

Public Document Pack

**Democratic Services Section
Chief Executive's Department
Belfast City Council
City Hall
Belfast
BT1 5GS**

5th October, 2018

MEETING OF PEOPLE AND COMMUNITIES COMMITTEE

Dear Alderman/Councillor,

In addition to those matters previously notified to you, the following item(s) will also be considered at the meeting to be held at 4.30 pm on Tuesday, 9th October, 2018.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

- 3 (b) RESTRICTED - Belsonic - Five Year Booking (Pages 1 - 4)
- 3 (c) Review of Community Provision (Pages 5 - 12)

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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:	A review of 'community' provision
Date:	9 th October 2018
Reporting Officer:	Nigel Grimshaw, Strategic Director of City and Neighbourhood Services
Contact Officer:	Rose Crozier, Director of Neighbourhood 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"/>
Some time 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	The paper presents the context and need for a review of our 'Community' service offer in support of integrated Neighbourhood Services and the priorities set out in the Belfast Agenda.
1.2	The definition of 'community provision' for a future integrated service delivery includes the traditional services namely: <ul style="list-style-type: none"> • Community development and services; • Community safety/ anti-social behaviour; • Neighbourhood/ community cohesion/ Good Relations; • Outreach/ education and awareness/ open spaces;

	<ul style="list-style-type: none"> • Active living and leisure development & • Health and Wellbeing.
2.0	Recommendations
2.1	<p>The Committee is asked to;</p> <ul style="list-style-type: none"> • note the planned review of community provision across the new CNS department and <ul style="list-style-type: none"> i. Agree the proposed governing strategic principles ii. Agree the commissioning of external support as required.
3.0	Main report
3.1	<p>Since local government reform, Council has formed the Belfast Agenda, the city's community plan, and Belfast has become a SMART & Resilient city. The City Centre Regeneration Strategy and Local Development Plan seek to enhance city infrastructure & place and continuing efforts to attract external investment and tourism along with the City Deal provides opportunity for everyone to prosper.</p>
3.2	<p>Members are shaping the Inclusive Growth framework to ensure 'no one is left behind' and this is likely to enable programmes & interventions to prevent poverty, or provide support where it may result. There is now a need to review our front line community provision to ensure it is enabled to play its significant part in achieving these goals.</p>
3.3	<p>Chief officers are forming the area framework to enable an integrated area service delivery with neighbourhood regeneration, targeted interventions and a suite of city services delivered through a robust and sustainable area planning model. This will help realise Council's original aspiration in March 2015 '<i>to review and modernise services to ensure they are performing at their best and that resources, processes and technology are integrated to maximise efficiency, improve performance and increase customer satisfaction</i>'.</p>
3.4	<p>This decision led to the formation of the City & Neighbourhood Services Department & since appointment in January 2016, the Strategic Director of City and Neighbourhood Services has led this change programme bringing all 1700 staff together across a range of services from parks & open spaces, environmental health, waste, community safety, community services and good relations, etc. into one service hub with all services settled in the CWB.</p>
3.5	<p>The pillars on which the C&NS change programme is founded are improved customer focus, support for effective neighbourhood working, fit for purpose structure and increased</p>

	<p>efficiencies. These are supported by a number of work streams with a range of transition activities emerging, for example, the onset of the new customer focus management approach and the 10 year waste strategy consultation.</p>
3.6	<p>It is now timely, as the change process continues to evolve, to seek external assistance to independently scope current community provision in order to support the design of future activity in line with the emerging 'neighbourhood/ area working' framework. The review will also consider how to improve service integration under the direction of the incoming Neighbourhood Services and City Services Managers.</p>
3.7	<p>A central aim of the Belfast Agenda is to enhance the quality of life for people in Belfast by working collaboratively to improve our services to communities. It is long accepted that community development plays an important role in promoting active involvement of local communities in addressing local problems of disadvantage, poverty and inequality. Without it the work of any organisation seeking to deliver change in local areas becomes much more difficult.</p>
3.8	<p>It is proposed the review is underpinned by a set of strategic principles which are outlined in Appendix 1 and that these include the need to embed good community development practice so that our future neighbourhood support strengthens communities, fosters improved good relations and increases active and empowered citizenship. A robust stakeholder plan will ensure effective channels for elected members to inform the review from the outset. It will also engage council staff, Trade Unions and other community representatives.</p>
3.9	<p>A critical point has been reached where community provision needs transformed to sustainably meet the needs, standards & expectations of Members, staff & citizens.</p>
3.10	<p>The definition of 'community provision' for a future integrated service delivery includes the traditional services namely:</p> <ul style="list-style-type: none"> ▪ Community development and services; ▪ Community safety/ anti-social behaviour; ▪ Neighbourhood/ community cohesion/ Good Relations; ▪ Outreach/ education and awareness/ open spaces; ▪ Active living and leisure development & ▪ Health and Wellbeing.

3.11	The definition will bear in mind other services which may have a benefit in being delivered as part of this community offer however do not directly sit within City & Neighbourhood Services Department, for example, employability.
3.12	<p>The review will capture the principled way of doing that has been adopted within services to date and will seek to confirm the strategic principles for future service delivery (see Appendix 1):</p> <ul style="list-style-type: none"> ▪ Outcome focused ▪ Community development approach ▪ Community resilience ▪ Stakeholder participation and engagement ▪ Working with communities ▪ Innovative, people centred design and delivery ▪ Customer focused ▪ Sustainability and increased efficiency ▪ Effective neighbourhood working
3.13	As noted, this piece of work will have a robust underpinning stakeholder engagement plan to ensure it leads to a market leading service portfolio which returns social value and invest to save opportunities.
3.14	To complete phase I of the review, members are asked to agree the need for external expert opinion to complement departmental business development resources. This will provide resource support to meet the challenging time-frame and allow for independent comment.
3.15	<p>The main tasks in the review will include:</p> <ul style="list-style-type: none"> ▪ Develop a project plan and phased timeframe (up to 16 weeks) ▪ Present a stakeholder engagement plan to include elected members, officers, Trade Union representatives and appropriate stakeholders ▪ Scope the current range of community facing service information including the range and uptake of programmes, current resource investment, response to differential need and demand, performance management and community impact, etc. ▪ Complete a best practice review, including appropriate benchmarking, to recommend the future 'community' offer which will best support council and Belfast Agenda priorities and outcomes

	<ul style="list-style-type: none"> ▪ Consider delivery models in support of area working ▪ Develop a range of recommendations in relation to change priorities and a related transition plan <p><u>Next steps</u></p>
3.16	As the review progresses, further committee reports will be tabled to consider the 3 key outputs: review of current services, recommendations report on the proposed future BCC community offer and a related change plan.
3.17	The review will form the first phase of the project. Pending committee consideration of related reports, the agreed change plan will be initiated.
	<u>Financial & Resource Implications</u>
3.18	The review will be covered within existing budgets.
	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.19	There are no implications associated with this report.
4.0	Appendices – Documents Attached
	Appendix 1: Strategic Principles

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Appendix 1

The strategic principles to govern the 'Community Provision' review are:

- **Outcome focused:** the review will ensure that BCC's community provision will continue to contribute to and support the improved quality of life of citizens in line with the Belfast Agenda ambitions and outcomes including the building of strong communities, fostering of improved good relations and increasing active and empowered citizenship.
- **Community development approach:** the review will progress the objective to empower local communities to strengthen the capacity of people in neighbourhoods to work with us to shape and determine change in their communities. A community development approach plays a vital role in encouraging active participation in decisions and in particular gives a voice to disadvantaged and vulnerable communities or communities of interest.
- **Community resilience:** the review will consider how we can provide tailored support across the community development continuum to increase access to organised pathways to ensure maximum participation especially among under-represented groups and in areas of weak community infrastructure.
- **Stakeholder participation and engagement:** the review will be cognisant that many stakeholders work within neighbourhoods and communities and any model developed should enhance the opportunities for partnership and collaborative working with BCC to ensure there is no duplication of services and to maximise strategic outcomes and impact
- **Working with communities:** the review will ensure the resulting Community provision results in closer engagement and partnership with communities to ensure services are co-designed and delivered to achieve the best possible outcomes for citizens, communities and partners.
- **Innovative, people centred design and delivery:** the review will identify better ways of working at the local level to enable co-design, testing and delivery of evidence driven and effective socially innovative solutions which can be adopted at scale across the city.
- **Customer focused:** the review will consider the potential future needs of citizens in a changing city and neighbourhood environment and ensure alignment with the current corporate Customer project.
- **Sustainability and increased efficiency:** the review will consider how we can maintain the good examples of existing service practice and make the best use of existing limited resources to ensure the greatest possible community impact and create sustainability.
- **Effective neighbourhood working:** the review will consider best practice elsewhere to baseline the existing services in Belfast. It will take into account the unique circumstances of Belfast and the differing needs across the city to ensure any future community provision model will enable effective neighbourhood working and service delivery.

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