox"/> |
| Never | <input type="checkbox"/> |

Call-in

Is the decision eligible for Call-in? Yes No

| | |
|------------|---|
| 1.0 | Purpose of Report |
| 1.1 | To seek approval from Committee of the draft Corporate Delivery Plan (2024-25) and to provide an update on the process underway to develop the new four-year Corporate Plan. |
| 2.0 | Recommendations |
| 2.1 | The Committee is asked to: <ul style="list-style-type: none"> i. consider and agree the draft Corporate Delivery Plan (2024-25) as attached at Appendix 1 ii. note the refreshed focus on measuring impact of the annual delivery plan through setting, monitoring and reporting against KPIs iii. consider and comment on the proposed next steps in relation to development of the new Corporate Plan including the proposed Members' workshop in late September / October. |
| 3.0 | Key Issues |
| 3.1 | Members will be aware of the challenging environment within which the Council currently operates. The escalating fiscal strain, fuelled by rising prices, a cost-of-living crisis and economic challenges are having significant adverse impacts on individuals, families and services across the city and widening inequalities. |
| 3.2 | It is never as important for the Council to ensure it pivots to meet the challenges and opportunities which emerge over the coming months and years. The process through which the new four-year corporate plan is co-designed with elected members is essential and how this connects with and helps inform the Council's resource planning cycles (budgets, people, capital and assets) and the development of a Medium-Term Financial Plan. |
| 3.3 | Members will be aware of the discussions which has taken place within Committee and Party Groups in relation to both the Council's financial position as well as understanding some of the key areas and priorities proposed for future focus and investment. It is proposed that a Members' workshop be held in late September/October 2024 to help shape the emerging new Corporate Plan within the context of understanding the potential impact on the budget planning processes and development of a Medium-Term Financial Plan. |
| | Corporate Delivery Plan 2024-25 |
| 3.4 | Members will appreciate the scale of work which continues to be delivered by Council and the impact of this within communities across the city. Attached at Appendix 1 for Members consideration is a proposed draft Annual Delivery Plan 2024-25. This plan reflects the in-year deliverables which are structured under the following themes: |

Theme 1: Our services: Delivering responsive and value for money services.

Theme 2: Our organisation: Creating a fit for purpose organisation.

Theme 3: Our people and communities: Making life better for all our residents.

Theme 4: Our economy: Creating inclusive, innovative and sustainable growth, learning and opportunity.

Theme 5: Our place: Creating a liveable and connected, vibrant and competitive city.

Theme 6: Our planet: Creating a sustainable, nature-positive city.

Theme 7: Compassionate city: Making Belfast a welcoming, caring, fair and inclusive city- leaving no one behind.



| | |
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| 3.5 | Member will note that the themes are largely aligned with the themes emerging from the recently published Belfast Agenda as well as the additional focus on 'our services' and 'our organisation'. A series of committed deliverables are set out for the year with measures of success, including key performance indicators (KPIs), identified. |
| 3.6 | It is the intention that delivery against the plan will be monitored by Chief Officers with a progress update report brought to Committee in autumn and a year-end report in April 2025. |
| 3.7 | <u>Financial and Resource Implications</u> There are no implications associated with this report. |
| 3.8 | <u>Equality of Good Relations Implications / Rural Needs Assessment</u> There are no implications associated with this report. |
| 4.0 | Appendices – Documents Attached |
| | Appendix 1 – Draft Corporate Delivery Plan 2024-25 |

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Annual Delivery Plan

2024-2025

Appendix 1:

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Belfast
City Council



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Introduction

In developing this Annual Delivery Plan (2024-25), the Council was fully aware of the significant and ongoing demands faced by residents and businesses over recent years. These challenges have ranged from geopolitical uncertainty and the cost of living and cost of doing business crisis. While it is hard to remember a time in recent history when such significant challenges were faced over a relatively short period, our resilience and adaptability as a city continue to shine through.

It is never as important for the Council to ensure it pivots to respond to the challenges and opportunities which emerge over the coming months and years.

The demands on local authorities are complex and extensive but we are committed to ensuring that our residents and stakeholders receive the highest standards in service delivery, transparency, and responsiveness while optimising our resources and capacity. To do this, we are taking a closer look at what we do and how we do it. We are looking both internally and externally, to identify ways to improve our services, support economic prosperity and develop safe and inclusive communities, protecting and enhancing our environment as well as improving the lives and wellbeing of our communities.

We will continue to invest in new ways of working to make the best use of the resources available to us and to enable us to invest in our services, facilities and in our local places. An ambitious and affordable Capital Programme to improve local infrastructure, facilities and services will continue to be delivered over the timeframe of this plan benefitting communities across the city in a meaningful way.

We are very aware of the leadership that should come from Council to champion and work in the best interests of our people, communities, businesses and to protect our local environment. We will work closely with all tiers of government, statutory and non-statutory bodies and other councils to lobby for action and to support and lead on major initiatives that deliver local benefits.

Our Corporate Delivery Plan and committed actions and key performance indicators for 2024-25 are presented thematically in the following sections

- Theme 1: Our services:** Delivering responsive and value for money services.
- Theme 2: Our organisation:** Creating a fit for purpose organisation.
- Theme 3: Our people and communities:** Making life better for all our residents.
- Theme 4: Our economy:** Creating inclusive, innovative and sustainable growth, learning and opportunity.
- Theme 5: Our place:** Creating a liveable and connected, vibrant and competitive city.
- Theme 6: Our planet:** Creating a sustainable, nature-positive city.
- Theme 7: Compassionate city:** Making Belfast a welcoming, caring, fair and inclusive city- leaving no one behind.



Our services

As a council we are committed to delivering highly effective, efficient and customer focused services for our residents and stakeholders. We aim to achieve this through modern, integrated, high-quality, agile, and cost-effective delivery on a city-wide basis. Our extensive range of statutory and core services include waste collection and recycling; street cleansing; planning and building control; bereavement services; inspections and enforcements relating to public and environmental health.

To deliver effective and efficient services, in 2024-25 we will:

| Planning and building control | |
|-------------------------------|--|
| Actions | |
| | 1. Deliver statutory Building Control functions covering building regulations, dangerous structures, entertainment, and other licensing functions. |
| | 2. Deliver the revised Dual Language Street Sign Policy. |
| | 3. Finalise the implementation of the replacement building IT systems, integration with other Council systems and 'Go Live'. |
| | 4. Deliver planning service including provision of advice to customers, pre-application discussion, planning applications; Tree Preservation Orders and enforcing breaches of planning control. |
| | 5. Monitor the implementation of the Local Development Plan Strategy and produce the Local Policies Plan (LPP) |
| | 6. Deliver the Planning Service's improvement plan to include a review of planning processes and charges** (including a review of PAD/PPA processes). |
| | 7. Establish a Belfast Planning Partnership with agents, architects and developers to work collaboratively on improving the planning process in Belfast and act as a vehicle for promoting fundamental reform of the NI Planning System at regional level. |

Bereavement services

Actions

1. Continue to deliver a high standard and customer focused Bereavement and Cemetery Service.
2. Prepare for the new Crematorium development and the repurposing of the existing crematorium in the grounds of Roselawn Cemetery.
3. Support the identification, acquisition, and development of new burial land provision for Belfast City Council.

Waste collection and recycling

Actions

1. Operate daily bin collections of household and commercial waste through the deployment of adequate & efficient resources.
2. Pilot the introduction of smaller refuse collection vehicles to improve collection service to narrow and congested streets. **
3. Create an operational control room to assist pre-planning, daily control of collections and data analysis.
4. Continue to operate Household Recycling Centre's services across Belfast segregating various waste streams and working in partnership with others to ensure items are reused, recycled, or recovered.
5. Review and implement the single bin policy and develop a supporting and costed action plan.
6. Complete a review of litter bin provision to ensure adequate resourcing and arrangements for waste disposal across the city. **

Port health

Actions

1. Continue to deliver the statutory regulations in relation to food imports at Belfast Port.
2. Continue to implement the Northern Ireland protocol (including the Windsor framework) and operational activity with competent authorities including the Food Standards Agency (FSA), Department of Agriculture Environment and Rural Affairs (DAERA), Department for Environment Food and Rural Affairs (DEFRA), and other Ports/Local Councils.
3. Advocate for a long-term sustainable funding model to secure adequate funding and review resources (including staff) to ensure effective delivery of the Council's legal responsibilities at Belfast Port.

We will know we are successful if:

| Theme | Performance indicators | Targets 2024-25 | Direction of travel |
|--------------|--|-----------------|---------------------|
| Our Services | Average processing time of major planning applications* | 30 weeks | ↓ |
| | Average processing time of local planning applications* | 15 weeks | ↓ |
| | Percentage of enforcement cases processed within 39 weeks* | 70% | ↑ |
| | Percentage corporate complaints resolved within timeframe** | 75% | ↑ |
| | Percentage of corporate complaints with improvement actions assigned** | 90% | ↑ |
| | City cleanliness index score** | 65% | ↑ |
| | Number of community clean ups facilitated with volunteers** | 120 | ↑ |
| | Percentage of open spaces and street scene requests for service resolved within 5 working days | 85% | ↑ |
| | Percentage of service requests for missed bins completed within 5 working days** | 85% | ↑ |
| | Retention of ISO14001, ISO 9001 and 45001 (Integrated Management system) for waste management | Maintain | ↔ |
| | Percentage of domestic refuse complaints resolved within timeframe | 75% | ↑ |
| | Percentage of domestic refuse complaints with improvement actions assigned | 90% | ↑ |

*Statutory performance indicators

**Performance Improvement Plan actions and performance indicators

Our foundations and enablers for success

We will continue to ensure that we are an efficient, effective, and agile council, delivering value for money and achieving positive outcomes for the city. We will prioritise our people, continuous improvement, performance management and build on our internal foundations and key enablers for success to help us meet our corporate objectives and priorities.

To create a fit for purpose organisation, in 2024-25 we will:

Our people

Actions

1. Continue to implement the People Strategy which sets out our approach to develop our workforce and improve how we lead, manage, & engage.
2. Show continued visible commitment to our people by working towards and achieving Diversity Charter Mark - Gold Level.
3. Update our approach to Corporate Induction and provide regular staff support, training or eLearning sessions and improve signposting to personal development opportunities for managers and staff.
4. Update our learning and development policy to include a review of the PDP process.
5. Continue to develop our frontline staff through the frontline development programme.
6. Continue to develop our leaders and managers at all levels through our leadership development programme.
7. Undertake a review of the Pilot Workstyles Policy which outlines arrangements for the hybrid working model.
8. Deliver the Elected Members and Leadership Development Programme to provide dedicated support and build the capacity of our elected members.
9. Review and implement our approach to individual performance management cascading gradually to all tiers.
10. Explore and identify opportunities to create apprenticeships and internships across the Council
11. Continue to deliver the 'Workplace Health and Wellbeing Strategy' and positively impact on employees, mental, physical and emotional wellbeing.
12. Establish a City and Neighbourhood Services Departmental Drivers Academy to support the recruitment and retention of drivers.

Our finances

Actions

1. Align the financial plan to corporate priorities including Climate, Resilience, Waste, Inclusive Growth, capital programme, fleet strategy and innovation including external funding opportunities.
2. Develop and deliver a Capital Programme Financing Strategy in line with agreed capital programme.
3. Implement a new finance system to reduce costs, improve compliance and support suppliers**
4. Maximise income from our commercial assets to support investment in services.
5. Identify and realise efficiency savings as part of the 2025-26 budget planning process.
6. Establish an agreed corporate approach for identifying and maximising external funding opportunities.

Our assets

Actions

1. Deliver the Asset Management Strategy including forming cross departmental Steering Group and develop ToRs for the Strategy to ensure it enables key policies, strategies and plans eg LDP, Local Area Energy Plan, BCC EV Strategy, Community growing etc
2. Develop a new longer term planned maintenance programmes based on baseline condition surveys of all assets to be commenced this year
3. Deliver the Planned Maintenance Programme for 2024/2025 across the Council asset base including commencement of Waterfront Hall Toilet Refurbishment project and refurbishment of Ormeau Park listed railings and entrance gates.
4. Embed the new Asset Management System across the Council to provide a single integrated repository for asset related information; helping streamline data entry, automate processes, improve analytic capabilities, and enable the Council to examine the performance of assets and provide appropriate data and information across the stages of an asset lifecycle.
5. Manage the delivery and maximise the use of all Council owned commercial assets.

Our customers

Actions

1. Develop phase 3 of our Customer Focus Programme to enhance our services and customer experience**.
2. Develop and implement a corporate guide to channel shift, which seeks to encourage and enable customers to access or interact with services through channels other than those to which they normally choose. This will draw upon the case study exemplar of Bulky Waste, using Customer Engagement and Customer Experience (CX) testing to support our approach.
3. Continue to develop and support services to identify standardised Performance Indicators that represent the “Voice of the Customer” and make this information readily available to services and Chief Officers.
4. Develop and implement a corporate approach that supports our response to service failure and complaint investigation. This will adopt techniques such as critical thinking and root cause analysis to enable service improvements and support customer-facing managers.
5. Develop and implement an improved approach to our satisfaction measures for operational service delivery, such as Customer Satisfaction (CSAT), Customer Effort (CES) and Net Promoter Scores (NPS). These measures will be available for Services to utilise for service improvement opportunities.

Leadership

Actions

1. Work with city, regional and national government partners to secure investment in needed critical city infrastructure including water, waste management, energy and green spaces.
2. Develop a city leadership model and approach which enables strategic issues, challenges, and opportunities to be explored and progressed as appropriate.
3. Continue to work with city partners and key stakeholders to drive and deliver the key actions outlined within the Belfast Agenda (2024-2028).
4. Develop approach to creating area-based community plans.
5. Provide strategic guidance on innovative approaches for the city and the Council - integrated with key corporate strategies
6. Support Belfast Region City Deal partners to develop Digital pillar project proposals and shared approaches.
7. Develop and agree terms of reference for governance review to ensure we continue to have effective and efficient political decision-making processes and that assurance and risk is effectively managed.

Our digital systems

Actions

1. Develop and implement the new Digital Strategy focusing on:
 - Digital Transformation of customer services through Service Design
 - Becoming an information led organisation with a consistent approach to data and analytics
 - Developing our organisational digital capability to maximise the use of our technology assets.
2. Implement a new Cyber Security Programme to ensure effective security management practices and controls.
3. Implement a new case management system designed to embed mobile technology and digitally transform how we plan, manage, and monitor our service delivery across the core areas of City & Neighbourhood Services.
4. Procure and implement new software to support the planning, routing and visibility of our fleet of vehicles which will improve efficiency, increase safety and reduce carbon emissions.

Our commercial and procurement services

Actions

1. Agree and implement the Sustainable Procurement Policy which will set out how we will achieve value for money on a whole life basis in terms of the goods, services, works and utilities that we purchase.
2. Deliver the Commercial Strategy with a focus on:
 - Providing Commercial Awareness sessions and activity for officers and Elected Members
 - Reviewing and relaunching the Corporate Pricing Framework.
 - Re-establish the Commercial Panel.
 - Introducing Business Case process for Commercial related projects or opportunities

Our communications, marketing & external affairs

Actions

1. Effectively communicate information about council services and initiatives to ratepayers.
2. Enhance the council and city's reputation locally and globally through effective communications and marketing.
3. Provide an effective internal communications service that informs and engages staff
4. Maintain a high-quality accessible website which informs and engages the public.

Our Continuous improvement Journey

Actions

1. Continue to deliver the agreed programme for Continuous Improvement ensuring services and structures remain fit-for-purpose
2. Complete a profiling of as-is Organisational Support arrangements to inform the wider approach to organisational support and improved quality of service.
3. Address outstanding Single Status Issues where practicable for staff on BCC T&Cs below Chief Officer. Finalise and agree the Pay and Grading structure for Chief Officers.
4. Develop and agree the long-term Staff Car Parking Policy.
5. Agree an updated policy and resourcing model for Job Evaluations and appeals.
6. Complete the implementation of Time and Attendance and self-service functionality for the ResourceLink project.

Planning and performance management

Actions

1. Develop a refreshed planning and performance management framework which supports the Council's corporate, committee, departmental and performance improvement planning, and reporting.
2. Develop a refreshed set of corporate performance indicators to support performance management and regular internal monitoring and reporting.

Equality and Diversity

Actions

1. Continue to deliver the equality and diversity action plan including completing an 'Inequalities Audit'.
2. Continue to ensure that Council meets the needs of all through the implementation of the and Disability Action Plan.
3. Continue to ensure that the Council is reflective of the community it serves through the development and implementation of the Race Equality Action Plan and Diversity Action Plan.

4. Implement our gender and LGBT+ action plans and build on the existing equality and diversity awards and accreditations to demonstrate our continued commitment to equality and diversity.

We will know we are successful if:

| Theme | Performance indicators | Targets 2024-25 | Direction of travel |
|--|---|-----------------|---------------------|
| Our foundations and enablers for success | Average number of days lost to sickness absence per employee | 16.23 days | ↓ |
| | Number of posts created / filled in the organisation | | ↑ |
| | Number of temporary review posts in the organisation | 5 | ↓ |
| | Percentage customer satisfaction levels (via customer hub service)** | 80% | ↑ |
| | Percentage customer contact service level (people answered within 120 secs)** | 80% | ↑ |
| | Percentage corporate complaints with improvement actions** | 90% | ↑ |
| | Percentage of invoices paid within 30 days** | 90% | ↑ |
| | Percentage of invoices paid within 10 working days** | 80% | ↑ |
| | Total useable reserves as a % of annual budgeted revenue | | ↔ |
| | Actual outturn as a percentage of budgeted expenditure | +5%/-2% | ↔ |
| | Maintain proper arrangements to secure economy, efficiency, and effectiveness in the use of our resources (as per NIAO Annual Audit Letter) | Maintain | ↔ |
| | Number of recorded visits (hits) to council's corporate website | | ↑ |
| | Number of followers on social media platforms | | ↑ |

*Statutory performance indicators

**Performance Improvement Plan performance indicators

Our people and communities

We will work to deliver impactful neighbourhood improvements for residents and continue to address key issues at a local level. We will prioritise collaborative engagement to combat health inequalities whilst driving continued investment within our neighbourhoods to alleviate the varied needs within communities. We will ensure that everyone has the opportunity to engage in activities to support active and healthy lifestyles and work collaboratively to improve the quality of life for all our residents across the city.

To support our people and communities, in 2024-25 we will:

| Health inequalities | |
|---------------------|--|
| Actions | |
| 1. | Develop the Belfast Physical Activity and Sport Development strategy and action plan to create a more active city** |
| 2. | Develop the Boxing Strategy Action Plan to facilitate the growth and development of boxing across Belfast. |
| 3. | Develop the Belfast Pitches Strategy and action plan to maximise provision and usage of outdoor pitches** |
| 4. | In partnership deliver and support a range of health inequality priorities through the Belfast Health Development Unit. |
| 5. | Increase the number of people using our leisure centres, to participate in sport and physical activity** |
| 6. | Enhance street cleanliness by delivering a dedicated street cleansing programme for 17,065 streets across the city** |
| 7. | Complete an improvement plan for a range of parks and open spaces to create a standardised approach to monitor quality and operational standards** |
| 8. | Continue to deliver the annual Playground Improvement Programme (PIP) to enhance our playgrounds and encourage people to be more active** |
| 9. | Deliver improvements to parks and open spaces to improve people’s health and wellbeing** including completing the £1.7million upgrades to Pitt Park, commencing the £6million redevelopment of Ballysillan Playing Fields and continuing plans for a major upgrade of Cathedral Gardens. : |

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Community and neighbourhood regeneration

Action

1. Implement the recommendations of the review of Belfast City Council Funded advice services**
2. Develop and agree a new four-year community support plan (2025-29) to improve how we provide support to our local communities and residents across the city**
3. Provide funding and support to community-based advice services across the city to provide dedicated and tailored support to individuals**
4. Deliver animation and outreach activities to encourage and engage people to participate in our community, play, leisure development and park programmes**
5. Complete a parks and open spaces improvement action plan to achieve the vision of the Belfast Open Spaces Strategy (BOSS)**
6. Maintain our Green Flag and Green Flag Heritage Award status across our parks and open spaces to ensure that our residents can access high quality open spaces.
7. Deliver the Alley Gate Phase 5 Programme which is designed to help to reduce antisocial behaviour, burglaries, and fear of crime in areas of Belfast.
8. Scope a review of all council managed allotment facilities.
9. Continue to deliver the Wider University and Lower Ormeau Intervention Programme
10. Continue to develop options for Leisure Transformation Phase 4 aligned to the Physical Activity and Sports Development Strategy and Pitches Strategy,
11. Partnership delivery of capital schemes under Urban Villages, Peace PLUS, National Lottery Heritage Fund, Levelling Up Fund, and central government agencies.
12. Complete Peace IV projects to enhance community assets and the availability of shared and inclusive spaces**
13. Enhance and improve how we engage and involve our residents in decision making**
14. Develop scope and approach to the co-design of placed-based community plans across the city.

We will know we are successful if:

| Theme | Performance indicators | Targets 2024-25 | Direction of travel |
|--|---|--------------------------------------|---------------------|
| Our people and communities | Number of community, parks, leisure and play outreach programmes delivered** | 100 | ↔ |
| | Number of adult and junior leisure centre monthly prepaid memberships (including swim school)** | 31,250 | ↑ |
| | Throughput/ footfall – number of people using leisure centres (individual unique customer visits)** | 3.3million | ↑ |
| | Number of outdoor leisure bookings (pitches, bowling greens) | 14,000 | ↑ |
| | Playground capital (£) investment ** | £580K | ↔ |
| | Number of parks and open spaces improved** | 3+ | ↑↔ |
| | Investment in Peace IV projects** | €12m | ↑↔ |
| | Number of events in parks | 320 | ↑↔ |
| | Numbers attending events in parks | 175,000 | ↔ |
| | Number of community centre bookings | 33,000 | ↑ |
| | Number of parks with green flag and heritage award accreditation | 20 | ↑↔ |
| | Number of advice organisations supported, and amount of funding allocated** | 14 Org's / 20K clients / £1.3m | ↑↔ |
| | Number of partners involved in advice consortia** | 5 | ↑ |
| | Number of participatory budgeting projects supported or delivered** | 2 | ↑ |
| Number of people supported who are impacted by, or at risk of, chronic homelessness (Belfast Complex Lives initiative) | 50 | ↔ | |

*Statutory performance indicators

**Performance Improvement Plan performance indicators

Our economy

Council is committed to ensuring that Belfast has a thriving and prosperous economy that is a hub for businesses and provides diverse employment opportunities for our population. We will work to create more and better jobs that are sustainable and rewarding, focusing on the key priority technologies that will drive the economy of the future, such as digital, ICT and creative industries, financial services and FinTech; life and health sciences and MedTech; and advanced manufacturing and engineering.

We will also work with stakeholders to encourage more new business start-ups and explore ways to support businesses to grow and become more sustainable. This will include helping businesses to develop new products, markets and services and supporting innovation at all levels to deliver the promise of Belfast's economic potential and maintain its position it as a driver for prosperity and growth across the region.

To support our economy in 2024-25 we will:

Productivity and innovation

Actions

1. Develop targeted, innovative solutions to improve labour market participation, with a specific focus on those furthest from the labour market.
2. Work with partners to identify and deliver employment and upskilling academies in priority sectors in line with industry demand**
3. Progress opportunities to use social value and developer contributions to support skills development and employment activities.
4. Deliver the 'Go-Social' programme which provides support to those planning to set up a social enterprise or co-operative.
5. Support delivery of the first phase of Belfast Regional City Deal (BRCD) including by integrating and alignment with partner investment and with economic development, business support and skills programmes.
6. Develop 'Belfast Prospectus' demonstrating the critical role of Belfast and the Belfast Region in delivering inclusive growth, creating good jobs, supporting innovation, and driving productivity. Utilise agreed proposition with partners to support and encourage continuing international, business and government investment in the region.

Support digital innovation** by:

7. Deliver the £900,000 **Augment the City** immersive technology challenge programme with Belfast Stories.
8. Develop and submit proposals for a BRCD digital pillar proposal to deliver a £2 million local council-led **Small Business Research Initiative** programme.
9. Deliver the Belfast City Hall **immersive visitor experience** in an R&D collaboration with BT.
10. Complete the delivery of the £650,000 Horizon 2020 **Hubs of Innovation** programme with the Belfast Maritime Trust
11. Deliver the UK Innovation Regions international innovation programme with South Korea including plans for an inward visit by the Mayor of **Sejong** in 2025.
12. Support the **Innovation City Belfast** partnership and the Belfast Innovation Commissioner to develop a joint programme of work supporting investment in innovation.
13. Deliver the £3.8 million **Belfast Innovation Regions programme** and finalise a plan for a sustainable regional **5G** ecosystem
14. Support Belfast Region City Deal partners to develop project proposals for the Digital pillar focused on maximising the early local economic impact of the university research centres of excellence
15. Recruit the Digital Commissioner and develop and commence the Innovation City Belfast delivery plan
16. Progress the delivery of Belfast Investment Fund projects together with the community groups providing spaces to deliver innovative training programmes and qualifications, and to boost employment pathways, for example Sandy Row Arts & Digital Hub and Coffee Culture' barista style training café.

Inclusive, Sustainable Growth and Opportunity

Actions

1. Work with the Enterprise Support Service to deliver 'Go Succeed' to increase the number of new business starts**
2. Deliver Northern Ireland Enterprise Support Service (NIESS) to increase the number of new business starts and to support business growth and secure financial support for NIESS extension beyond March 2025.
3. Provide targeted support for social enterprises and co-operatives to encourage growth and sustainability.
4. Review the Dublin-Belfast Economic Corridor strategy to agree priority areas of focus and support the delivery of targeted economic development interventions.
5. Support and effectively manage our city markets to encourage vibrancy and animation of the city.
6. Extend commitment from businesses to the Belfast Business Promise (BBP) to increase the number of businesses committed to implementing inclusive business practices**
7. Continue planned delivery of Belfast Business Promise and undertake review to explore viability beyond pilot phase
8. Continue to work with Community Finance Ireland CFI to improve the financial management skills of new and growing social enterprises.
9. Support the operation of the Innovation Factory, in line with agreed Annual Service Plan obligations
10. Procure goods and services in accordance with our Social Value Procurement Policy (SVPP) to maximise the economic, social, and environmental impact of our expenditure**
11. Progress the delivery of Neighbourhood Regeneration Fund projects which support social enterprise groups to improve and create new facilities including USEL- Green Growth, Circular Economy project and Cliftonville Community Enterprise.

We will know we are successful if:

| Theme | Performance indicators | Targets 2024-25 | Direction of travel |
|-------------------------------------|--|-----------------|---------------------|
| Our economy | Number of jobs promoted/ business plans produced through business start-ups* | 325 | ↑ |
| | Percentage of participants attending an employment or upskilling academy that moves into a job or better job** | 75% | ↑ |
| | Percentage of participants attending an employment or upskilling academy that moves into a job or better job | | ↑ |
| | Number of social enterprises and co-operatives supported | | ↑ |
| | Number of organisations signed up to the 'Belfast Business Promise' pledge** | 50 | ↑ |
| | Percentage of council contracts (over £30K value) where the social value procurement policy has been applied | 40% | ↑ |
| | Number of SME's engaged to support digital innovation** | 425 | ↑ |
| | Amount of funding issued to support companies develop digital innovation - ideas, prototypes** | £275k | ↑↔ |
| | Amount of money invested to accelerate innovative 5G solutions** | £3m | ↑↔ |
| | Innovation Factory occupancy levels. | | ↑ |
| St George's Market Visitor Numbers. | | ↑ | |

*Statutory performance indicators

**Performance Improvement Plan actions and performance indicators

Our place

A key ambition of our community plan, the Belfast Agenda is to attract a further 66,000 residents to the city by 2035 and work in partnership with key agencies to ensure that all residents have access to the high-quality, sustainable homes they deserve. Council has an important role to play in supporting housing-led regeneration across the city.

We also want to ensure that Belfast is a city that can connect people to places in active, accessible, and sustainable ways in the long-term. We will focus on developing infrastructure and amenities that will enable maximum volume of people to travel, whilst doing the least possible harm to the environment and bringing health benefits for all.

Enhancing our city centre is also crucial to ensure that Belfast is a thriving and inclusive destination for residents and visitors alike, one where everyone feels welcome and feels like they belong. We will continue to strengthen and build on our sense of place by accelerating major regeneration schemes, ensuring that we deliver inclusive economic, social, and environmental benefits, whilst protecting and enhancing access to our built and natural heritage.

To enhance our place in 2024-25 we will:

Quality place-making and housing-led regeneration

Actions

1. Progress the development of the Local Policies Plan (LPP) which will contain local policies and site-specific proposals in relation to the development and land use zonings across the city and ensuring alignment with Eastern Transport Plan.
2. Appointment of Private Sector Development /Investor Partner) in respect of a number of city centre strategic sites that will act as a master developer to deliver residential-led, mixed-use developments in support of the city's inclusive growth and regeneration targets
3. Progress mechanisms to help unlock housing-led regeneration as part of the Housing-led Regeneration Group and Place Based Growth Proposition,
4. Manage the Inner North-West Development Brief, alongside DfC (as joint landowner) and development process for lands in the Inner North-West (INW) Northern Cluster to bring forward a Housing-Led Regeneration scheme.
5. Work with central government departments to ensure placemaking elements projects are delivered in line with A Bolder Vision.
6. Progress the Strategic Site Assessments Phase 2 as part of the Housing-led Regeneration Group to include completion of feasibility; planning, development, and disposal courses of action.

Active and sustainable travel

Actions

1. Oversee the development and delivery of the Belfast public bike hire scheme and undertake a tender exercise to procure a new operator for scheme.
2. Continue to develop Strategic Partnerships with key agencies to deliver 'A Bolder Vision' interventions and major projects identified in the Eastern Transport Plan and the Local Development Plan and Local Policies Plan.
3. Support delivery of interventions that encourage modal change through active and sustainable travel as part of quality placemaking and connectivity.
4. Create a more connected city by progressing the delivery of the Greenways Programme**, including:
 - Black Mountain Greenway – planning to be submitted and progress to Stage 3 of Capital Programme
 - Access to the Hills – continued engagement with SEUPB on PeacePLUS application
 - Sydenham Greenway and Colin Greenway – continue to work in partnership with DfI on these key greenway developments

Cultural and tourism development

Actions

1. Deliver Belfast 2024, the city's biggest ever cultural and creative celebration to celebrate and showcase our people and our place through a portfolio of exciting projects, initiatives, and spectacle events.
2. Deliver 'A City Imagining Plan' the Cultural Strategy including:
 - Providing multi-annual funding cultural programme and other grant streams.
 - Delivering a range of capacity building initiatives for the sector including initiatives designed to increase accessibility and cultural participation.
 - Implementation of the Music Strategy, "Music Matters – a roadmap for Belfast".

| |
|---|
| 3. Deliver Belfast UNESCO City of Music Programme as part of Belfast 2024 |
| 4. Deliver year 3 of the “Make Yourself at Home” Tourism Plan, including: <ul style="list-style-type: none"> ▪ Launch and delivery of the Neighbourhood Tourism Development Programme. ▪ Development of visitor experience of Council Assets (visitor attractions). ▪ Delivery of the Accessible Tourism programme and Food Tourism programme. |
| 5. Launch and delivery of the Neighbourhood Tourism Development Framework |
| 6. Deliver the Accessible Tourism programme and Food Tourism programme |
| 7. Support growth and sustainability of business tourism through investment provided to ICC Belfast. |
| 8. Support the positioning of Belfast in national and international markets through Visit Belfast. |
| 9. Deliver the annual programme of events including Christmas 2024, St Patrick’s Day 2025, Maritime 2025, Made in Belfast and Lord Mayors Day. |
| 10. Develop and deliver plans for major events including Fleadh Cheoil, and Euros 2028. |
| 11. Deliver the Cultural Strategy including additional major events and city events that support the vibrancy of the city. |
| 12. Progress Belfast Stories, a landmark major tourism anchor in the city centre through public design to RIBA stage 3, and completion & submission of the outline business case for BRCD funding approval. |
| 13. Continue to support and progress the delivery of local tourism related capital projects improving community tourism facilities and infrastructure. |

City regeneration and investment

Actions

1. Progress infrastructure works at the North Foreshore to support the development of the site**
2. Work with the developer on emerging development specifications for the 250-acre Giant’s Park site through a Master Development Agreement**

3. Deliver the Physical Programme including the Neighbourhood Regeneration Fund (NRF), Local Investment Fund (LIF), Belfast Investment Fund (BIF), Social Outcomes Fund (SOF) and other initiatives to support regeneration and place shaping across the city**
4. Deliver and progress a range of significant strategic regeneration and investment schemes which include:
Deliver and progress a range of significant strategic regeneration and investment schemes which include:
 - Progress options for vesting and /or acquisition by agreement of the Tribeca site and explore options to bring the Assembly Rooms into Council ownership.
 - Secure the long-term use of 2 Royal Avenue in line with council's objectives.
 - Progress options for the future use and development of the Sixth in partnership with the Council's Joint Venture partner.
 - Progress comprehensive regeneration scheme at Dunbar bringing together Council and private sector assets to deliver comprehensive placemaking redevelopment.
 - Implement Vacant to Vibrant scheme**.
 - Advance delivery of schemes aligned to Developer Contributions through the lens of A Bolder Vision
5. Progress place-based growth proposition to support financing of regeneration and implement the Regeneration Framework to help prioritise and deliver on city regeneration priorities.
6. Engage with partners and government to facilitate, support, progress and enable the Council's preferred position for major infrastructure projects including e.g. York Street Interchange; Belfast Rapid Transit Phase 2; Belfast Cycle Network; Living with Water project; Belfast Streets Ahead; and Weaver's Cross.
7. Complete a ten-year review of the Belfast City Centre Regeneration & Investment Strategy (BCCRIS) building on the work of the recent Regeneration Trackers, to inform city and council priorities and progress, with partners, priority projects and interventions.
8. Support a joint public-private approach to promoting and positioning the city and city region as a priority location for investment, to underpin the generation, development and infrastructure required to deliver our inclusive growth ambitions.
9. Update and finalise A Bolder Vision to support the transformation and infrastructure development of the city.
10. Deliver the Future City Centre Programme to reimagine the city centre by addressing the five priorities (pillars) including regeneration and connectivity; business and investment proposition; animation and distinctive offering; creating a clean, green, inclusive & safe place; and supporting those who may be vulnerable.

We will know we are successful if:

| Theme | Performance indicators | Targets 2024-25 | Direction of travel |
|------------------|---|--------------------|---------------------|
| Our place | Total number of previously vacant city centre properties that have been awarded the vacant to vibrant grant and become occupied as a result** | 26 | ↑ |
| | Total amount of funding (£) awarded to city centre traders to address vacancy** | £420,000 | ↑ |
| | Number of greenways progressed** | 4 | |
| | Number of Belfast Bike journeys | | ↑ |
| | Number of projects completed as part of the Physical Programme ** | 10 | |
| | Number of emerging projects developing as part of the Physical Programme ** | 100 | |
| | Number of organisations supported, and amount invested as part of the Neighbourhood Regeneration Fund ** | 23 orgs £10.28m | |

*Statutory performance indicators

**Performance Improvement Plan actions and performance indicators

Our planet

We are committed to tackling climate change and biodiversity loss to ensure that Belfast can be a place where people and nature thrive together. To deliver a sustainable city we will work with our residents and industries to reduce their carbon footprints. We will also lead the way in providing global green solutions by leveraging our unique market access and international networks to become a hub for low carbon design and manufacturing. We will work to support our industries to thrive on all the opportunities in the green economy whilst creating a much cleaner environment. We will lead by example, embedding a climate aware approach into every aspect of our work, minimising the impact we have and planning for a sustainable future throughout the entire council and beyond.

To support our planet in 2024-25 we will:

Re-naturing the city and increasing resilience to climate change

Actions

1. Improve and restore woodland by delivering year two of the Belfast Tree Strategy and Action Plan^{**}; working with our city partners to identify areas for woodland improvement and establishment, increased tree canopy cover, hedgerow establishment, and tree stewardship to support greater tree equity and climate resilience across the city.
2. Create a demonstrator site in Botanic Gardens to test nature-based solutions through the Horizon 2020 EU 'UPSURGE' Project^{**}
3. Commence work on developing a Local Biodiversity Action Plan to set out our approach to address threatened species and habitats and protect and restore biological systems.
4. Commence work on developing a herbicide reduction policy to outline our commitment to reduce the use and reliance on herbicides across the council estate, in line with best practice regarding weed control and land management.
5. Continue to deliver the Council's Air Quality Action Plan 2021=2026 to reduce NO2 emissions from transport sources and to promote and enable a shift towards a more sustainable modes of transport.
6. Integrate flood risk scores identified in the CCRA into the BCC Asset Management system and utilise to identify areas for more detailed Flood Risk Assessments on priority sites/buildings and new developments (CAP 6.2).

Creating a sustainable circular economy

Actions

7. Establish LAEP Delivery Group and start to deliver the Belfast Local Area Energy Plan through the Net Zero Belfast Pathfinder project**
8. Develop a neighbourhood retrofit approach through the Belfast Retrofit Delivery Hub in the UP2030 area which is informed by a series of retrofit assessments on a sample of properties.
9. Promote access to sustainable and healthy food for all through the development of a Belfast Sustainable Food Strategy and enabling community-based approaches to sustainable food** (CAP1.14)
10. Implement the recently adopted single use plastics policy for the Council.
11. Undertake a waste compositional study to support the reporting and tracking of internal Council generated waste (CAP 4.7)
12. Improve recycling and reuse of resources.
13. Deliver an effective waste management service across the city**
14. Promote and educate young people on the reduce, reuse, and recycle message to improve environmental awareness on waste management**
15. Develop the Net Zero Fleet Replacement Strategy and agree council approach to transition to an alternative (non-fossil) fuel.
16. Continue to deliver the Fleet Replacement Programme gradually replacing existing old fleet with new low emission vehicles.
17. Progress capital projects related to Waste Plan Programme including the new kerbside collection system, wheelie box initiatives, and expansion of glass collection schemes.
18. Operationalise the Low Emissions Vehicle Strategy Phase 1 and Phase 2
19. Explore opportunities for surplus land to be made available for potential partnership or disposal to third sector organisations where climate mitigation and adaptation goals are being observed e.g. for community growing, urban agriculture, energy production, carbon sequestration (CAP 1.4)

- 20. Complete energy audits on four high energy consuming Council buildings to inform a retrofit programme of work (CAP 2.2A)
- 21. Review and assess the potential to switch to renewable and low-carbon energy use through Corporate Power Purchase Agreements and Gas Purchase Agreements (CAP 2.12)
- 22. Continue to deliver UP2030 Net Zero Neighbourhoods to identify opportunities and a framework for rolling out the concept of Net Nero areas throughout the city.
- 23. Embed net-zero in urban planning by progressing the Horizon Europe funded UP2030 project**

Innovating to net-zero

Actions

- 24. Finalise and seek approval for the Climate Action Plan and continue to mainstream net zero and climate resilience considerations across all Council programmes of work**
- 25. Develop a climate data platform for climate risks and climate adaptation and mitigation actions. (CAP 1.7)
- 26. Integrate data collection systems related to Council related CO2e emissions. (CAP 1.6)
- 27. Expand scope of Green House Gas emission data collection and reporting for scope 3. (CAP 1.1)

We will know we are successful if:

| Theme | Performance Indicators | Targets 2024-25 | Direction of travel |
|------------|---|-------------------------------|---------------------|
| Our planet | Global Carbon Disclosure project (CDP) score** | A | ↕↔ |
| | NI Environmental benchmarking survey rating** | Silver | ↕↔ |
| | Metres of hedgerow planted. Number of people actively engaged in delivering trees per annum. Area of improved or new woodland established | Establish baseline | ↕↔ |
| | Number of curriculum-linked environment workshops delivered to schools | 150 | ↑ |
| | Amount of (tonnage) of biodegradable council collected waste that is landfilled* | 15,000t | ↓ |
| | % of household waste collected that is sent for recycling (including waste prepared for re-use)* | 42% | ↑ |
| | Amount (tonnage) of council collected municipal waste arisings* | 160.000t | ↕↔ |
| | Percentage of council municipal waste arisings that is sent for recycling** | 38.5% | ↑ |
| | Council energy consumption | Baseline | ↕↔ |
| | Council CO2e emissions (Scope 1, 2 and 3)* - Scope 1 - gas, oil, HVO, diesel - Scope 2 - purchased – electricity consumption - Scope 3 - purchased - goods and services, business travel, employee commuting, waste) | Establish baseline | ↓ |
| | Council CO2e emissions from council operational fleet (linked to scope 1 above)*** | Total fuel (litres) - 1159223 | ↓ |

*Statutory performance indicators

**Performance Improvement Plan actions and performance indicators

Compassionate city

As a compassionate city, we recognise the diversity and complexity of our people, and we are determined to make life better for everyone. We will proactively support the most vulnerable people in our society and work with partners to address key social and economic challenges that exist. We will work collaboratively, through specific actions and through our overall approach to ensure that no one is left behind and that people across Belfast can enjoy a better quality of life.

To create a compassionate city in 2024-25 we will:

| Inclusive growth and anti-poverty | |
|-----------------------------------|---|
| Actions | |
| 1. | Embed the inclusive growth framework (including index) and test the toolkit to explore how investment decisions can be focussed more on achieving inclusive growth outcomes. |
| 2. | Develop a Corporate Social Responsibility Framework which will support the alignment of available funding to priorities identified for the city. |
| 3. | Deliver grant funding and support to alleviate impact of cost of living on those most in need |
| 4. | Develop a funding commissioning framework to support the implementation of a Hardship Programme for 2024-25, to ensure that support is available for those most impacted by poverty and the cost-of-living crisis** |
| 5. | Provide funding and support to the Voluntary, Community and Social Enterprise (VCSE) sector to enable them to deliver capacity support and local services across the city** |
| 6. | In partnership, promote support and advice services across the city to help with the high cost of living and anti-poverty** |
| 7. | Deliver cost of living and anti-poverty interventions for example Social Supermarkets, to provide support for those most in need** |
| 8. | Progress the delivery of capital projects in collaboration with community groups which provide inclusive spaces for people and help tackle homelessness such as the Hosford Community Homes project under the Urban Villages. |
| 9. | Support our inclusive growth ambitions through recruitment of suitable entry level posts, e.g., apprenticeships, and through volunteering and placement opportunities. |
| 10. | Provide ring fenced job opportunities to the long term unemployed, providing pre-recruitment employment academies and increased employability outreach in communities to support our inclusive growth ambitions. |

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Older people

Actions

11. Support and deliver the Belfast Age Friendly Plan 2023-27 to help enhance the quality of life for people as they age. Key themes for action include:
 - Infrastructure - ensuring amenities and services are accessible
 - Social Inclusion – supporting older people to meet up with others through events and activities such as walking groups
 - Health and wellbeing – organising health fairs and physical activity programmes to help older people keep active
 - Financial security – supporting people to manage the increasing costs of living, sharing employment opportunities

Children and young people

Actions

12. Facilitate, an active and engaged Belfast City Youth Council who work with relevant fora and elected members to ensure that the needs of children and young people are reflected within the Belfast Agenda and council priorities.
13. Develop the Play Development Action Plan and undertake a review of selection criteria for the capital programme. (Implement the programme of development of playgrounds across the city to further improve accessibility).
14. Delivery of a programme of activities and events in our parks, summer schemes, community centre programmes and city events and festivals
15. Delivery of a significant programme of play opportunities and projects for children and young people through our network of play centres across the city.

Community safety, good relations, and shared future

Actions

16. Continue to implement the Good Relations Action Plan to support the delivery of locally identified good relations priorities.

- | |
|--|
| 17. Deliver the Peace PLUS Local Action Plan to support projects which are aligned to local community regeneration and transformation; thriving and peaceful communities and celebrating cultures and diversity. |
| 18. Deliver the capital element of the Peace PLUS Local Action Plan which includes 6 projects across the city. |
| 19. Continue the delivery and completion of the Peace IV projects namely Black Mountain Shared Space and Shankill Shared Women’s Centre. |
| 20. Continue to liaise with SEUPB to secure funding for the proposed Reconnecting Waterworks and Alexandra Park project under Peace PLUS. |
| 21. Support new communities’ delivery of interventions to enable improved integration and cultural acceptance. |
| 22. Continue to explore funding opportunities for the proposed Migrant/ Intercultural Hub(s) |
| 23. Continue to work in partnership with TEO to deliver the Urban Villages Programme which is a good relations programme and aims to develop thriving communities in areas with a history of deprivation and social tension. |
| 24. Deliver the Language Strategy Action Plan and our indigenous Language Policies to meet the needs of our diverse city. |
| 25. Deliver the Dual Language Street Signs – Gaeltacht Quarter project |

Community Safety

Actions

- | |
|--|
| 26. Deliver the Police and Community Safety Action Plan to make people feel safer and increase confidence in Policing. |
| 27. Continue to facilitate the five multi-agency (D) PCSP’s which work to make communities safer, making sure that the voices of local people are heard. |

We will know we are successful if:

| Theme | Performance indicators | Targets 2024-25 | Direction of travel |
|--------------------|---|--------------------|---------------------|
| Compassionate city | Number of people supported through accessing online and cost of living support guides** | 27,500 | ↑ |
| | Number of marketplace events to enhance awareness of available local support services and associated referral pathways delivered** | 1 | ↑ |
| | Number of social supermarkets supported** | 21 | ↑↔ |
| | Number of organisations and clients supported, and the amount of funding allocated to provide capacity building support to the VCSE sector** | 43 Org's/ £1.9m | |
| | Number of partners involved in advice consortia** | 5 | ↔ |
| | Number of community safety projects delivered | 65 | ↑ |
| | Percentage of participants in good relations programmes who have improved their knowledge of difference cultures and backgrounds | 80% | ↑ |
| | Percentage of participants in good relations programmes who report improved attitudes towards people from different religious or ethnic backgrounds | 91% | ↑ |
| | Number of people participating in good relations programmes | 33,000 | ↑ |
| | Amount of Good Relations grant funding awarded (£) | £155,000 | ↑ |
| | Number of age-friendly events delivered | 20 | ↑↔ |

*Statutory performance indicators

**Performance Improvement Plan actions and performance indicators

Monitoring and Reporting

We will implement a Performance and Improvement Framework to enable council to monitor the delivery of our identified actions and support the achievement of our agreed performance targets. The council's monitoring and reporting structures have been designed to ensure proper oversight and accountability arrangements are in place, and to provide our management teams and Elected Members with assurances that our governance arrangements are robust. This helps to ensure transparency, accountability and drive continuous improvement.

We are committed to delivering high quality services and ensuring high performance at all levels of our organisation. This is aided through implementing robust monitoring and reporting processes and ensuring that our key corporate strategies and plans, aims, and objectives align and cascade down through the organisation. Reporting arrangements for the Annual Corporate Delivery Plan are detailed below:

| Annual Corporate Delivery Plan 2024-25 | |
|--|-------------|
| Reports to | Frequency |
| Corporate Management Team | Quarterly |
| Strategy, Policy and Resources Committee | Bi-annually |
| Full Council | Bi-annually |

Formal reporting arrangements are in place to ensure that the Annual Corporate Delivery Plan 2024-25 is effectively delivered in tandem with our Performance Improvement Plan 2024-25. Progress is monitored and reported on a quarterly basis to the Corporate Management Team (CMT) to ensure delivery remains on track and performance targets are being achieved.

Our CMT is responsible for the delivery and reporting of the statutory and self-imposed indicators outlined in our Annual Corporate Delivery Plan and Performance Improvement Plan.

Updates are provided to the Strategy, Policy and Resources Committee and full Council by relevant Chief Officers at mid-year and end of year to facilitate appropriate scrutiny, challenge and evaluation.

We are also required to publish an annual self-assessment of our Performance Improvement Plan and statutory targets on the Council's website by 30 September each year. This is supported by quarterly updates to CMT, the council's Audit and Assurance Board and Audit and Risk Panel as well as the Strategy, Policy and Resources Committee to track progress regularly throughout the year.

The Audit and Assurance Board and Audit and Risk Panels are responsible for reviewing the effectiveness of the arrangements in place to secure continuous improvement of Council functions and to provide assurance of council's operations.

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| | |
|---------------------------|--|
| Subject: | Community Asset Management Framework - Pilot Community Benefit Sites |
| Date: | 23 rd August 2024 |
| Reporting Officer: | Sinead Grimes, Director of Property and Projects David Sales, Strategic Director of City Services |
| Contact Officer: | Pamela Davison, Estates Manager Jacqui Stewart, Assets Co-ordinator |

Restricted Reports

Is this report restricted? Yes No

Please indicate the description, as listed in Schedule 6, of the exempt information by virtue of which the council has deemed this report restricted.

Insert number

Information relating to any individual
 Information likely to reveal the identity of an individual
 Information relating to the financial or business affairs of any particular person (including the council holding that information)
 Information in connection with any labour relations matter
 Information in relation to which a claim to legal professional privilege could be maintained
 Information showing that the council proposes to (a) to give a notice imposing restrictions on a person; or (b) to make an order or direction
 Information on any action in relation to the prevention, investigation or prosecution of crime

If Yes, when will the report become unrestricted?

| | |
|--------------------------|-------------------------------------|
| After Committee Decision | <input type="checkbox"/> |
| After Council Decision | <input type="checkbox"/> |
| Sometime in the future | <input checked="" type="checkbox"/> |
| Never | <input type="checkbox"/> |

Call-in

Is the decision eligible for Call-in? Yes No

| | |
|------------|--|
| 1.0 | Purpose of Report/Summary of Main Issues |
| 1.1 | The purpose of this report is to seek approval from the Committee on asset related disposal, acquisition, and estates matters. |

| | |
|------------|--|
| 2.0 | Recommendation |
| 2.1 | <p>Community Asset Management Framework - Pilot Community Benefit Sites</p> <p>The Committee is asked to:</p> <ul style="list-style-type: none"> - note the update on the various pilot projects across the city under the Community Asset Management Framework pilot. - Note that a workshop will be undertaken with Members on the learning from the pilot to inform the Framework |
| 3.0 | Main Report |
| | Community Asset Management Framework- Pilot Community Benefit Sites |
| | <u>Key Issues</u> |
| 3.1 | Members will be aware that the Council has a long history of supporting community groups and third sector organisations to deliver services, doing so by permitting community management of council assets. It is believed that communities benefit not only from overall outcomes achieved but also through their direct involvement in the management and programming of community facilities. |
| 3.2 | Recognising this on 9 th November 2021, the People and Communities Committee approved a number of pilot projects across the city using the draft community asset management framework and toolkit to identify future management models and maximise community benefits and ensure community management of council facilities can deliver on the outcomes of the Belfast Agenda. The pilot projects were designed to cover a range of different asset types currently being managed within the community (leases, FMAs, partner agreements) and included assets already managed within the community and new or vacant assets. The range of functionality included community programming, sports development and youth and community support. This work has been carried out in conjunction with Development Trust Northern Ireland (DTNI) with the aim that it would help finalise a framework through which future similar requests. An update on each pilot site is provided below. |
| 3.3 | <ul style="list-style-type: none"> • Ulidia Playing Fields to Rosario Football Club - On the 21st October 2022, approval was granted by SP&R to progress with a lease to Rosario Football Club at Ulidia Playing Fields. This approval was informed by a business case led by DTNI which recommended that a 25-year lease at less than best value was the best option to ensure future development of the asset and delivery of sporting outcomes, provided the Club maintain the entire site except for the boundary fencing. This approval further included £20,000 per annum in financial support which shall be reviewed at year 5. There have been ongoing negotiations on the lease since this time with Rosario FC who had requested the inclusion of a number of provisions which were outside of the Committee approval of October 2022 (including freedom to set prices and exclusive use of the Playing Fields |

| | |
|-----|--|
| | <p>meaning there would be no public access) and which therefore could not be agreed to by the Council. Members are asked to note that the lease is now in an agreed form with Rosario FC in line with the prior Committee approval. The proposed next step is to agree a photographic schedule of condition and completion of any remedial works prior to transfer which is now anticipated for end of August 2024.</p> |
| 3.4 | <ul style="list-style-type: none"> Clarendon Playing Fields to Clarendon Development Association- On the 21st October 2022, approval was granted to progress with a lease to Clarendon Development Agency (CDA) for Clarendon Playing Fields. This approval was informed by a business case led by DTNI which recommended that a 25-year lease at less than best value was the best option to ensure future development of the asset and delivery of sporting outcomes, provided the Club maintain the site. This approval further included £20,000 per annum in financial support which shall be reviewed at year 5. There have been ongoing negotiations on the lease since this time with CDA with the main issue being the Club's lack of capacity to maintain the grass pitches and the surrounding grounds which are complex due to their topography. It has since been recommended by City and Neighbourhood Services that the Council maintain the grounds and pitches up to year 5 of the term. Members approval to the maintenance arrangements is now sought to ensure that both the asset is properly maintained and the sporting outcomes achieved and to progress the transfer. |
| 3.5 | <ul style="list-style-type: none"> Hammer Pitch to Shankill United- The Hammer Pitch has been under lease to Shankill United by way of a 10-year lease since 2012. After working with the Club as part of the pilot process, DTNI have recommended that the club are require more time to embed and develop their governance before progressing with a long-term lease and are therefore recommending that a new 10-year facilities management agreement is the appropriate form of tenure for this Group. Members are asked to agree that a new 10-year Facilities Management Agreement is put in pace with the terms of be agreed under the delegated authority of the Director of Property & Projects and Strategic Director of C&NS. |
| 3.6 | <ul style="list-style-type: none"> Willowbank Park Multi Sports Facility to Willowbank Multi Sports Club - Members are asked to note that Willowbank Multi Sports Club had their changing facilities upgraded prior to commencement of the pilot and given this they chose not to be part of the pilot. To provide a range of facilities to complete the pilot, Lenadoon Community & Sports Complex has been included in place of Willowbank (see 3.9 below) |
| 3.7 | <ul style="list-style-type: none"> Tullycarnet Park to TAGIT Boxing Club- Members are asked to note that TAGIT's Boxing Club premises had only recently completed prior to the pilot and the Club had a relatively new lease in place with the Council and that given this the Club wished to continue with their existing arrangements and not proceed as part of the pilot. |

| | |
|------|---|
| 3.8 | <ul style="list-style-type: none"> • Former Upper Ardoyne Youth Centre to RCity Belfast- When the pilot sites were agreed, RCity had expressed an interest in using the former Upper Ardoyne Youth Centre as a hub from which to deliver youth and community programming. However the Group found alternative premises and given this the pilot was not progressed. Members are asked to note that an Expression of Interest process was run for the use of the Centre last year with StreetBeat Youth Project identified as the preferred applicant, based on their potential to deliver a wider benefit for the local community and on their potential to utilise the adjacent Ballysillan Park to maximise on diversionary activities to reduce the negative impacts of ASB on the community. Members are asked to note that the lease agreement is currently being finalised with StreetBeat. |
| 3.9 | <ul style="list-style-type: none"> • Lenadoon Community & Sports Complex to St. Oliver Plunkett Football Club- Lenadoon Amateur Sports Community Interests Company (ASCIC) is the current Facilities Management Agreement holder however Members are asked to note that they have confirmed their agreement to their FMA being transferred to St. Oliver Plunkett Football club. St. Oliver Plunkett FC are one of the leading providers of sports and recreation activity within West Belfast. A business case has been developed with DTNI for St. Oliver Plunkett FC and it is recommended that a long lease is put in place. Further detail on this will be brought to Committee when discussions have taken place with Legal Services re the transfer of the FMA. |
| | <p>Next Steps</p> |
| 3.10 | <p>It is proposed to hold a workshop with Members to review the draft community asset transfer framework and toolkit following the completion of the pilot and how the learning from this is incorporated within any framework. Members are asked to note that there are a number of lessons learned which have emerged through this pilot process with a central emerging theme being that there is not a 'one size fits all' model that can be adopted in respect of community asset transfer and that each request, if Members are supportive, will have to be examined in its own right. The lessons learned will form part of the proposed workshop with Members.</p> |
| | <p><u>Financial and Resource Implications</u></p> |
| 3.11 | <p>Ulidia and Clarendon - Estates and Legal Services to progress the completion of the Leases, Hammer - the Facilities Management Agreement to be prepared for Shankill FC at Hammer subject to Members approval</p> <p>Lenadoon - consideration to be given to the transfer of Lenadoon ASCIS interest to St. Oliver Plunkett FC.</p> |
| | <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> |
| 3.12 | <p>The final Community Asset Management Framework will be screened in line with Council policy</p> |

| | |
|------------|--|
| 4.0 | Appendices - Documents Attached |
| | None |

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| | |
|---------------------------|---|
| Subject: | Commercial and Procurement Services Social Value Working Group update |
| Date: | 23 rd August 2024 |
| Reporting Officer: | Sharon McNicholl Deputy Chief Executive / Director of Corporate Services |
| Contact Officer: | Noleen Bohill, Head of Commercial and Procurement Services |

| | |
|---|---|
| Restricted Reports | |
| Is this report restricted? | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| If Yes, when will the report become unrestricted? | |
| After Committee Decision | <input type="checkbox"/> |
| After Council Decision | <input type="checkbox"/> |
| Sometime in the future | <input type="checkbox"/> |
| Never | <input type="checkbox"/> |

| | |
|---------------------------------------|---|
| Call-in | |
| Is the decision eligible for Call-in? | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

| | |
|------------|--|
| 1.0 | Purpose of Report or Summary of main Issues |
| 1.1 | To update the Strategic Policy & Resources 'SP&R' Committee following consideration by the Social Policy Working Group 'SPWG' at their meeting in August 24 on the delivery of social value outcomes via BCC tender competitions awarded in accordance with the Council's Social Value Procurement Policy 'SVPP'. |
| 2.0 | Recommendations |
| 2.1 | The Committee is asked to: <ul style="list-style-type: none"> • Note the attached Social Value Procurement Policy 'SVPP' Delivery Report. |
| 3.0 | Main report |
| 3.1 | The SVPP Delivery Report is provided every 2 months to the SPWG in line with the scheduled meetings and then a copy is shared to Members at the SP&R Committee. This report covers two (2) Reporting Periods:- <ul style="list-style-type: none"> • June 24 SPWG - 1st March 2024 to 30th April 2024 |

| | |
|------------|---|
| | <ul style="list-style-type: none"> • August 24 SPWG - 1st May 2024 to 30th June 2024 • <p>June SPWG was cancelled so both June and Aug 24 reports presented to SPWG in August 24.</p> |
| | Financial & Resource Implications |
| 3.2 | The financial resources for these contracts are within approved corporate or departmental budgets |
| | Equality or Good Relations Implications / Rural Needs Assessment |
| 3.3 | None |
| 4.0 | Appendices – Documents Attached |
| | <p>Appendix 1 SPWG Report - SVPP Delivery Report June 24</p> <p>Appendix 1 (a) - Appendix to SPWG SV June 24</p> <p>Appendix 2 - SPWG Report - SVPP Delivery Report Aug 24</p> <p>Appendix 2 (a) Appendix to SPWG SV Aug 24</p> |



| | |
|--------------------|--|
| Subject: | Social Value Procurement Policy Delivery Report |
| Date: | 11 th June 2024 |
| Reporting Officer: | Noleen Bohill, Head of Commercial and Procurement Services 'CPS' |
| Contact Officer: | Lewis Murray, Strategic Category Officer, CPS |

| | |
|------------|--|
| 1.0 | Purpose of Report or Summary of main Issues |
| | <p>To update the Social Policy Working Group 'SPWG' on the delivery of social value outcomes via open tender competitions awarded in accordance with the Council's Social Value Procurement Policy 'SVPP'</p> <p>The report also provides an update on tenders awarded by Property & Projects department where, due to project funding rules, social value has been considered and included in accordance with the CPD Buy Social Model.</p> |
| 2.0 | Background |
| | <p>The SVPP was approved by Committee in April 22 with a 'Go Live' date of 1st June 2022.</p> <p>A copy of the SVPP can be found here - Social Value Procurement Policy (belfastcity.gov.uk)</p> <p>SVPP applied to any new applicable open tender exercises with approval dated from 1st June 22.</p> <p>To help Officers and suppliers understanding the SVPP and how to apply this to applicable tender competitions, the Commercial and Procurement Services 'CPS' team has developed:</p> <ul style="list-style-type: none">• Online guidance on interlink which takes Officers through key considerations in line with the SVPP. This guidance was developed and communicated to Officers ahead of the 'Go Live' date in June 22.• A new Supplier Guidance document was launched in September 23 which includes step by step guidance for suppliers in how to offer social value as part of their tender and how their social value offers are evaluated (new innovative approach). This was developed taking on board key learnings since the SVPP was launched in June 22.• Social value evaluation training based on the new approach developed from September 2023. This was rolled out during October 23 to January 24. This is now included in CPS evaluation training. |

A link has been provided below to the interlink guidance (within the link you can access the guidance which should open as a Microsoft Sway document)

[Social value procurement guidance now available \(sharepoint.com\)](#)

It is planned the Supplier Guidance will be available on the Councils' website but want to ensure it is fully tested with the suppliers and gather feedback before doing so. Currently available as a PDF document with tenders.

As outlined in the guidance to Officers application of the SVPP is considered in 2 key parts:

Part 1 – For all tender competitions valued over £30k, consideration by Officers about whether to:

1. Reserve the tender competition to a social enterprise/ VCSE sector taking into consideration levels of market competition in this sector
2. Include organisational behaviours (i.e., ethical procurement, environmental and HR policies and procedures) taking into consideration relevance of these policies and procedures to the goods, services or works being purchased and relevance to the market. When selected for inclusion in the tender these social value organisational behaviours are mandatory pass/fail questions for suppliers to demonstrate rather than scored questions.

Part 2 – the inclusion of a social value weighting (10% or 15%) and scoring for tenders valued:

- over £250k for tenders pre-April 23
- over £30k for tenders post-April 23

The social value offer made by suppliers using the list of social value initiatives and points is then evaluated and scored with a minimum scoring threshold required to be met.

Note from April 23 for all tender competitions valued over £30k the following be included (in addition to the above in Part 1):

1. Payment of the Real Living Wage by suppliers to their employees
2. The prohibited use of zero hours contracts by suppliers

The above post April 23 changes will be implemented on a phased approach from April 23 and applied to any new applicable open tender exercises with approval dated from 1st April 23.

CPD Buy Social Model

The CPD Buy Social Model is applied where external central government funding of 50% or greater is provided for a capital/ works project managed by Property & Projects.

Further information on the CPD Buy Social Model can be found here:

[PPN 01/21 - Scoring Social Value | Department of Finance \(finance-ni.gov.uk\)](#)

[Social Value - \(buysocialni.org\)](#)

| | |
|------------|---|
| | The CPD Buy Social Model is broadly similar to the Council's SVPP in terms of achieving the social value outcomes. See comparison table set out in Annexe 1 (see below at end of report) which provides an overview of the similarities/ differences in key areas. |
| 2.0 | Reporting Period |
| | <p>It is intended that this report will be provided every 2 months in line with scheduled SPWG meetings.</p> <p>This report covers the Reporting Period 1st March 2024 to 30th April 2024.</p> |
| 3.0 | Main report |
| | <p>Appendix 1 of this report set out details of tenders valued over £30k which have been awarded during the Reporting Period and associated SVPP data/information</p> <p>Appendix 1 includes:</p> <p><u>Table 1 - Tenders awarded during Reporting Period</u></p> <p>This sets out details of tenders awarded during Reporting Period and whether SVPP was applied or not.</p> <p>For ease of reporting this shows tenders awarded by Commercial and Procurement Services 'CPS' team and the Property & Projects department.</p> <p><u>Table 2 – Summary of key data and findings associated with application of SVPP</u></p> <p>This shows a summary of key findings from the tenders set out in Table 1; in particular a summary of the Part 1 SVPP considerations i.e. reserved contracts and social value organisational behaviours.</p> <p><u>Table 3 - Summary of Supplier's Social Value Offers (Evaluated submissions)</u></p> <p>This shows a summary of the tenders that included a social value weighting (10/ 15%) and the social value offers put forward by suppliers for evaluation as explained under Part 2.</p> <p>A summary of each applicable tender has been set out in the table.</p> <p><u>Lessons Learned and Continuous Improvement</u></p> <p>A Social Value Review Team has been established to review how the SVPP is being implemented and any lessons learned that need to be applied following conclusion of tender competitions. Areas the team are currently reviewing include, but not limited to:</p> <ol style="list-style-type: none"> 1. Trends in the use of Reserved Contracts and any further guidance required for Officers on when these should be used 2. Trends in the selection of Social Value Organisational Behaviours by Officers when using the Social Value Toolkit and any further guidance required for Officers on when these should be applied 3. The quality of social value offers by suppliers (the evaluated submissions) and if further guidance is required in terms of how these are evaluated by Officers. In addition any further guidance required for suppliers to improve their understanding BCC expectations in line with Belfast Agenda aims and associated strategies. |

| | |
|------------|---|
| | <p>The Social Value Review Team will meet every 2 months in line with scheduled SPWG meetings and the production of this report.</p> <p>The content/ format of this report will be reviewed with further information included as more social value data becomes available i.e. social value delivery by suppliers using SIB reporting database.</p> |
| 4.0 | Summary |
| | <p>Members of the SPWG are asked to consider the content of this report and provide feedback (positive or negative) on the data/ information contained in this report and how the SVPP is being applied.</p> <p>This feedback can then be considered by the Social Value Review Team and associated guidance updated for Officers and suppliers when applying the SVPP.</p> |
| | Appendices |
| | <p>Appendix 1</p> <ul style="list-style-type: none"> • Table 1 - Tenders awarded during Reporting Period • Table 2 – Summary of key data and findings associated with application of SVPP • Table 3 - Summary of Supplier’s Social Value Offers (Evaluated submissions) |

Annexe 1 – Comparison between BCC’s SVPP and CPD Buy Social Model

| Key Criteria | BCC SVPP Approach | CPD Buy Social Model Approach |
|--|---|---|
| Consideration of Reserved Contracts | Mandatory consideration with rationale document for inclusion/exclusion noted in Social Value Toolkit | Mandatory consideration but no further guidance provided about when to reserve. |
| Social Value Organisational Behaviours | See comparison table below | See comparison table below |
| Social value weighting | <p>Applied to all applicable tenders valued over £250k (goods, services and work) from June 22 and £30k from April 23.</p> <p>Social value weighting determined by cost criteria for tender i.e.</p> <p>If cost criteria is >50% then social value weighting is 10%</p> <p>If cost criteria is ≤50% then social value weighting is 15%</p> | <p>Applied to above threshold tenders (applicable Public Contracts Regulations) for services and works. Supplies not included.</p> <p>For local government this means application to tenders valued above:</p> <p>£170k (approx.) for services contracts</p> <p>£4.3m (approx.) for works contracts</p> <p>Social value weighting 10%, rising to 20% from June 23 (subject to review/ approval)</p> |
| Minimum Social Value scoring threshold | <p>If 10% social value weighting then minimum 7% out 10% required</p> <p>If 15% social value weighting then minimum 11% out 15% required</p> <p>Suppliers who fail to meet this threshold are excluded from award of tender.</p> | Not included |
| Real Living Wage | Mandatory from April 23 | Mandatory requirement |
| Prohibited use of zero hours contracts | Mandatory from April 23 | Not included |

Social Value Organisational Behaviours comparison

| BCC SVPP Approach | CPD Buy Social Model Approach |
|--|---|
| <p>BCC currently include the following requirements as mandatory for all suppliers:</p> <ol style="list-style-type: none"> 1. Compliance with the Fair Employment and Treatment (Northern Ireland) Order 1998 2. Compliance with the Modern Slavery Act 2015 3. Prompt payment of suppliers/ supply chains <p>Using the Social Value Toolkit (as explained under Part 1) Officers then consider the inclusion of the following social value organisational behaviours in the tender:</p> <p><u>1. Ethical Procurement and Fair Treatment of the Supply Chain</u></p> <p>Suppliers are to demonstrate they have a procurement policy and/or corporate social responsibility policy which clearly sets out the supplier’s commitment to ethical procurement practices and fair treatment of your supply chain including associated training/ communication to staff.</p> <p><u>2. Environmental Management Systems</u></p> <p>Suppliers are to demonstrate they have an environmental management system in place i.e. ISO14001 or equivalent.</p> <p><u>3. Single Use Plastics Policy</u></p> <p>Suppliers are to demonstrate they have a single use plastics ‘SUP’ policy which clearly sets out the supplier’s commitment to managing and reducing the use of SUP in their business operations including associated training/ communication to staff.</p> <p><u>4. Donating/ Recycling equipment to the VCSE sector</u></p> <p>Suppliers are to demonstrate they have a policy in place which clearly sets out their commitment to supporting the VCSE sector through donating/ recycling equipment (e.g. ICT equipment)</p> <p><u>5. Equality and Diversity Policy</u></p> | <p>From the 1 September 2021 the following requirements are mandatory;</p> <ol style="list-style-type: none"> 1. compliance with relevant employment, equality and health and safety law and human rights standards; 2. adherence to relevant collective agreements; and 3. adoption of fair work practices for all workers engaged in the delivery of the contract. |

Suppliers are to demonstrate they have an equality and diversity policy and/or relevant HR policy which clearly sets out their commitment to equality and diversity in the workplace including associated training/ communication to staff.

7. Development, Health and Wellbeing of Employees

Suppliers are to demonstrate their commitment to the development, health and wellbeing of their employees by providing at least 3 of the following points i) to v):

i) evidence that employees are offered fair and equitable terms of employment including sick pay, holidays, pension and set working hours;

ii) evidence of having a learning and development policy in place which shows commitment to the personal and career development of your employees;

iii) evidence of having in place employee appraisal procedures in place including regular employment engagement;

iv) evidence of offering employees flexible working to support a healthy work life balance i.e. flexible working hours or working from home option;

v) evidence of having in place policies/ initiatives to support the mental and physical health of your employees e.g. offer employee counselling services or occupation health support service.

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Table 1: Tenders awarded during Reporting Period

Table 1a: Tenders awarded by Commercial and Procurement Services Team 'CPS'

| Ref | Contract Title | Contract Type | Value | Successful Supplier | SVPP applied (Y/N) | If No - Reason why? | Reserved Contract (Y/N) | Social Value Weighting % applied |
|-------|--|---------------|-------------|---------------------------------|--------------------|-------------------------|-------------------------|----------------------------------|
| T2416 | Mobile Catering at BCC Parks (9 lots/sites awarded) | Concession | £202,000 | Various | N | Each lot <30k value | N | N/A* |
| T2501 | Provision of a Grants Management System | Services | £33,587 | Fluent Technology - Flexi Grant | Y | N/A | N | 10% |
| T2467 | SAP licences support (STA) | Services | £50,500 | SAP (UK) Ltd | N | STA/Direct Award | N | N/A |
| T2435 | Animal Healthcare Services | Services | £400,000 | Jubilee Veterinary Centre Ltd | Y | N/A | N | 15% |
| T2457 | Printing of the 'City Matters' magazine | Supplies | £300,000 | W&G Baird | Y | N/A | N | 10% |
| T2331 | Mechanical Services | Services | £5m | WJM Building Services | N | Pre-dates June 22 | N | N/A |
| T2520 | Hire of 2 x Refuse Collection Vehicles | Services | £105,560.00 | Endurance Vehicle Solutions | N | External Framework Used | N | N/A |
| T2506 | Maintenance & Support for SAP, SRM & VIM (STA) | Services | £77,700.00 | HCL Technologies Ltd | N | STA/Direct Award | N | N/A |
| T2453 | Provision of toilet hygiene services and mats | Services | £450,000.00 | The Concept Group | Y | N/A | N | 10% |
| T2446 | Provision of Catering Services (retail and events) at Belfast Castle | Concession | £236,833 | Crumlin Road Gaol Ltd | Y | N/A | N | 15% |
| T2502 | Visit Belfast Out of State Marketing for Belfast 2024 | Services | £370,000 | Visit Belfast | N | STA/Direct Award | N | N/A |
| T2512 | IT Technical Research and Guidance | Services | £45,400 | Gartner UK Limited | Y | N/A | N | 10% |

Appendix 1

| Ref | Contract Title | Contract Type | Value | Successful Supplier | SVPP applied (Y/N) | If No - Reason why? | Reserved Contract (Y/N) | Social Value Weighting % applied |
|-------|--|---------------|------------|---------------------|--------------------|-------------------------|-------------------------|----------------------------------|
| T2503 | Provision of Clockwise System (STA) | Services | £62,122 | Softworks Ltd | N | STA/Direct Award | N | N/A |
| T2531 | Provision of Temporary Agency Resources (Call off contracts) | Services | £2,000,000 | Various | N | External Framework Used | N | N/A |
| T2493 | External Mail Collection Service | Services | £400,000 | PostalSort Ltd | N | External Framework Used | N | N/A |

* Each lot within the T2416 tender was valued at <£30k so SV weighting not applied. Local community support by suppliers/vendors was considered as part of the evaluation criteria.

Table 1b: Tenders awarded by Property & Projects

| Ref | Contract Title | Contract Type | Value | Successful Supplier | SVPP applied (Y/N) | If No - Reason why? | Reserved Contract (Y/N) | Social Value Weighting % applied |
|-----------|--|---------------|------------|---------------------|--------------------|----------------------------------|-------------------------|----------------------------------|
| ITT 37494 | Black Mountain Shared Space Phase 2 - Main Contractor | Works | £1,378,620 | McCusker Contracts | N | CPD/Buy Social – below threshold | N | N/A |
| ITT 37533 | MTC for drain clearance and camera surveys | Works | £38,223 | Glenvale Waste Ltd | Y | N/A | N | 10% |
| ITT 37651 | Resurfacing Measured Term Contract (including minor civil works) | Works | £2,078,492 | McQuillan Contracts | Y | N/A | N | 10% |
| ITT 37762 | Woodvale 3G Pitch replacement | Works | £137,865 | Struell Contracts | Y | N/A | N | 10% |
| ITT 37825 | UV Main Contractor for Titanic People Exhibition | Works | £1,001,160 | JPM | N | CPD/Buy Social – below threshold | N | N/A |
| ITT 37873 | UV Arts & Digital Hub Main Contractor | Works | £1,081,707 | OB Construction | N | CPD/Buy Social – below threshold | N | N/A |

Table 2: Summary of key findings/ data

| Key area/ criteria | Summary/ Key Findings |
|--|---|
| Total number of tenders awarded during Reporting Period | 21 tenders awarded |
| Total number of tenders awarded where SVPP was applied | 9 out of 21 tenders |
| Number of tenders awarded where a % weighting and scoring was applied. | 9 out of 21 tenders |
| Summary of reasons why SVPP was not applied | <p>4 out of 12 – STAs/ Direct Awards</p> <p>3 out of 12 – an external framework was used to award contract therefore restricted to framework evaluation criteria</p> <p>3 out of 12 – externally funded project therefore CPD Buy Social policy applies but are below threshold (CPD/SIB set threshold) to include social value</p> <p>1 out of 12 – the tender commenced before June 22 therefore the SVPP was not in place. This tender was subject to a protracted evaluation process due to risk of legal challenge.</p> <p>1 out of 12 – the tender included 9 lots and each lot was valued <£30k.</p> |
| Total number of tenders awarded where CPD Buy Social (above threshold) was applied | None |
| Number of Reserved Contracts | <p>None.</p> <p>Social Value Review Team to consider if any further guidance is required about when/ what tenders should be reserved to social enterprises.</p> |
| Social value organisational behaviours selected for inclusion in tenders. | <p>Ethical Procurement Policies - included in 6 out of 9 tenders</p> <p>Environmental Managements Systems - included in 4 out of 9 tenders</p> <p>Single Use Plastics Policy - included in 0 out of 9 tenders</p> <p>Donating/recycling equipment to VCSE policy - included in 0 out of 9 tenders</p> <p>Equality and Diversity policy - included in 7 out of 9 tenders</p> <p>Employee development, health, and wellbeing policy - included in 7 out of 9 tenders</p> <p>The Social Value Review Team will review guidance to ensure it is clear when to include these organisational behaviours in tenders; particular areas where there are low levels of inclusion i.e. single use plastic and donating/ recycling equipment to VCSE sector policies.</p> |

Table 3: Summary of Supplier’s Social Value Offers (Evaluated submissions)

| | | Social Value Initiatives | | | | | | | | | | | | | | | | | |
|------------|---------------------------|--|---|--|--|--|--|--|---|--|--|--|--|---|--|--|-----------------------------|--|---|
| Page 66 | Tender Awarded - Supplier | Number of employment weeks* (FTE) created for Apprenticeships | Number of employment weeks* (FTE) created for Priority Groups | Number of employment weeks* (FTE) created for Students | Employability or skills initiatives to support Priority Groups | Initiatives to enhance employability of young people | Use of a social enterprise or co-operative in the supply chain (in relation to contract) | Initiatives to support VCSE organisation | Initiatives to improve good relations between people from different religious, political, racial & ethnic backgrounds | Initiatives to reduce or prevent crime (including hate crime) and/or ASB | Initiatives to reduce or prevent health related inequalities | Initiatives to increase participation in sports related activities | Initiatives to increase participation in arts related activities | Reduce carbon emissions associated with energy supply | Reduce carbon emissions associated with transportation | Improve waste management, including recycling, upcycling and supporting the circular | Improve resource efficiency | Enhance environmental natural resources and biodiversity | |
| | T2501 | Provision of a Grants Management System - Fluent Technology - Flexi Grant | | | | | | | | | | | | ✓ | | | | | |
| | T2435 | Animal Healthcare Services - Jubilee Veterinary Centre Ltd | | | ✓ | ✓ | ✓ | | | | | | | | | | | | |
| | T2457 | Printing of the ‘City Matters’ magazine - W&G Baird | ✓ | | | | | | | | | | | | | | | | |
| | T2453 | Provision of toilet hygiene services and mats - The Concept Group | ✓ | | | | | | | | | | | | | | | | |
| | T2446 | Provision of Catering Services (retail and events) at Belfast Castle - Crumlin Road Gaol Ltd | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | T2512 | IT Technical Research and Guidance - Gartner UK Limited | | | | | | | | | | | | | | | ✓ | | |

Appendix 1

| | Social Value Initiatives | | | | | | | | | | | | | | | | |
|--|---|---|--|--|--|--|--|---|--|--|--|--|---|--|--|-----------------------------|--|
| Tender Awarded - Supplier | Number of employment weeks* (FTE) created for Apprenticeships | Number of employment weeks* (FTE) created for Priority Groups | Number of employment weeks* (FTE) created for Students | Employability or skills initiatives to support Priority Groups | Initiatives to enhance employability of young people | Use of a social enterprise or co-operative in the supply chain (in relation to contract) | Initiatives to support VCSE organisation | Initiatives to improve good relations between people from different religious, political, racial & ethnic backgrounds | Initiatives to reduce or prevent crime (including hate crime) and/or ASB | Initiatives to reduce or prevent health related inequalities | Initiatives to increase participation in sports related activities | Initiatives to increase participation in arts related activities | Reduce carbon emissions associated with energy supply | Reduce carbon emissions associated with transportation | Improve waste management, including recycling, upcycling and supporting the circular | Improve resource efficiency | Enhance environmental natural resources and biodiversity |
| ITT 37533 MTC for drain clearance and camera surveys - Glenvale Waste Ltd | | | ✓ | | ✓ | | | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| ITT 37651 Resurfacing Measured Term Contract (including minor civil works) McQuillan Contracts | | | ✓ | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| ITT 37762 Woodvale 3G Pitch replacement - Struell Contracts | | | | | ✓ | | | | ✓ | | | | | | | | |

001-0684



| | |
|--------------------|--|
| Subject: | Social Value Procurement Policy Delivery Report |
| Date: | 13 th August 2024 |
| Reporting Officer: | Noleen Bohill, Head of Commercial and Procurement Services 'CPS' |
| Contact Officer: | Lewis Murray, Strategic Category Officer, CPS |

| | |
|------------|--|
| 1.0 | Purpose of Report or Summary of main Issues |
| | <p>To update the Social Policy Working Group 'SPWG' on the delivery of social value outcomes via open tender competitions awarded in accordance with the Council's Social Value Procurement Policy 'SVPP'</p> <p>The report also provides an update on tenders awarded by Property & Projects department where, due to project funding rules, social value has been considered and included in accordance with the CPD Buy Social Model.</p> |
| 2.0 | Background |
| | <p>The SVPP was approved by Committee in April 22 with a 'Go Live' date of 1st June 2022.</p> <p>A copy of the SVPP can be found here - Social Value Procurement Policy (belfastcity.gov.uk)</p> <p>SVPP applied to any new applicable open tender exercises with approval dated from 1st June 22.</p> <p>To help Officers and suppliers understanding the SVPP and how to apply this to applicable tender competitions, the Commercial and Procurement Services 'CPS' team has developed:</p> <ul style="list-style-type: none">• Online guidance on interlink which takes Officers through key considerations in line with the SVPP. This guidance was developed and communicated to Officers ahead of the 'Go Live' date in June 22.• A new Supplier Guidance document was launched in September 23 which includes step by step guidance for suppliers in how to offer social value as part of their tender and how their social value offers are evaluated (new innovative approach). This was developed taking on board key learnings since the SVPP was launched in June 22.• Social value evaluation training based on the new approach developed from September 2023. This was rolled out during October 23 to January 24. This is now included in CPS evaluation training. |

A link has been provided below to the interlink guidance (within the link you can access the guidance which should open as a Microsoft Sway document)

[Social value procurement guidance now available \(sharepoint.com\)](#)

It is planned the Supplier Guidance will be available on the Councils' website but want to ensure it is fully tested with the suppliers and gather feedback before doing so. Currently available as a PDF document with tenders.

As outlined in the guidance to Officers application of the SVPP is considered in 2 key parts:

Part 1 – For all tender competitions valued over £30k, consideration by Officers about whether to:

1. Reserve the tender competition to a social enterprise/ VCSE sector taking into consideration levels of market competition in this sector
2. Include organisational behaviours (i.e., ethical procurement, environmental and HR policies and procedures) taking into consideration relevance of these policies and procedures to the goods, services or works being purchased and relevance to the market. When selected for inclusion in the tender these social value organisational behaviours are mandatory pass/fail questions for suppliers to demonstrate rather than scored questions.

Part 2 – the inclusion of a social value weighting (10% or 15%) and scoring for tenders valued:

- over £250k for tenders pre-April 23
- over £30k for tenders post-April 23

The social value offer made by suppliers using the list of social value initiatives and points is then evaluated and scored with a minimum scoring threshold required to be met.

Note from April 23 for all tender competitions valued over £30k the following be included (in addition to the above in Part 1):

1. Payment of the Real Living Wage by suppliers to their employees
2. The prohibited use of zero hours contracts by suppliers

The above post April 23 changes will be implemented on a phased approach from April 23 and applied to any new applicable open tender exercises with approval dated from 1st April 23.

CPD Buy Social Model

The CPD Buy Social Model is applied where external central government funding of 50% or greater is provided for a capital/ works project managed by Property & Projects.

Further information on the CPD Buy Social Model can be found here:

[PPN 01/21 - Scoring Social Value | Department of Finance \(finance-ni.gov.uk\)](#)

[Social Value - \(buysocialni.org\)](#)

| | |
|------------|--|
| | The CPD Buy Social Model is broadly similar to the Council's SVPP in terms of achieving the social value outcomes. See comparison table set out in Annexe 1 (see below at end of report) which provides an overview of the similarities/ differences in key areas. |
| 2.0 | Reporting Period |
| | It is intended that this report will be provided every 2 months in line with scheduled SPWG meetings. This report covers the Reporting Period 1 st May 2024 to 30 th June 2024. |
| 3.0 | Main report |
| | <p>Appendix 1 of this report set out details of tenders valued over £30k which have been awarded during the Reporting Period and associated SVPP data/information.</p> <p>Appendix 1 includes:</p> <p><u>Table 1 - Tenders awarded during Reporting Period</u></p> <p>This sets out details of tenders awarded during Reporting Period and whether SVPP was applied or not.</p> <p>For ease of reporting this shows tenders awarded by Commercial and Procurement Services 'CPS' team and the Property & Projects department.</p> <p><u>Table 2 – Summary of key data and findings associated with application of SVPP</u></p> <p>This shows a summary of key findings from the tenders set out in Table 1; in particular a summary of the Part 1 SVPP considerations i.e. reserved contracts and social value organisational behaviours.</p> <p><u>Table 3 - Summary of Supplier's Social Value Offers (Evaluated submissions)</u></p> <p>This shows a summary of the tenders that included a social value weighting (10/ 15%) and the social value offers put forward by suppliers for evaluation as explained under Part 2.</p> <p>A summary of each applicable tender has been set out in the table.</p> <p><u>Lessons Learned and Continuous Improvement</u></p> <p>A Social Value Review Team has been established to review how the SVPP is being implemented and any lessons learned that need to be applied following conclusion of tender competitions. Areas the team are currently reviewing include, but not limited to:</p> <ol style="list-style-type: none"> 1. Trends in the use of Reserved Contracts and any further guidance required for Officers on when these should be used 2. Trends in the selection of Social Value Organisational Behaviours by Officers when using the Social Value Toolkit and any further guidance required for Officers on when these should be applied 3. The quality of social value offers by suppliers (the evaluated submissions) and if further guidance is required in terms of how these are evaluated by Officers. In addition any further guidance required for suppliers to improve their understanding BCC expectations in line with Belfast Agenda aims and associated strategies. |

| | |
|------------|---|
| | <p>The Social Value Review Team will meet every 2 months in line with scheduled SPWG meetings and the production of this report.</p> <p>The content/ format of this report will be reviewed with further information included as more social value data becomes available i.e. social value delivery by suppliers using SIB reporting database.</p> |
| 4.0 | Summary |
| | <p>Members of the SPWG are asked to consider the content of this report and provide feedback (positive or negative) on the data/ information contained in this report and how the SVPP is being applied.</p> <p>This feedback can then be considered by the Social Value Review Team and associated guidance updated for Officers and suppliers when applying the SVPP.</p> |
| | Appendices |
| | <p>Appendix 1</p> <ul style="list-style-type: none"> • Table 1 - Tenders awarded during Reporting Period • Table 2 – Summary of key data and findings associated with application of SVPP • Table 3 - Summary of Supplier’s Social Value Offers (Evaluated submissions) |

Annexe 1 – Comparison between BCC’s SVPP and CPD Buy Social Model

| Key Criteria | BCC SVPP Approach | CPD Buy Social Model Approach |
|--|---|---|
| Consideration of Reserved Contracts | Mandatory consideration with rationale document for inclusion/exclusion noted in Social Value Toolkit | Mandatory consideration but no further guidance provided about when to reserve. |
| Social Value Organisational Behaviours | See comparison table below | See comparison table below |
| Social value weighting | <p>Applied to all applicable tenders valued over £250k (goods, services and work) from June 22 and £30k from April 23.</p> <p>Social value weighting determined by cost criteria for tender i.e.</p> <p>If cost criteria is >50% then social value weighting is 10%</p> <p>If cost criteria is ≤50% then social value weighting is 15%</p> | <p>Applied to above threshold tenders (applicable Public Contracts Regulations) for services and works. Supplies not included.</p> <p>For local government this means application to tenders valued above:</p> <p>£170k (approx.) for services contracts</p> <p>£4.3m (approx.) for works contracts</p> <p>Social value weighting 10%, rising to 20% from June 23 (subject to review/ approval)</p> |
| Minimum Social Value scoring threshold | <p>If 10% social value weighting then minimum 7% out 10% required</p> <p>If 15% social value weighting then minimum 11% out 15% required</p> <p>Suppliers who fail to meet this threshold are excluded from award of tender.</p> | Not included |
| Real Living Wage | Mandatory from April 23 | Mandatory requirement |
| Prohibited use of zero hours contracts | Mandatory from April 23 | Not included |

Social Value Organisational Behaviours comparison

| BCC SVPP Approach | CPD Buy Social Model Approach |
|--|---|
| <p>BCC currently include the following requirements as mandatory for all suppliers:</p> <ol style="list-style-type: none"> 1. Compliance with the Fair Employment and Treatment (Northern Ireland) Order 1998 2. Compliance with the Modern Slavery Act 2015 3. Prompt payment of suppliers/ supply chains <p>Using the Social Value Toolkit (as explained under Part 1) Officers then consider the inclusion of the following social value organisational behaviours in the tender:</p> <p><u>1. Ethical Procurement and Fair Treatment of the Supply Chain</u></p> <p>Suppliers are to demonstrate they have a procurement policy and/or corporate social responsibility policy which clearly sets out the supplier’s commitment to ethical procurement practices and fair treatment of your supply chain including associated training/ communication to staff.</p> <p><u>2. Environmental Management Systems</u></p> <p>Suppliers are to demonstrate they have an environmental management system in place i.e. ISO14001 or equivalent.</p> <p><u>3. Single Use Plastics Policy</u></p> <p>Suppliers are to demonstrate they have a single use plastics ‘SUP’ policy which clearly sets out the supplier’s commitment to managing and reducing the use of SUP in their business operations including associated training/ communication to staff.</p> <p><u>4. Donating/ Recycling equipment to the VCSE sector</u></p> <p>Suppliers are to demonstrate they have a policy in place which clearly sets out their commitment to supporting the VCSE sector through donating/ recycling equipment (e.g. ICT equipment)</p> <p><u>5. Equality and Diversity Policy</u></p> | <p>From the 1 September 2021 the following requirements are mandatory;</p> <ol style="list-style-type: none"> 1. compliance with relevant employment, equality and health and safety law and human rights standards; 2. adherence to relevant collective agreements; and 3. adoption of fair work practices for all workers engaged in the delivery of the contract. |

Suppliers are to demonstrate they have an equality and diversity policy and/or relevant HR policy which clearly sets out their commitment to equality and diversity in the workplace including associated training/ communication to staff.

7. Development, Health and Wellbeing of Employees

Suppliers are to demonstrate their commitment to the development, health and wellbeing of their employees by providing at least 3 of the following points i) to v):

i) evidence that employees are offered fair and equitable terms of employment including sick pay, holidays, pension and set working hours;

ii) evidence of having a learning and development policy in place which shows commitment to the personal and career development of your employees;

iii) evidence of having in place employee appraisal procedures in place including regular employment engagement;

iv) evidence of offering employees flexible working to support a healthy work life balance i.e. flexible working hours or working from home option;

v) evidence of having in place policies/ initiatives to support the mental and physical health of your employees e.g. offer employee counselling services or occupation health support service.

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Table 1: Tenders awarded during Reporting Period

Table 1a: Tenders awarded by Commercial and Procurement Services Team 'CPS'

| Ref | Contract Title | Contract Type | Value | Successful Supplier | SVPP applied (Y/N) | If No - Reason why? | Reserved Contract (Y/N) | Social Value Weighting % applied |
|-----------|---|---------------|-------------|--------------------------------------|--------------------|-------------------------|-------------------------|----------------------------------|
| T2470 | Supply and delivery of outdoor litter bins | Supplies | £700,000 | Safety Solutions NI | Y | N/A | N | 10% |
| T2529 | CCS Fuel Supply Agreement - Gas Oil, Diesel, Kerosene, Gas Oil class D | Supplies | £3,000,000 | Nicholl Oils Ltd | N | External Framework Used | N | N/A |
| T2489(f) | 24/25 Vehicle Requirement -2 x 26T RCV with Food Pod | Supplies | £567,358 | Dennis Eagle | N | External Framework Used | N | N/A |
| T2505 | Provision of a Medical Referee Service for Belfast City Council Crematorium | Services | £150,000 | Dr N B Smith | Y | N/A | N | 10% |
| T2497 (1) | Supply and Delivery of Fertilisers | Supplies | £250,000 | John Lindsay professional sportsturf | Y | N/A | N | 10% |
| T2497 (2) | Supply and Delivery of Grass Seed | Supplies | £175,000 | John Lindsay professional sportsturf | Y | N/A | N | 10% |
| T2497 (3) | Supply and Delivery of Pesticides | Supplies | £175,000 | Nomix Enviro | Y | N/A | N | 10% |
| T2343 | Kerbside collection and recycling service | Services | £20,300,000 | Bryson Recycling | Y | N/A | N | 15% |
| T2521 | Support for Modern.gov IT System (STA) | Services | £35,000 | Civica UK Limited | N | STA/Direct Award | N | N/A |
| T2417* | Supply and delivery of grounds maintenance plant and equipment | Supplies | £400,000 | Various suppliers | Y | N/A | N | 10% |
| T2489(d) | 24/25 Vehicle Requirement - Utility Vehicle with FIDO Unit x 1 | Supplies | £35,946 | R D Mechanical Services Ltd | Y | N/A | N | 10% |
| T2536 | Customer Focus Programme | Services | £61,200 | Gartner UK Limited | N | External Framework Used | N | N/A |
| T2150j | Provision of a Technology Platform for Digital Badging | Services | £120,000 | Navigatr Limited | Y | N/A | N | 15% |

Appendix 1

| Ref | Contract Title | Contract Type | Value | Successful Supplier | SVPP applied (Y/N) | If No - Reason why? | Reserved Contract (Y/N) | Social Value Weighting % applied |
|-----------|--|---------------|------------|---------------------------|--------------------|------------------------------|-------------------------|----------------------------------|
| T2466 (1) | Young tree maintenance and minor horticultural works | Services | £2,000,000 | Clive Richardson Ltd | Y | N/A | N | 15% |
| T2466 (2) | Management and Control of Invasive Species | Services | £200,000 | Idverde | N | Error – oversight by Officer | N | N/A |
| T2358 A | Category 8 Hay and Haylage | Services | £93,800 | Equestrian and Farm Feeds | Y | N/A | N | 10% |

* T2417 - Social Value % weighting applied to 3 Lots (Lot 1, 9 and 10) in line with estimated +£30k value of each Lot.

Table 1b: Tenders awarded by Property & Projects

| Ref | Contract Title | Contract Type | Value | Successful Supplier | SVPP applied (Y/N) | If No - Reason why? | Reserved Contract (Y/N) | Social Value Weighting % applied |
|-----------|--|---------------|-------------|-------------------------------|--------------------|---|-------------------------|----------------------------------|
| ITT 37730 | Belfast Stories Interpretative Masterplan & Concept Design Team | Services | £344,880 | Ralph Appelbaum Associates | N | CPD led procurement. CPD Buy Social applied | N | N/A |
| ITT 37789 | Refurbishment of toilets at the Waterfront Hall | Works | £419,869.40 | Electrical & Data Systems Ltd | Y | N/A | N | 10% |
| ITT 37937 | NRF Integrated Consultant Team for USEL Recycling Storage Facility | Services | £32,375 | McCartan Muldoon | N | Contract amount too low to justify applying SV. Would have negatively affected competition. | N | N/A |

Table 2: Summary of key findings/ data

| Key area/ criteria | Summary/ Key Findings |
|---|--|
| Total number of tenders awarded during Reporting Period | 19 tenders awarded |
| Total number of tenders awarded where SVPP was applied | 12 out of 19 tenders (63%) |
| Summary of reasons why SVPP was not applied | <p>1 out of 7 – STAs/ Direct Awards</p> <p>3 out of 7 – an external framework was used to award contract therefore restricted to framework evaluation criteria</p> <p>2 out of 7 – policy not applied correctly. 1 due to officer error and 1 due to low contract value and concerns regarding competition.</p> <p>1 out of 7 – Buy Social (above threshold) was applied</p> |
| Number of Reserved Contracts | <p>None.</p> <p>Social Value Review Team to consider if any further guidance is required about when/ what tenders should be reserved to social enterprises.</p> |
| Social value organisational behaviours selected for inclusion in tenders. | <p>Ethical Procurement Policies - included in 7 out of 12 tenders</p> <p>Environmental Managements Systems - included in 7 out of 12 tenders</p> <p>HR Policies - included in 7 out of 12 tenders</p> <p>The Social Value Review Team will review guidance to ensure it is clear when to include these organisational behaviours in tenders; particular areas where there are low levels of inclusion.</p> |

Table 3: Summary of Supplier's Social Value Offers (Evaluated submissions)

| Tender Awarded - Supplier | Social Value Initiatives | | | | | | | | | | | | | | | | |
|--|---|---|--|--|--|--|--|---|--|--|--|--|---|--|--|-----------------------------|--|
| | Number of employment weeks* (FTE) created for Apprenticeships | Number of employment weeks* (FTE) created for Priority Groups | Number of employment weeks* (FTE) created for Students | Employability or skills initiatives to support Priority Groups | Initiatives to enhance employability of young people | Use of a social enterprise or co-operative in the supply chain (in relation to contract) | Initiatives to support VCSE organisation | Initiatives to improve good relations between people from different religious, political, racial & ethnic backgrounds | Initiatives to reduce or prevent crime (including hate crime) and/or ASB | Initiatives to reduce or prevent health related inequalities | Initiatives to increase participation in sports related activities | Initiatives to increase participation in arts related activities | Reduce carbon emissions associated with energy supply | Reduce carbon emissions associated with transportation | Improve waste management, including recycling, upcycling and supporting the circular | Improve resource efficiency | Enhance environmental natural resources and biodiversity |
| T2470 - Supply and delivery of outdoor litter bins - Safety Solutions NI | | | | | | | | | | | ✓ | ✓ | ✓ | | | | |
| T2505 - Provision of a Medical Referee Service for Belfast City Council Crematorium - Dr N B Smith | | | | | | | | | | | | | | ✓ | ✓ | | |
| T2497 (1) - Supply and Delivery of Fertilisers - John Lindsay professional sportsturf | | | | | ✓ | | | | | | ✓ | | | | | | ✓ |
| T2497 (2) - Supply and Delivery of Grass Seed - John Lindsay professional sportsturf | | | | | ✓ | | | | | | ✓ | | | | | | ✓ |
| T2497 (3) - Supply and Delivery of Pesticides - Nomix Enviro | | | | | | | | | | | | | ✓ | | | | |
| T2343 - Kerbside collection and recycling service - Bryson Recycling | | | ✓ | | ✓ | | | | ✓ | ✓ | | ✓ | ✓ | ✓ | | | |
| T2417(1) - Supply and delivery of grounds maintenance plant and equipment – DA Forgie | | | | ✓ | ✓ | | | ✓ | | ✓ | | | | | | | |

Language Strategy Working Group

Thursday, 8th August, 2024

LANGUAGE STRATEGY WORKING GROUP MINUTES HELD IN PERSON AND REMOTELY

Members present: Councillor Walsh (Chairperson);
Alderman Rodgers; and
Councillor Whyte.

Also attended: Councillor Doran for Councillor R. Brooks.

In attendance: Ms. N. Largey, City Solicitor/Director of Legal and
Civic Services;
Ms. C. Donnelly, Committee Services Officer.

Election of Chairperson

The Working Group noted that it was required to elect a Chairperson for the coming year.

Moved by Councillor Walsh,
Seconded by Councillor Doran, and

Resolved – that Councillor Walsh be elected to serve as Chairperson to the Language Strategy Working Group until the date of the Annual Meeting.

Apologies

Apologies for inability to attend were reported for Councillors R. Brooks and Long.

Minutes

The minutes of the meeting of 16th May, 2024 were taken as read and signed as correct.

Declarations of Interest

No declarations of interest were reported.

Update on Irish Language Policy Consultation

The City Solicitor provided the working group with an update on the Irish Language Policy Consultation and provided an overview of the following consultation and engagement plans:

Staff

- Anonymous Survey for all staff;
- JNCC (Joint Negotiating and Consultative Committee);
- Your Say Survey (online, hard copy and QR codes on payslips);
- Interlink articles; and
- Two in-person sessions in City Hall.

Broader Community Engagement

- Online engagement sessions;
- Physical engagement sessions – including St. Mary's College bilingual session;
- Stakeholders forum – in Irish with translation headsets;
- Event in An Droichead for Irish speakers;
- Event in 2 Royal Avenue;
- Article in City Matters; and
- Online engagement with schools and universities.

The City Solicitor explained that she expected a significant response to the consultation and that it was therefore anticipated, dependent on the number of responses received, that they would be processed by spring, 2025 and that subsequently, any concerns would need to be addressed and an EQIA and Rural Needs Assessment would also need to be carried out.

She stated that the cost of the consultation would be met through existing budgets.

The Working Group noted the update.

Chairperson

Good Relations Programmes

“That this is Council recognises the vital role of Good Relations programmes in supporting reconciliation in a society recovering from conflict, bringing communities together, creating shared spaces, challenging sectarian, racism and other forms of prejudice, and promoting respect for all cultural identities; strongly condemns the recent violence and targeting of businesses; encourages greater support and investment for sporting and cultural events as a mechanism for uniting local communities; registers its disappointment that an enhanced and fully-funded regional Good Relations Strategy has not been prioritised since the restoration of the NI Assembly; and calls for a review of the progress of Good Relations programmes in Belfast City Council to be completed within 6 months.”

Proposer: Councillor Fiona McAteer

Seconder: Councillor Hedley Abernethy

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