

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



21st March, 2019

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Friday, 22nd March, 2019 at 9.30 am, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

1. **Routine Matters**

- (a) Apologies
- (b) Minutes
- (c) Declarations of Interest

2. **Restricted Items**

- (a) The Gasworks Estate (Pages 1 - 6)
- (b) City Growth and Innovation Commission (Pages 7 - 12)

3. **Matters referred back from Council/Motions**

- (a) Motion: Rainbow Flag at City Hall (Pages 13 - 14)
- (b) Motion: Feasibility Support (Pages 15 - 16)
- (c) Motion: Dog Friendly Properties (Pages 17 - 18)

- (d) Motion: Climate Emergency (Pages 19 - 20)
- (e) Motion - Half Fare SmartPass Scheme - Response from the Department for Infrastructure (Pages 21 - 28)

4. **Governance**

- (a) Governance Arrangements (Pages 29 - 36)
- (b) Revision of Council's Scheme of Allowances (Pages 37 - 46)

5. **Belfast Agenda/Strategic Issues**

- (a) City Region Growth Deal – update (Pages 47 - 60)
- (b) Customer Focus Programme Update (Pages 61 - 108)
- (c) Draft Belfast Open Spaces Strategy (Pages 109 - 168)
- (d) Social Value (Pages 169 - 172)
- (e) Request to Join Queen's University Belfast Climate Commission (Pages 173 - 176)

6. **Physical Programme and Asset Management**

- (a) Physical Programme Update (Pages 177 - 184)
- (b) Area Working Update (Pages 185 - 194)

7. **Finance, Resources and Procurement**

- (a) CIPFA Prudential Code Capital Strategy and Treasury Management Indicators 2019-20 Final (Pages 195 - 212)
- (b) Contracts for Award (Pages 213 - 218)
- (c) Procurement Contract Award Criteria (Pages 219 - 224)

8. **Equality and Good Relations**

- (a) Minutes of the Meeting of the Shared City Partnership (Pages 225 - 246)
- (b) Equality and Diversity: Quarter 3 Equality Screening and Rural Needs Outcome Report (Pages 247 - 254)

9. **Operational Issues**

- (a) Request to use the City Hall Grounds for Orangefest (Pages 255 - 258)
- (b) Request for use of City Hall Grounds – Belfast Photo Festival Photographic Exhibition (Pages 259 - 262)
- (c) Requests for use of the City Hall and the Provision of Hospitality (Pages 263 - 268)

(d) Audit and Risk Panel (Pages 269 - 290)

(e) Active Belfast Ltd. Board

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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:	City Growth and Innovation Commission
Date:	22 March 2019
Reporting Officer:	Suzanne Wylie, Chief Executive
Contact Officer:	Grainia Long, Commissioner for Resilience John Tully, Director of City and Organisational Strategy

Restricted Reports	
Is this report restricted?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input checked="" 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	This paper proposes the establishment of an action-oriented Commission- established for one year- to create a step change in driving innovation and growth. The purpose of the Commission is to support the Council in the further development and implementation of its priorities as set out in the Belfast Agenda. A particular focus will be given to the priorities of (1) growing the economy and (2) city development. The Commission will seek to deliver the core objective of inclusive growth.
2.0	Recommendations
2.1	That a City Growth and Innovation Commission be established to integrate and join up major strategic projects facing the city of Belfast for the next 10-20 years.

2.2	<p>The establishment of a Commission will inform the development of the ‘next phase’ of growth required to meet the city’s ambitions in Belfast Agenda- i.e. 2021 and beyond</p> <ul style="list-style-type: none"> - that major programmes are integrated and joined up, i.e. economic growth must also be sustainable - that resilience is built-in; so we are better able to withstand shocks and stresses, and by reducing risk make Belfast increasingly attractive to investment - that economic growth is inclusive- the benefits are spread, facilitated through specific interventions - that opportunities to fund and accelerate this growth are identified and realised - that NI Civil Service / NI government / Invest NI are aligned to the plans developed - that the Commission operates in parallel to the development of a Resilience Strategy for Belfast. That way, resources and opportunities arising from our membership of 100 Resilient Cities are targeted towards delivery of resilient inclusive growth.
3.0	Main report
3.1	<p>Several ‘once in a generation’ opportunities have recently emerged which if realised could deliver transformational impacts for the city of Belfast and realisation of our Belfast Agenda.</p> <ul style="list-style-type: none"> - The Belfast Region City Deal could yield £1bn in investment – and the city itself is poised to invest millions in digital capacity, infrastructure and innovation, and tourism product, expanding the city’s growth potential over the long-term. - The potential to develop an innovation district at scale - The development potential of the City Centre and Waterfront District is a key focus of growth, alongside major infrastructure projects planned for the next decade, and several strategic sites coming forward. Strategic partnerships between the City Council, Belfast Harbour Commissioners, the universities and other public and private stakeholders could unlock significant investment potential and deliver development at scale to transform the city. - The emergence of an Economic Corridor between Belfast and Dublin could be a game-changer for the economic prospects of both cities. It would open up access to talent and encourage innovation and competition at an important time in the city’s development. - Emerging sectors such as Fintech, cyber security, health analytics and sciences and food security have proved that Belfast is a world-leading city in which to invest. Over the next decade, our priority is to find, nurture and develop the next generation of industries to compete globally. - The development of our Economic Growth Framework

	<ul style="list-style-type: none"> - Our membership of the 100 Resilient Cities programme gives us access to cities who are working globally to solve strategic risks and create the conditions for successful cities. This knowledge and still gives us advantage, and de-risks the city at a time when access to private finance is critical to our ambitions. <p>As one of the youngest cities in Europe, our people are a major asset to the city. Having a young population means that interventions and actions will have long-term positive consequences. It will boost our competitiveness as a city, provided we can retain and attract back this talent and make the most of every young person's capacity.</p>
3.2	<p>However, as we embark on a decade-long growth programme, strategic challenges exist which could blow us off course:</p> <ul style="list-style-type: none"> - The decision of the UK to leave the EU represents a significant change as we re-negotiate our relationship with Europe and accustom ourselves to trade with the EU as a third country. Our global trading relationships are also impacted by a challenging geopolitical landscape. - Environmental change poses many risks for cities. We must build resilience into our growth strategy if we are to succeed in adapting to changed climate conditions. Other cities are exploring the opportunities to be gained through the development of new technologies to help mitigate and adapt to climate change- e.g. a Green New Deal to drive economic transformation. - Long term financial sustainability and stability for the city is a major challenge. Extracting value from public assets and attracting private finance to the city will require a new range of funding structures to meet our priorities. We also need to be poised for accessing funds from the Westminster Government such as shared prosperity and UKRI.
3.3	<p>These represent significant and long term projects, which require detailed planning, over the long term. A resilient Belfast will require us to join up these long-term projects so that we are successful in delivering Belfast Agenda.</p>
3.4	<p>The proposal bears some similarities to the approach taken by other cities to drive long term delivery of major strategic programmes- for example, Cardiff's Growth and Competitiveness Commission and Greater Manchester's Independent Prosperity Review.</p>

	It will seek to maximise the resource opportunities for Belfast arising from our membership of 100 Resilient Cities, which allows us to commission key pieces of research.
3.5	<p>The establishment of a Commission will inform the development of the ‘next phase’ of growth required to meet members ambitions in Belfast Agenda- i.e. 2021 and beyond</p> <ul style="list-style-type: none"> - that major programmes are integrated and joined up, i.e. economic growth must also be sustainable - that resilience is built-in; so we are better able to withstand shocks and stresses, and by reducing risk make Belfast increasingly attractive to investment - that economic growth is inclusive- the benefits are felt by all - that opportunities to fund and accelerate this growth are identified and realised - that NI Civil Service / NI government / Invest NI are aligned to the plans developed
3.6	<p>Key outcomes from the Commission’s work:</p> <p>The Commission will be an advisory body to members, to help delivery of the following:</p> <ol style="list-style-type: none"> 1. Bring clarity on the delivery priorities in the Innovation and Digital Investment Pillar of the City Deal. Projects should be investment ready. 2. Investors identified and in place for the additional £500m for the City Deal 3. A Resilience Strategy to develop the city’s adaptability to future challenges. 4. A joined up land use plan to accelerate growth 5. An energy transition plan for Belfast – produced in partnership with external institutions – supported by Smart Cities team and BCC energy team and sustainable development team 6. Propositions for an Urban Resilient Fund (bring challenge to the process)- again, in partnership with others e.g. Belfast Harbour, DFI 7. Investment prospectus for an Economic Corridor 8. Options paper for new forms of finance for the city- long term 9. Drive ‘green infrastructure’ network across the city- securing finance, community engagement/management/ownership etc. 10. Clarity on our long term infrastructure needs and financial models
3.7	Belfast City Council Chief Executive will chair the Commission and lead its work. The Chief Executive will be accountable to both the Strategic Policy and Resources and City Growth and Regeneration committees for ensuring the Commission meets its goals and works

	within its terms of reference. The Commission will engage regularly with this committee and provide substantive progress reports.
3.8	Accountability for day-to-day operation of the Commission (SRO) will rest with the Commissioner for Resilience, who will be tasked with advising and supporting the commission, identifying resources (including from 100RC) and producing final outputs, as part of her requirement to produce a Resilience Strategy for the city.
3.9	The Commissioner for Resilience will work alongside the Director of City and Organisational Strategy to ensure that the effective support is in place to support the Commission and its workstreams, provide research and ensure linkages with Community Planning and the City Deal.
3.10	<p>If this proposal for a City Growth and Innovation Commission is approved, a further detailed paper will be brought to SP&R outlining:</p> <ul style="list-style-type: none"> - Membership and Terms of Reference for the Commission - Fully Costed indicative Programme of Work - Timelines and Milestones
3.11	<p><u>Financial & Resource Implications</u></p> <p>No there are no current financial implications however a further detailed paper will be brought to SP&R outlining a fully costed indicative Programme of Work</p>
3.12	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>None.</p>
4.0	Appendices – Documents Attached
	None.

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Subject:	Motion: Rainbow Flag at City Hall
Date:	22nd March, 2019
Reporting Officer:	Stephen McCrory, Democratic Services Manager
Contact Officer:	Jim Hanna, Senior Democratic Services Officer

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	To consider a motion in relation to flying the Rainbow Flag at City Hall which was referred to the Committee by the Council at its meeting on 4th March.
2.0	Recommendations
2.1	The Committee is asked to; <ul style="list-style-type: none"> Consider the motion and to take such action thereon as may be determined.
3.0	Main report
3.1	<u>Key Issues</u> <p>At the meeting of the Council on 4th March the following motion, which was proposed by Councillor Campbell and seconded by Councillor Baker was, in accordance with Standing Order 13(f), referred to the Committee for consideration:</p>

	<p><i>“This Council recognises and values the huge contribution our LGBTQ+ Citizens make to the city of Belfast and beyond.</i></p> <p><i>As a statement of our solidarity with our LGBTQ+ citizens and community, and building on the progressive moves of the council to support Belfast Pride and illuminate the City Hall in the colours of the Pride Rainbow; the council agrees to continue this support, and, as a further demonstration of our solidarity, agrees to fly the rainbow flag over the City Hall from dawn to dusk on Saturday 3rd August 2019 to coincide with the annual Pride parade.”</i></p>
3.2	<p><u>Financial & Resource Implications</u></p> <p>None associated with this report.</p>
3.3	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>None associated with this report.</p>
4.0	Appendices – Documents Attached
	None.



Subject:	Motion: Feasibility Support
Date:	22 nd March, 2019
Reporting Officer:	Stephen McCrory, Democratic Services Manager
Contact Officer:	Jim Hanna, Senior Democratic Services Officer

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	To consider a motion in relation to the Feasibility Support which was referred to the Committee by the Council at its meeting on 4th March.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> Consider the motion and to take such action thereon as may be determined.
3.0	Main report
3.1	<u>Key Issues</u> At the meeting of the Council on 4th March the following motion was proposed by Councillor Walsh and seconded by Councillor Murphy:

	<p><i>“This Council recognises the beneficial impact that investment strategies offered through this council such as LIF & BIF have had in communities across this city.</i></p> <p><i>Many of these community projects have evolved to successful completion through initial feasibility support, and in doing so have allowed groups to present a case for capital funding to this council and other funding bodies.</i></p> <p><i>The Council agrees to create a feasibility budget for each area-working group. This will allow members of each area-working group to identify community projects and recommend feasibility support to the Strategic Policy and Resources Committee for significant community capital schemes.”</i></p> <p>In accordance with Standing Order 13(f), the motion was referred to the Committee for consideration.</p> <p><u>Financial & Resource Implications</u></p>
3.2	None associated with this report.
	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.3	None associated with this report.
4.0	Appendices – Documents Attached
	None.



Subject:	Motion: Dog Friendly Properties
Date:	22nd March, 2019
Reporting Officer:	Stephen McCrory, Democratic Services Manager
Contact Officer:	Jim Hanna, Senior Democratic Services Officer

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	To consider a motion in relation to Dog Friendly Properties which was referred to the Committee by the Council at its meeting on 4th March.
2.0	Recommendations
2.1	The Committee is asked to; <ul style="list-style-type: none"> Consider the motion and to take such action thereon as may be determined.
3.0	Main report
	<u>Key Issues</u>
3.1	At the meeting of the Council on 4th March the following motion, which was proposed by the Deputy Lord Mayor, Councillor McDonough-Brown, and seconded by

	<p>Councillor Long was, in accordance with Standing Order 13(f), referred to the Committee for consideration:</p> <p><i>“This Council undertakes to make its venues, buildings, leisure centres and other public properties dog-friendly in light of the recent badging scheme it developed.”</i></p> <p><u>Financial & Resource Implications</u></p> <p>3.2 None associated with this report.</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>3.3 None associated with this report.</p>
4.0	Appendices – Documents Attached
	None.



Subject:	Motion: Climate Emergency
Date:	22 nd March, 2019
Reporting Officer:	Stephen McCrory, Democratic Services Manager
Contact Officer:	Jim Hanna, Senior Democratic Services Officer

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	To consider a motion in relation to Climate Emergency which was referred to the Committee by the Council at its meeting on 4th March.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> Consider the motion and to take such action thereon as may be determined.
3.0	Main report
3.1	<u>Key Issues</u> At the meeting of the Council on 4th March the following motion was proposed by Councillor Collins and seconded by Councillor Heading:

3.2	<p><i>“This Council congratulates the Extinction Rebellion movement and other activists who have recently protested in Belfast and across the world in order to highlight the threat of catastrophic climate change. The Council recognises this as one of the greatest threats facing citizens in Belfast, and believes that urgent action must be taken in Belfast and globally in order to mitigate the worst impacts of climate change. Accordingly, the Council agrees to immediately declare a “Climate Emergency”.</i></p> <p><i>The Council also urges other local Councils to follow suit, and calls on both British and Irish governments to also declare a climate emergency. Such a call aims to see Belfast move away from fossil fuels and fully toward renewable energy sources. This initiative would see the Council doing everything it can to tackle climate change and reduce carbon emissions, including, for example, ensuring that all new buildings are ecologically friendly, that the retrofitting of homes is a priority, and that public transport is expanded. The Council agrees to immediately establish a multi-agency team across the city, which should include various governmental departments, political parties and other relevant agencies, to ensure that tackling the causes of climate change is an immediate priority.”</i></p> <p>In accordance with Standing Order 13(f), the motion was referred to the Committee for consideration.</p>
3.3	<p><u>Financial & Resource Implications</u></p> <p>None associated with this report.</p>
3.4	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>None associated with this report.</p>
4.0	Appendices – Documents Attached
	None.



Subject:	Motion: Half Fare SmartPass Scheme – Response from Dfi
Date:	22 nd March, 2019
Reporting Officer:	Stephen McCrory, Democratic Services Manager
Contact Officer:	Stephen McCrory, Democratic Services Manager

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/Summary of Main Issues
1.1	To consider a response which has been received from Mr. Chris McLean, Public Transport Division, Department for Infrastructure, in relation to the Council's motion on the Half Fare SmartPass Scheme.
2.0	Recommendation
2.1	The Committee is asked to <ul style="list-style-type: none"> Note the response and take any such action as may be determined.
3.0	Main Report
	<u>Key Issues</u>
3.1	The Council, at its meeting on 7th January, passed the following motion on the Half Fare SmartPass Scheme, which had been proposed by Councillor Corr Johnston and seconded by Alderman Copeland:

	<p>““This Council calls upon the Department for Infrastructure to extend the eligibility criteria for the Half Fare SmartPass Scheme to all Universal Credit claimants and to authorise the use of the SmartPass on all public transport services, such as the Belfast Taxis Community Interest Company and Shankill Road Taxis.”</p>
3.2	A letter was forwarded subsequently to the Department for Infrastructure in relation to the motion.
3.3	A response has now been received from Mr. Chris McLean of DfI’s Public Transport Division, a copy of which is attached.
3.4	Mr. McLean explains that the Northern Ireland Concessionary Fares Scheme (the Scheme) provides free and discounted public transport as an important means of reducing social exclusion and highlights the fact that the Northern Ireland Executive supported over 22 million public transport journeys in 2017/18.
3.5	He points out that, to extend the eligibility criteria to all Universal Credit claimants, as called for within the first part of the motion, would be a major policy change and would not be a decision which a civil servant could take in the absence of a Minister. However, the request would be brought to the attention of an incoming Minister for Infrastructure and would have to be considered in light of the significant financial pressures being faced by the Scheme, as summarised within the response.
3.6	In terms of authorising the use of the SmartPass on all public transport services, such as the Belfast Taxis Community Interest Company and Shankill Road Taxis, Mr. McLean confirms that the scheme is open to private operators delivering public transport services under a commercial bus service permit. Those operators applying to participate in the Scheme were required to meet the necessary application and audit requirements set by the Department for Infrastructure. He points out that the Belfast Taxis Community Interest Company had submitted an application to join the Scheme and that it was being considered currently. He adds that, once an operator can demonstrate that they meet the criteria to join the Scheme, Ministerial approval would normally be sought. However, in the absence of a Minister, this issue would have to be considered in the context of the Executive Formation and Exercise of Functions Act 2018.

3.7	<p><u>Financial and Resource Implications</u></p> <p>None</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p>
3.8	None
4.0	Appendices – Documents Attached
	Appendix 1 - Response from Mr. McLean, Public Transport Division.

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Public Transport Division

Mr Henry Downey
Democratic Services Officer
Belfast City Council
Chief Executive's Department
City Hall
Belfast
BT1 5GS
democraticservices@belfastcity.gov.uk



Department for

Infrastructure

An Roinn

Bonneagair

www.infrastructure-ni.gov.uk

3rd Floor
Clarence Court
10-18 Adelaide Street
Belfast
BT2 8GB
Tel: 02890540861

Your reference:
Our reference: INT/07/2019

Date: 21 February 2019

Dear Mr Downey

Thank you for your letter, dated 24th January 2019 advising that the Belfast City council had passed a motion calling on the Department to:

- extend the eligibility criteria of the Half Fare SmartPass Scheme to include all Universal Credit claimants; and
- to authorise the use of the SmartPass on all public transport services such as Belfast Taxis Community Interest Company and Shankill Road Taxis.

I will address each request separately.

Extend the eligibility criteria of the Half Fare SmartPass Scheme to include all Universal Credit claimants

The Northern Ireland Concessionary Fares Scheme (the Scheme) provides free and discounted public transport as an important means of reducing social exclusion and, through this, the Executive has supported over 22 million public transport journeys in 2017/18. The Scheme recognises the importance of transport in enabling people to access services, employment and social opportunities.

To facilitate the extension of concessions to those individuals receiving Universal Credit would be a major policy change similar to the decision taken by the Executive to extend the Scheme to individuals aged 60-64 from 2008. Given this position, we believe that introducing this policy change is not a decision a civil servant could take in the absence of Minister although I can assure you that we will bring the motion made by the Council to the attention of an incoming Minister for Infrastructure.

It is worth noting that any incoming Minister would have to consider this request in light of the significant financial pressures that the Scheme faces. The Scheme, in its current structure, continues to cost significantly more than its baseline budget. For example, in the 2017/18 financial year, the baseline budget for the Scheme was £41m whilst the actual cost for the year was £47.5m. Given this, the Department had to bid for additional funding through in year monitoring rounds to ensure full cost of the Scheme was met.

For the current financial year, the Department's baseline budget was again £41m. The actual cost up to January 2019 was £41.3m. Again additional funding was sought through in year monitoring rounds to ensure full cost of Scheme can be met this year.

Any decision by a Minister on extending the Scheme would have to be taken in the round, looking at equality issues across the board as well as affordability considerations.

Authorise the use of the SmartPass on all public transport services such as Belfast Taxis Community Interest Company and Shankill Road Taxis

The Scheme is open to private operators delivering public transport services under a commercial bus service permit. Operators applying to participate on the Scheme are required to meet the necessary application and audit requirements set out by the Department.

It is worth noting that Belfast Taxis Community Interest Company has applied to participate on the Scheme. The Department is currently considering this application however once an operator can demonstrate they meet the criteria to join the Scheme, the approval of a Minister would normally be sought. In the current circumstance, this issue would have to be considered in the context of the Executive Formation and Exercise of Functions Act 2018.

I can however assure you that we will bring the motion made by the Council to the attention of an incoming Minister for Infrastructure.

I hope this letter provides some clarity on these issues at this time.

Yours sincerely



Chris McLean
Public Transport Division



Subject:	Governance Arrangements for the new Council 2019-23
Date:	22 March 2019
Reporting Officer:	John Walsh, City Solicitor / Director of Legal & Civic Services
Contact Officer:	Stephen McCrory, Democratic Services Manager; Sarah Williams, Programme Manager

Restricted Reports

Is this report restricted?

Yes

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No

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If Yes, when will the report become unrestricted?

After Committee Decision

After Council Decision

Some time in the future

Never

☐
☐
☐
☐

Call-in

Is the decision eligible for Call-in?

Yes

☒

No

☐

1.0	Purpose of Report or Summary of main Issues
1.1	To consider the governance arrangements to apply for the new Council term commencing in 2019.
2.0	Recommendations
2.1	Committee is requested to; <ul style="list-style-type: none"> Consider the issues and to give an initial view on the preferred governance arrangements for the new Council.
3.0	Main report
	<u>Background</u>
3.1	At the meeting of the new Council following the local government elections in May, it will be necessary to agree the new council's governance arrangements for the period 2019-23. In

	order to allow officers to prepare, Members are asked to consider the following issues and a full report will be brought to Strategic Policy & Resources in April.
3.2	<p><u>Key issues</u></p> <p>1. Council governance arrangements</p> <p>The Local Government Act (Northern Ireland) 2014 provides for a number of types of governance arrangements, namely:</p> <ul style="list-style-type: none"> • Traditional committee arrangements (default position) • Executive model <p>In 2014, the Council adopted a Constitution which, amongst other things, agreed the default governance arrangements prescribed in the 2014 Act namely:</p> <ul style="list-style-type: none"> • Traditional Committee system • Positions of responsibility selected using the D'hondt model • Committee places allocated using the quota greatest remainder model <p>It would have required a qualified majority vote (80%) in order to choose any of the alternatives.</p> <p>Looking forward to the new Council term, should the Council agree to continue with the existing arrangements as set out in the Council Constitution, then the decision making process requires a simple majority vote to do so.</p> <p>Issue to consider:</p> <ul style="list-style-type: none"> • Do members wish to continue with existing governance arrangements ie traditional committee system?
3.3	<p>2. Standing Committees</p> <p>The council currently has established seven Standing Committees which promote cross-departmental and thematic working across the organisation supporting the delivery of the Belfast Agenda and the developing process of Outcomes Based Accountability:</p>

Committee	Number of Members	Responsibility
Strategic Policy & Resources	20	Responsible for setting the strategic direction of the Council through the development of its corporate plan and other key corporate and cross cutting strategies and policies and for setting the budget overseeing the appropriate use of Council finances
City Growth & Regeneration	20	Responsible for the development and implementation of strategies, policies, programmes and projects directed to the regeneration and inclusive growth of the city
People & Communities	20	Responsible for the development and implementation of strategies, policies, programmes, services and projects aimed at improving life at a local level
Licensing	20	Responsible for the consideration of all matters pertaining to policy and legislation in relation to licensing issues
Planning	14	Responsible for all the Council's planning functions
Belfast Waterfront & Ulster Hall Ltd. Shareholders'	14	Responsible for making the decisions required by the Shareholders' Agreement and ensure that the Company complies with the contract for the operation of the Belfast Waterfront and Ulster Halls
Brexit	20	Responsible for researching, monitoring and reviewing the financial, resource or operational impact upon the Council and the district as a result of the UK's leaving the European Union
<p>Issues to consider:</p> <ul style="list-style-type: none"> • Do we wish to continue with these Committees? • Do we wish to maintain the current remit of each Committee? • Do we wish to continue with these Committees with the same numbers of members? • Do we wish to retain the Brexit committee? 		

3.4	<p>3. Annual review of Committee membership</p> <p>In the current council term, members were appointed to the Committees for the full four-year term. It is considered that it would be better in the new term for the members to be appointed for one-year terms, and reappointed at each Annual Meeting. This would allow for any changes in political affiliation which can occur during a council term to be accounted for. The City Solicitor believes this to be in keeping both the spirit and intent of the 2014 Act.</p> <p>Issue to consider:</p> <ul style="list-style-type: none"> • Would members be supportive of a change to a one-year committee membership term?
3.5	<p>4. Method of appointing positions of responsibility including PCSP and DPCSPs</p> <p>The positions of responsibility include the Lord Mayor, Deputy Lord Mayor, Committee Chairpersons and Deputy Chairpersons, some prescribed outside bodies and the Policing and Community Safety Partnership (PCSP) and the four District Policing and Community Safety Partnerships (DPCSPs). In dealing with the appointments of members to the PCSP and DPCSPs, the Council needs to ensure that the appointments are made in accordance with not only the LGA 2014 but also the Justice Act (Northern Ireland) 2011 and are considered as part of the allocation of positions of responsibility.</p> <p>The solution, which was agreed by all parties in 2015, was that the appointments to the PCSP and DPCSPs were made by allocating those parties' D'hondt choices from the bottom up. Therefore, the parties' earlier choices for positions of responsibility were not adversely affected by the requirements of the Justice Act as to how the appointments to the PCSP and DPCSPs had to be made.</p> <p>Issue to consider:</p> <ul style="list-style-type: none"> • Are we happy to again employ this solution in 2019?
3.6	<p>5. Standing Orders</p> <p>One of the first acts of business of the new Council at their meeting on 21 May will be to agree a new set of Standing Orders. It is recommended that an opportunity is taken to review some sections of the Standing Orders in:</p>

	<p>Standing Order 47: Call-in</p> <p>Following recent legal advice, it is recommended that Members considers some amendments to the process of call-in in order to more accurately reflect the legislation as it currently stands. Specifically this would add provisions:</p> <ol style="list-style-type: none"> i. That on a procedural call-in authority be delegated to the City Solicitor, in consultation with the Chief Executive, to obtain legal advice, to be tabled at the meeting of the ad hoc committee, if it is their view that this will assist in addressing the issues raised within the call-in ii. That in suspending the operation of call-in on the grounds that the unreasonable delay that would be caused could be prejudicial to the Council's or the public's interests, the proposer will be required to give reasons as to why this is the case iii. That to allow the timely implementation of decisions arising from the Contracts for Award report, delegated authority be given to SP&R for that purpose iv. In relation to call-ins submitted under Section 41(1)(b) of the 2014 Act, the Chief Executive will wait until the expiry of the period for valid call-ins to be submitted before determining if the required 15% threshold is still in place. If that is the case then the opinion of a practising barrister or solicitor will be sought. v. That any decision called in under Section 41(1)(b) of the 2014 Act and subsequently referred back to the Council for decision after the call-in has been disposed of, will be taken by a simple majority vote. <p>Standing Order 13: Notices of Motion</p> <p>That Notices of Motion which fall within the remit of a Committee are automatically referred to the relevant committee for consideration without appearing on the Council agenda</p> <p>Standing Order 64: Amendments to the Standing Orders and repeals</p> <p>That changes to the Standing Orders can be agreed at one Council meeting as opposed to two consecutive Council meetings as is the current requirement.</p> <p>Issues to consider:</p> <ul style="list-style-type: none"> • Would Members be supportive in principle of these proposed amendments and a more detailed report would be brought back to April's SP&R?
	<p>Other areas of political governance which Members are asked to consider relate to:</p>

3.7	<p data-bbox="320 152 829 185">6. Appointment of Working Groups</p> <p data-bbox="272 253 1455 488">The Council decided to appoint a number of Working Groups in 2015. These Working Groups are not specified in the 2014 Act and the Council is free to use whatever mechanism it sees fit to appoint members to them. It is suggested that some of the current Working Groups could be re-aligned to the most relevant thematic committee in order to make their decision-making process more efficient.</p> <table border="1" data-bbox="272 555 1465 1626"> <thead> <tr> <th data-bbox="272 555 702 607">Current Working Group</th><th data-bbox="702 555 1465 607">Recommendation</th></tr> </thead> <tbody> <tr> <td data-bbox="272 607 702 707">Audit and Risk Panel</td><td data-bbox="702 607 1465 707">Retain</td></tr> <tr> <td data-bbox="272 707 702 960">Budget and Transformation Panel / Party Group Leaders</td><td data-bbox="702 707 1465 960">Retain both and review individual Terms of Reference and the name of each group with minutes being issued to any Independent members within two days of meeting</td></tr> <tr> <td data-bbox="272 960 702 1115">North Foreshore Members' Steering Group</td><td data-bbox="702 960 1465 1115">Matters could be considered by City, Growth and Regeneration</td></tr> <tr> <td data-bbox="272 1115 702 1319">Reference Group on Older People</td><td data-bbox="702 1115 1465 1319">Matters could be considered by People and Communities although some consultation may be required with sector</td></tr> <tr> <td data-bbox="272 1319 702 1420">Shared City Partnership</td><td data-bbox="702 1319 1465 1420">Retain</td></tr> <tr> <td data-bbox="272 1420 702 1626">Strategic Cemeteries and Crematorium Working Group</td><td data-bbox="702 1420 1465 1626">Matters could be considered by People and Communities and/or Strategic Policy and Resources Committees</td></tr> </tbody> </table> <p data-bbox="272 1680 520 1709">Issues to consider:</p> <ul data-bbox="320 1729 1455 1809" style="list-style-type: none"> • Would Members be supportive of reviewing the current Working Groups as outlined above? 	Current Working Group	Recommendation	Audit and Risk Panel	Retain	Budget and Transformation Panel / Party Group Leaders	Retain both and review individual Terms of Reference and the name of each group with minutes being issued to any Independent members within two days of meeting	North Foreshore Members' Steering Group	Matters could be considered by City, Growth and Regeneration	Reference Group on Older People	Matters could be considered by People and Communities although some consultation may be required with sector	Shared City Partnership	Retain	Strategic Cemeteries and Crematorium Working Group	Matters could be considered by People and Communities and/or Strategic Policy and Resources Committees
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Strategic Cemeteries and Crematorium Working Group	Matters could be considered by People and Communities and/or Strategic Policy and Resources Committees														

3.8	<p>7. Area Working Groups</p> <p>Some consideration needs to be given to the terms of reference for the Area-Based Working Groups. Members are already aware that the financial position of the Council has changed significantly and there will not in the near future be a LIF3/BIF2 etc. This will significantly impact the role of the AWGs during this period. It is therefore recommended that there is a move to a more strategic area-based framework approach based on local needs encompassing:</p> <ul style="list-style-type: none"> • council service and facility provision • external or multi-agency service and facility provision • agreed local area plans to improve outcomes for local people • longer term local regeneration and investment plans (including capital, revenue or other projects with multiple funding sources) <p>It is recommended that the AWGs are reviewed within this context and that, following holding a series of workshops with each Area Working Group, a revised Terms of Reference are drawn up (to be taken into Committee late summer / autumn).</p> <p>Issue to consider:</p> <ul style="list-style-type: none"> • Would Members be supportive of this approach?
3.9	<p>8. Process for nomination for High Sheriff</p> <p>The current Council agreed to use a separate D'hondt process to decide which Parties would be entitled to nominate a person for consideration for appointment as High Sheriff for each year of the Council term. This process sits outside the positions of responsibility process as the appointment is made by the Secretary of State.</p> <p>Issue to consider:</p> <ul style="list-style-type: none"> • Do we wish to use this process again from 2019?
3.10	<p>9. Appointment to Outside Bodies</p> <p>There are a number of appointments to Outside Bodies. In 2015, the Council decided to use the Sainte Ligue method to make these appointments. A report on the appointments to be made would be presented to the first meeting of the new SP&R Committee in June.</p>

	<p>Issue to consider:</p> <ul style="list-style-type: none"> Do we wish to use this method again or the more common D'hondt method?
3.11	<p>10. Rate of Members' Allowance</p> <p>The Council did not agree in 2017 and 2018 to increase the Members' Allowances by the rate of inflation as it was permitted to do. In the new Council, do we wish to increase the basic and special responsibility allowances to the maximum permissible (as all other of the 10 Councils do currently)?</p> <p>Issue to consider:</p> <ul style="list-style-type: none"> Do we wish to do so for 2019?
3.12	<p><u>Financial & Resource Implications</u></p> <p>None at this stage</p>
3.13	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>None at this stage</p>
4.0	Appendices – Documents Attached
	None



Subject:	Revision of the Council's Scheme of Allowances
Date:	22 nd March, 2019
Reporting Officer:	John Walsh, City Solicitor and Director of Legal & Civic Services
Contact Officer:	Stephen McCrory, Democratic Services Manager

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	To consider an amendment to the Council's Scheme of Allowances to provide for the removal of allowances and support services to a Member who is disqualified or suspended following an adjudication by the Local Government Commissioner for Standards in relation to a breach of the Northern Ireland Local Government Code of Conduct for Councillors. It is not proposed that any amendment to the scheme should be made in respect of partial suspensions or sanctions imposed as part of an interim adjudication.
2.0	Recommendations
2.1	It is recommended that the Committee: <ul style="list-style-type: none"> 1. Approve the amendment to the Scheme of Allowances as set out in the report;

3.0	Main report
3.1	<u>Key Issues</u>
3.1.1	<p>The Committee, at its meeting on 19th October 2018, considered a report on amendments to the Scheme of Allowances (copy attached). The Committee agreed to defer consideration of the report and agreed that a letter be forwarded to the Local Government Commissioner for Standards to ascertain clarification on the imposing of sanctions on Councillors who had been found to have breached the Northern Ireland Code of Conduct for Councillors, following the response to which, a briefing on the matter be held for all Members of the Council. A letter was sent to the Commissioner and her response is appended to this report. This confirms the Commissioner has no power to give any direction to the Council in respect of measures to be implemented by it in relation to any penalty imposed other than to notify the Chief Executive in respect of a suspension or disqualification or other sanction.</p>
3.1.2	<p>The Council is required, under the Local Government (Payments to Councillors) Regulations (Northern Ireland) 2012, to publish a Scheme of Allowances, which sets out the allowances, and support services that apply to a Councillor.</p>
3.1.3	<p>The Council's current Scheme does not cover what should happen if a Councillor is disqualified, suspended or partially suspended following an adjudication by the Local Government Commissioner for Standards in relation to a breach of the Northern Ireland Local Government Code of Conduct for Councillors. The issue of most concern to Members last October, in light of the Commissioner's interim ruling against Councillor Bunting, was that the Council was being left to determine what penalty should be imposed on a Member who was found to be in breach of the Code and who has a partial suspension imposed upon them.</p>
3.1.4	<p>It seems that it should be relatively clear that a Member who is either disqualified or who is fully suspended for a period should have the payment of any allowances and the access to other facilities such as equipment and rooms in City Hall removed.</p>
3.1.5	<p>The Committee will be aware that Alderman Ruth Patterson has been suspended from acting as a Councillor for a period of six months with effect from 11th March, 2019. Therefore, it seems incumbent upon the Council to stop her allowances from that date,</p>

	<p>require the return of any equipment on loan from the Council and prevent her use of the Members' Common Room, Party Room and Car Park.</p>
3.1.6	<p>The following amendment to the Scheme of Allowances is recommended for approval by the Committee in order to give effect to this:</p> <p><u>"Disqualification or Suspension of a Councillor</u></p> <p><i>The Local Government Commissioner for Standards may impose sanctions on a Councillor who is found to have breached the Northern Ireland Code of Conduct for Councillors. Such sanction may be imposed at the conclusion of the Commissioner's adjudication process of the alleged breach or at the conclusion of an interim adjudication by the Commissioner.</i></p> <p><i>For the purpose of this Scheme of Allowances, the following action will be taken upon receipt by the Chief Executive of a decision by the Commissioner which results in the disqualification or the suspension of a Councillor.</i></p> <p><u>Disqualification</u></p> <p><i>If a Councillor is disqualified, then the payment of all allowances and the provision of all support services outlined in this Scheme will cease with immediate effect from the date of disqualification.</i></p> <p><u>Suspension</u></p> <p><i>If a Councillor is wholly suspended for a period, then the payment of all allowances and the provision of all support services outlined in this Scheme will cease with immediate effect from the date of suspension.</i></p>
3.1.7	<p>The Committee is requested to note that further consideration will have to be given as to how the Scheme of Allowances might be further amended to deal with partial suspensions or suspensions following an interim adjudication.</p>

3.2	<u>Financial & Resource Implications</u>
3.2.1	There would not be any adverse impact on the Council's budgets if the recommendation is approved. Any individual Councillor who is disqualified or suspended will be affected adversely.
3.3	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.3.1	There are not any Good Relations, Equality or Rural Needs issues associate with this report.
4.0	Appendices – Documents Attached
	Appendix 1 – Report to SP&R meeting on 19 October 2018 Appendix 2 – Letter from Local Government Commissioner for Standards



Subject:	Revision of the Council's Scheme of Allowances
Date:	19 th October, 2018
Reporting Officer:	Stephen McCrory, Democratic Services Manager
Contact Officer:	As Above

Restricted Reports

Is this report restricted?

Yes

☐

No

☒

If Yes, when will the report become unrestricted?

After Committee Decision

After Council Decision

Some time in the future

Never

☐
☐
☐
☐

Call-in

Is the decision eligible for Call-in?

Yes

☒

No

☐

1.0	Purpose of Report or Summary of main Issues
1.1	To consider an amendment to the Council's Scheme of Allowances to provide for the removal of allowances and support services to a Member who is disqualified, suspended or partially suspended following an adjudication by the Local Government Commissioner for Standards in relation to a breach of the Northern Ireland Local Government Code of Conduct for Councillors.
2.0	Recommendations
2.1	It is recommended that the Committee: 1. Approve the amendment to the Scheme of Allowances as set out in the report;

3.0	Main report
3.1	<u>Key Issues</u>
3.1.1	The Council is required, under the Local Government (Payments to Councillors) Regulations (Northern Ireland) 2012, to publish a Scheme of Allowances, which sets out the allowances, and support services that apply to a Councillor.
3.1.2	The Council's current Scheme does not cover what should happen if a Councillor is disqualified, suspended or partially suspended following an adjudication by the Local Government Commissioner for Standards in relation to a breach of the Northern Ireland Local Government Code of Conduct for Councillors. It is recommended that the Scheme should be amended to provide for this.
3.1.3	The following amendment is recommended for approval by the Committee:
3.1.4	<p><u>"Disqualification, Suspension or Partial Suspension of a Councillor</u></p> <p><i>The Local Government Commissioner for Standards may impose sanctions on a Councillor who is found to have breached the Northern Ireland Code of Conduct for Councillors. Such sanction may be imposed at the conclusion of the Commissioner's adjudication process of the alleged breach or at the conclusion of an interim adjudication by the Commissioner.</i></p> <p><i>For the purpose of this Scheme of Allowances, the following action will be taken upon receipt by the Chief Executive of a decision by the Commissioner which results in the disqualification or the suspension or the partial suspension of a Councillor.</i></p> <p><u>Disqualification</u></p> <p><i>If a Councillor is disqualified, then the payment of all allowances and the provision of all support services outlined in this Scheme will cease with immediate effect from the date of disqualification.</i></p> <p><u>Suspension</u></p> <p><i>If a Councillor is wholly suspended for a period of time, then the payment of all allowances and the provision of all support services outlined in this Scheme will cease with immediate effect from the date of suspension.</i></p> <p><u>Partial Suspension</u></p> <p><i>If a Councillor is partially suspended for a period of time, then the Strategic Policy and Resources Committee shall decide, on a case by case basis, what impact that partial suspension shall have upon the Councillor's right to receive any allowances and support services from the date of that partial suspension having regard to the nature of the partial suspension."</i></p> <p><u>Interim Adjudication</u></p> <p>The payment of allowances and any other entitlements will continue until final adjudication subject to adjustments required to reflect the nature of any partial suspension.</p>

3.2	<u>Financial & Resource Implications</u>
3.2.1	There would not be any adverse impact on the Council's budgets if the recommendation is approved. Any individual Councillor who is disqualified, suspended or partially suspended will be affected adversely.
3.3	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.3.1	There are not any Good Relations, Equality or Rural Needs issues associate with this report.

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Private and Confidential

Mr John Wash
Legal & Civic Services Department
Belfast City Council
City Hall
Belfast
BT1 5GS

5 March 2019

Dear Mr Walsh,

**Sanctions – Local Government Commissioner for Standards
Local Government Act (NI) 2014 ('The 2014 Act')**

I refer to your letter dated 30 January 2019 to which I am responding on the Commissioner's behalf in my capacity as her Legal Officer.

In this correspondence you have advanced Belfast City Council's SP&R Committee's view that the Commissioner should decide what penalties would apply to a councillor whom she has suspended or partially suspended.

The Commissioner does not have the statutory remit to decide on the Council's policy on payment of salary, allowances or expenses in the event a suspension or partial suspension is imposed on a Councillor in breach of the Code pursuant to section 59(3)(b) of the 2014 Act. She considers that this is a matter for each Council to address.

The Commissioner's decision on the action (if any) to be taken in any case is a matter for her discretion based on the circumstances of each case.

Yours sincerely,


James Hagan
Legal Officer

LEGAL SERVICES	
REC'D	- 6 MAR 2019
INSP. BY:	
ACT BY:	
REF:	

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Subject:	City Region Growth Deal – update
Date:	22 March 2019
Reporting Officer:	Suzanne Wylie, Chief Executive
Contact Officer:	Ronan Cregan, Deputy Chief Executive and Director of Finance and Resources Emer Husbands, Strategic Performance Manager

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	To present to Committee the Heads of Term document which sets out the funding commitment for the Belfast Region City Deal (BRCD) £850M investment Programme which was announced by the Chancellor in his budget statement on 29 th October 2018.
2.0	Recommendations
2.1	<p>The Committee is asked:</p> <ul style="list-style-type: none"> To approve the Heads of Term document To note the next steps in developing an implementation plan and funding agreement for the delivery of the BRCD programme and associated projects

	<ul style="list-style-type: none"> To approve the commissioning of further work to take forward the BRCD Digital pillar including the development of specific projects, identification of additional funding and delivery mechanisms and engagement with key partners at a cost of £250,000 from within existing budgets <p>Committee should note that the costs for this digital work will be allocated across the partners in the BRCD.</p>
3.0	Main report
3.1	<p>Members will be aware that in his budget on 29th October 2018 the Chancellor announced a commitment of £350m from UK government to the (BRCD), leveraging at least £350m from NI regional government, £100m from the BRCD councils and £50m from the two universities. This provides a starting funding package of £850m which will be further enhanced by at least £150m private sector investment, providing the BRCD with a 10 year £1billion Programme of Investment.</p>
3.2	<p>Heads of Term</p> <p>The next stage in the process was the production of a Heads of Term document (attached at Appendix 1) which has been drawn up by MHCLG and NIO and outlines at a high level the funding commitments from both UK and Regional governments and the partners. Once approved this document will then be signed by both governments, the six councils and the two universities.</p>
3.3	<p>The BRCD Heads of Term reflects the programme of investment presented in the BRCD proposition document and the format and level of content reflects HoT documents drawn up for other city deals. As anticipated there are caveats contained within the document relating to the absence of the NI Executive and its impact on funding allocations, and the BRCD partners will continue to work closely with colleagues in NICS to ensure the programme aligns with regional priorities and projects are focussed on key growth sectors. Also given the scale and complexity of the overall programme and associated projects it will be at least a year before full business cases can be developed and money can begin to be allocated.</p>
3.4	<p>Programme Development</p> <p>The BRCD partners have already started work on the next phase of the programme which involves the development of:</p>

	<ul style="list-style-type: none"> • A Financial Plan and Agreement • A Deal Document- detailed document covering all elements included within Heads of terms, including Governance Framework • An Implementation Plan- summarising milestones for key deliverables, outputs, resources and risk mitigation for each project • Outline Business Cases (OBCs) for the individual BRCD projects
3.5	<p>As outlined to members at the November Committee Belfast City Council will be expected to act as the lead authority and accountable body, and therefore we are now putting in place the appropriate management structures to manage and deliver the programme and key documents required during this phase. This includes structures both across the BRCD partners as well as internal frameworks in areas including;</p> <ul style="list-style-type: none"> • Governance and Decision Making • Financial Planning and Management • Programme and Project Management • Performance Monitoring and Assurance • Communication and Engagement
3.6	<p>All of these strands will not only need to build on the partnership arrangements already established at programme level but will have to tailored at Investment Pillar level given the size and complexities of the projects and to ensure synergies at pillar and programme level.</p>
3.7	<p>In addition specific city region structures will need to be established to develop the Digital strand of the programme, given that this is not owned by a specific partner, the specialist nature of the projects and the potential for significant private sector investment. BCC Smart Belfast team has done some initial research on organisations that could help with the Digital Pillar and the Fraunhofer Institute in Germany has emerged as leading the way in digital innovation and smart districts / testbeds, having been closely involved in the recent development of the Dublin Docklands, the Prague Innovation District and Eindhoven's Brainport. It is proposed that BRCD engage Fraunhofer to support the development of the Digital strand in a two staged approach.</p>
3.8	<p>Stage one will be to undertake an initial scoping piece that will</p> <ul style="list-style-type: none"> • set out an approach to taking the digital projects forward, • outline appropriate governance structures,

	<ul style="list-style-type: none"> • identify level of resources and specialist advice, and • provide specific recommendations on how to engage with the private sector and secure investment.
3.9	<p>The recommendations from this piece of work would form stage two of the process, developing the structures expertise and resources to take the digital strand forward and supporting the development of the Outline Business Cases which are required to release the funding. The appointment of Fraunhofer to take forward stage two will be subject to the outcome of stage one.</p>
3.10	<p><u>Financial & Resource Implications</u></p> <ul style="list-style-type: none"> • external expertise to take forward the BRCD Digital strand including the development of specific projects, identification of additional funding and delivery mechanisms and engagement with key partners at a cost of £250,000. • Committee should note that the costs for this of work will be allocated across the partners in the BRCD. This is included within the existing BRCD budget.
3.11	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>The Approach taken to develop the City Deal has been subject to independent equality screening and rural proofing and states that;</p> <p><i>BRCD is inherently inclusive, affording an opportunity for the region to grow in a way that will benefit the economy of Northern Ireland as a whole, thereby enhancing the lives and well-being of its citizens. If during further development of the programme it becomes apparent that there may be an adverse impact on certain groups or communities then the partnership commits to carrying out further Section 75 work and including screening and EQIAs as and when appropriate.'</i></p>
4.0	Appendices – Documents Attached
	Appendix 1 – BRCD Heads of Term



UK GOVERNMENT, BELFAST CITY REGION AND
NORTHERN IRELAND DEPARTMENTAL COMMITMENTS TO A
BELFAST CITY REGION DEAL
MARCH 2019

Our signing of this deal confirms our joint commitment to achieve full implementation of the Belfast Region City Deal.



Chief Executive

Mayor



Chief Executive

Mayor



Belfast
City Council

Chief Executive

Mayor



Chief Executive

Mayor



Mid & East
Antrim
Borough Council

Chief Executive

Mayor



Comhairle Ceantair
an Iúir, Mhúrn
agus an Dúin
Newry, Mourne
and Down
District Council

Chief Executive

Chairman



QUEEN'S
UNIVERSITY
BELFAST

Vice Chancellor



Ulster
University

Vice Chancellor



Northern
Ireland
Office

Secretary of State

On behalf of NI
Departments

NICS Senior Official

Introduction

The UK Government has committed to working with Northern Ireland Government and Belfast Region partners to deliver a City Deal that builds upon the strengths and unique characteristics of the Region and addresses barriers to economic growth by delivering an integrated programme of investment that will deliver a step change in inclusive economic growth and productivity that will benefit all communities.

This document sets out the commitments of the UK Government and Belfast Region City Deal (BRCD) partners to invest up to £500 million in the Belfast Region City Deal. The projects outlined in this document cut across the responsibilities of local, NI and UK Governments and unlocking their full potential will also require a funding commitment of £350 million from Northern Ireland Government.

In the absence of the Northern Ireland Ministers, it is not currently possible to secure the commitment of the Northern Ireland Executive to specific funding commitments. However, the programme has been developed with the full engagement of Northern Ireland Departments and is consistent with the previous Executive's draft Programme for Government. Under the powers available to NI departments at present, and having taken into account the NI (Executive Formation and Exercise of Functions) Act 2018 and the guidance issued by the Northern Ireland Secretary of State, the NI Departments are empowered to and will continue to advance preparatory work as far as possible until such time as decisions can be taken by Ministers.

The delivery of this deal requires the UK Government and local partners from the Belfast Region economic area to invest up to £500 million in the Belfast Region City Deal and in due course, the Northern Ireland Executive match funding the UK Government contribution of £350m.

The Belfast Region

The Belfast Region is the home of Northern Ireland's capital city and accommodates a population of over 1 million people. The region is comprised of six local authorities: Antrim and Newtownabbey Borough Council; Ards and North Down Borough Council; Belfast City Council; Lisburn and Castlereagh City Council; Mid and East Antrim Borough Council; and Newry, Mourne and Down District Council. It is a young, ambitious and growing region, with more than 550,000 people under the age of 40 and two excellent universities supporting the education of 45,000 students within the Region as well as four Regional Colleges with a combined enrolment of more than 110,000 students.

In 2017, 56.8% of Northern Ireland's active business base was located within the region. It is Northern Ireland's key economic engine, generating total GVA of approximately £24,320m and provides critical access and transport links for trade and tourism.

A successful Belfast Region is vital to the future wellbeing of everyone living in Northern Ireland, and since the Good Friday Agreement twenty years ago has undergone visible transformation that has elevated its reputation as both an attractive national and global destination to visit and do business. Unemployment within the region has decreased, tourism is flourishing and significant and sustained business investment has underpinned robust economic growth.

Challenges

However, like many city regions, the Belfast Region faces a range of barriers to continued economic growth.

- **Productivity** levels historically fall below the UK national average and lag even further behind international competitors.
- Levels of **Economic inactivity** are amongst the highest in the UK and high levels of deprivation persist in many communities.
- Approximately 16% of adults have no qualifications and a potential **Skills Gap** is emerging as the nature of jobs in the region's economy increasingly require educational qualifications.
- Despite a strong research base at local universities and some highly innovative companies, there are comparatively low levels of regional investment in the drivers of **innovation** in both business and higher education.
- The capacity of **Tourism** infrastructure within the region is beginning to constrain the burgeoning tourist industry and investment is required in world class tourism products and attractions to increase visitors from new markets and grow new types of tourism.
- Many of the region's towns are in need of **Regeneration** to realise their untapped economic potential, attract and sustain greater visitor numbers and support job creation and investment in the local and regional economy.
- **Physical and Digital infrastructure** is in need of enhancement. Modernised transport links and utilities are necessary to service the increasing demands that regional economic growth is bringing and to ensure that the new jobs being created can be accessed by all our communities. It is also vital that the Belfast region's digital infrastructure can support the increasing demands of the region's targeted growth sectors.

Targeted Growth Sectors

Although there are a number of long-term and persistent barriers to growth, the Belfast Region has key assets in terms of its workforce, its colleges and universities and expanding businesses in a number of sectors in which it has competitive advantage and could be world class. On the basis of expert analysis of the Belfast Region's economic characteristics, the BRCD partners believe that they are particularly well placed to target the development of the following growth sectors:

- Financial, Business and Professional Services
- Agri-Food
- Digital and Creative Technologies
- Advanced Manufacturing, Materials and Engineering
- Life and Health Sciences
- Tourism
- Construction and Materials Handling

As part of the second fastest growing UK Knowledge Economy for five consecutive years, the Belfast Region has considerable strengths across these sectors. However, to sustain this progress and accelerate growth across all priority growth sectors, investment is required in research and development, innovation and digital capabilities, new technology, skills and infrastructure.

Recognising both the opportunities and challenges within the region, the UK Government is committed to working with the BRCD partners and Northern Ireland Government Departments to realise a vision of inclusive economic growth for the Belfast Region ***“That delivers more and better jobs, a positive impact on the most deprived communities and a balanced spread of benefits across the region”.***

The Deal

The BRCD partners have agreed an investment plan consisting of projects across four key Investment Pillars: Infrastructure, Tourism and Regeneration, Innovation and Digital and Employability and Skills. The Investment Plan will channel investment to support the Belfast Region's priority growth sectors and help to deliver a vision for inclusive growth. It is an integrated programme of investment that cuts across the responsibilities of local, NI and UK Governments with each pillar building on and supporting the others. The delivery of this deal requires the UK Government and partners from the Belfast Region to invest up to £500 million in the Belfast Region City Deal and in due course, the Northern Ireland Executive match funding the UK Government contribution of £350m.

The Belfast Region City Deal has the potential if implemented in full, to play a key role in delivering high growth ambitions for the Region that could deliver 20,000 jobs, with an annual GVA impact of £470m and create a Belfast Region that is not just self-sufficient but a driver for a rejuvenated NI economy.

Innovation & Digital

At the core of the Belfast Region City Deal is a proposal to transform the Belfast Region's innovation and digital capabilities. This will involve creating **global centres of innovation excellence** in our priority growth sectors that leverage the research capabilities within our universities, through new partnership structures and enhanced **digital capability and connectivity**, to extend their impact across the Belfast Region's economy. The vision is for an interconnected, innovation and digital ecosystem in which researchers and businesses are able to work together to test, develop and apply new technology to improve performance, productivity and, critically, bring new products and services to market.

Investment by the UK Government and the BRCD partners in innovation and digital would enable the delivery of transformative projects such as:

The Global Innovation Institute (GII) is a cross-disciplinary digital innovation hub that will draw together the leading-edge skill-sets of three of Queen's University's Global Research Institutes with the aim of expanding the regional cluster of hi-tech companies from 200 to 600.

The Centre for Digital Healthcare Technology (CDHT) will see the establishment of a high visibility, high quality centre for digital technology and associated living labs in the areas of cardiology, diabetes, respiratory and stroke and will support more than 550 jobs through spin outs and FDI.

The Institute for Research Excellence in Advanced Clinical Healthcare (i-REACH) is a transformative project that brings together existing clinical infrastructure from across the region to establish a state-of-the-art, integrated clinical research facility that will attract national and international investment into the region to conduct leading, large scale clinical trials.

The Advanced Manufacturing Innovation Centre (AMIC) will operate at the interface between academia and industry to accelerate the development of new manufacturing technology developments and ensure that real industrial challenges based on market need are solved through collaboration with the best university research.

The Screen and Media Innovation Lab will provide the Belfast region with a world-leading research and innovation centre to accelerate the growth of the creative industries sector with the aim of supporting the creation of the strongest performing screen Industries sector outside London.

The Regional Innovators Network will comprise a network of state of the art innovation spaces incorporating high quality, digitally advanced co-making spaces in each Council area that will offer technologists, local businesses and local communities the space and equipment to pursue innovation projects at small and medium scale and provide a platform for training and education for new economy skills and digitally enabled design.

The Digital and Innovation Platform and Partnership (DIPP) will consist of a common platform to share expertise and data capabilities across City Deal projects, along with a regional partnership to facilitate collaborations and a challenge fund to encourage businesses to test products in a cost-effective, secure and supported environment.

The Infrastructure Enabling Fund will deliver the next generation of digital connectivity required within and between the Belfast Region City Deal projects and make provision for connectivity needs in Belfast Region rural locations identified as testbeds for smart agriculture and tourism.

As well as being an area for dynamic industry and specific technology testing, the *Smart District* will act as the flagship for the *Regional Testbed Network*, including connectivity infrastructure, such as 5G networking, at a large enough scale for multiple large-scale use cases across different sectors. Technology-ready testbeds will be created to develop and attract investment in technologies related to key sectors: health, tourism, logistics, advanced manufacturing.

Subject to full business case approval of projects, the UK Government will commit up to £350m over a 15 year period from 2019/20 to support the Belfast Region deliver transformative projects that will position Belfast Region as a globally competitive destination for digital and innovation investment.

The Region's Universities and local authorities will support the UK Government's investment in the Belfast Region's digital and innovation capabilities with a joint funding commitment of at least £50m towards the development of digital and innovation projects and a commitment to underwrite the related future revenue costs.

The UK Government and the Northern Ireland Government Departments will support the BCRD partners to develop their full business cases, including through the development of assurance frameworks to ensure the value for money of the proposals. All funding will be subject to full business case approval.

Infrastructure, Tourism and Regeneration

The BCRD partners have been engaging with the NI Government Departments to develop a programme of investment in infrastructure, tourism and regeneration that will support the delivery of ambitions for inclusive growth. Delivery of the programme will require a future NI Government to invest £350 million in the overall infrastructure, tourism and regeneration programme. This will be supplemented by a further £100million investment by the six partner Councils in BCRD to support the Tourism and Regeneration pillars.

Infrastructure

The proposed infrastructure investment will play a critical role in helping to deliver inclusion by connecting people living in some of the most deprived areas of the region to key employment centres. Planned investments include the *Southern Relief Road*, a strategically important route that will connect the A1 Belfast and Eastern Seaboard Corridor with the A2 Warrenpoint dual carriageway. *Phase II of Belfast Rapid Transit* will improve the connections between North and South Belfast, neighbouring council areas including Antrim & Newtownabbey and Lisburn & Castlereagh and the wider Belfast

region and a pedestrian and cycle-bridge across the River Lagan will improve access to Belfast City Centre.

Tourism and Regeneration

Given the unique history, natural environment and cultural heritage of the Region, there is a real opportunity for a further step change in the tourism offering, building upon the significant success already achieved in terms of tourism growth. Through this City Deal the Belfast Region is seeking to deliver a series of internationally visible tourism products that will extend the tourist route from Belfast through Carrickfergus, towards the Causeway Coast and Glens along Ards and North Down and into the Mourne Mountains. In addition, if the Belfast Region is to achieve its potential it is also vital that investment is directed towards towns which have suffered from industrial decline and economic restructuring, so that they have the opportunity to play a full part in the Region's growth. Supporting major regeneration projects will help to transform the economic potential of key towns across the region. It is estimated that if fully implemented the following tourism and regeneration projects could deliver up to 2,800 permanent jobs across the region.

Investment by the Northern Ireland Executive and the BRCD Council partners in a BRCD Tourism and Regeneration fund would enable the delivery of transformative projects such as:

- *Belfast Destination Hub*, a multi-venue cultural destination inviting visitors to explore the many stories of the city and its people through an immersive, multigallery experience
- *Gateway to the Mournes*, redefining the visitor destination experience associated with the Mourne Mountains and coastline, including new adventure based attractions
- Creating a world class heritage attraction at *Hillsborough Castle and Hillsborough Village*
- Extending *the Gobbins* to create a "Must Do" adventure experience on the Antrim Coast
- The *Game of Thrones Legacy Attraction* at Moneyglass will transform the Winterfell Castle filmset into a unique visitor experience
- *Whitespots Regional Park*, opening up access to Strangford Lough and the Ards Peninsula
- Regeneration, repositioning and rebranding the town of *Carrickfergus*, placing the Castle and Walled Town firmly on the map as an authentic heritage-led tourism hub
- *Bangor Waterfront Regeneration* of a two mile stretch of coast from Ballyholme Beach to Bangor Town Centre, Marina and Waterfront, creating a seaside destination of choice
- Innovation led, phased regeneration of *St Patricks' Barracks* in Ballymena
- Delivering a thriving city centre through investment in *Newry City Centre Regeneration*

As devolved matters, new funding commitments in relation to infrastructure, tourism and regeneration in Northern Ireland will require the agreement of the Northern Ireland Executive. The proposed infrastructure projects have been developed with the input of the relevant Northern Ireland Government Departments and take account of the assessed infrastructure priorities for the region. Full business cases will be developed for these projects by the Department for Infrastructure. The Northern Ireland Government Departments will support the BRCD partners to develop the full business cases for tourism and regeneration projects, including through the development of assurance frameworks to ensure the value for money of the proposals. All funding will be subject to full business case approval. In due course, the Northern Ireland Executive will consider the proposals and set out their plans for investment in infrastructure, tourism and regeneration as part of the Belfast Region City Deal alongside the BRCD partners.

Employability and Skills

The Belfast Region recognises that nothing is more important to the delivery of sustainable economic growth and supporting social inclusion than the education and skills of our workforce. The BRCD partners, working with the Northern Ireland Departments, therefore propose to invest £30 million in

a strong, complementary employability and skills package to ensure that the right skills are available within the Region to support the growth created by the capital investment set out across the Investment Pillars of the Deal. This will involve measures such as establishing an Employability and Skills Partnership for the Belfast Region responsible for delivery of a transformative, inclusive employability and skills programme; a City Deal Apprenticeship Programme and a Digital Skills programme. It will also include the delivery of a major programme which targets support towards getting people who are economically inactive into sustainable employment. In addition, the programme will have a strong focus on careers enhancement and improving productivity in priority growth sectors through investment in skills. The breadth and depth of the employability and skills pillar will be subject to the strength of final business cases and the prioritisation of the £30m package in a way which maximises the impact of funding in a Belfast region inclusive employment and skills package.

Employability and skills is a devolved matter and the Northern Ireland Government Departments will support the BRCD partners to develop an integrated programme for employability skills, supported by a full business case that demonstrates value for money and which meets the dynamic skill requirements of business in priority sectors. In due course, the Northern Ireland Executive will consider the proposals and set out their plans for investment in employability and skills as part of the Belfast Region City Deal alongside the BRCD partners.

City Deal Governance

The Belfast Region has developed a clear governance structure to support the initial development of the Belfast Region City Deal (BRCD). This includes a Joint Council Forum and a Programme Board supported by Steering Groups tasked with developing coherent, integrated programmes in each of the Investment Pillars. The formal governance structures have been supported by wider engagement with local and regional partners, across all sectors.

The BRCD partners recognise the need to strengthen governance following agreement of Heads of Terms to provide the necessary assurance to the UK and NI Governments and the local partners that decisions will be made in accordance with the requirements and commitments detailed in the Head of Terms. The governance structures must provide clear lines of accountability for expenditure of public funds and demonstrate how local decision making will drive economic growth across the Belfast Region. The partners also recognise the need to develop new structures and approaches that will intensify direct engagement with the business sector, both to deliver co-investment and maximise economic benefits and job creation.

The BRCD partners will establish robust frameworks for the development of business cases and will demonstrate value for money for each project and how projects will contribute to our vision of inclusive growth before funding is made available. Assurance will be required on effective accountability arrangements in respect of the UK Government's commitment of £350m to the satisfaction of all parties to the deal and in respect of the Northern Ireland Government's commitment of £350m to the satisfaction of the Northern Ireland administration.

The BRCD partners will work with the UK Government and the NI administration to develop a final Belfast Region City Deal Document, a financial plan, a detailed implementation plan incorporating monitoring and evaluation frameworks and business cases for all projects receiving funding from the UK and/or NI Governments.

The BRCD partners will also work with both governments to develop a communication strategy and operating protocol. These documents will set out how communications and the Belfast Region City Deal and its associated activities are taken forward in a way that meet the needs of BRCD partners as well as the UK and NI Governments.



Subject:	Customer Focus Programme Update
Date:	22 March 2019
Reporting Officer:	Ronan Cregan, Deputy Chief Executive and Director of Finance and Resources
Contact Officer:	Rose Crozier, Customer Focus Programme Director

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	Following the completion of an Outline Business Case (OBC) and Customer Focus Discovery phase the Strategic Policy & Resources committee agreed a blueprint for Customer Focus (Appendix 1) and the design principles (Appendix 2) that are required to deliver this major transformation programme.
1.2	The Strategic Policy & Resources committee also agreed the recruitment of the post of Strategic Programme Director which has now been successfully filled on a 3 year interim basis.
1.3	Governance for the Customer Focus programme of work has been established to oversee the implementation of this key programme of work through the creation of a Customer Focus Programme board reporting to CMT and SP&R (Appendix 3). Members of the board include: <ul style="list-style-type: none"> • Director of Finance & Resources (Chair and SRO), • Director of City & Neighbourhood Services,

	<ul style="list-style-type: none"> • Director of City & Organisational Strategy, • Customer Focus Programme Director, • Head of Marketing & Communications, • Head of Digital Services, • Continuous Improvement Manager • Business representation as required.
1.4	It was agreed that a detailed plan would be created and presented to committee. This report outlines the implementation approach (Appendix 4), key milestones of the detailed plan (Appendix 5), the programme workstreams (Appendix 6) and the resource requirements (Appendix 7) that will be necessary to successfully take forward the Customer Focus programme of work.
1.5	One of the products of the Customer Focus Programme will be a redesigned website. To ensure its effectiveness, a set of principles for a new domain name strategy has been defined (Appendix 8).
1.6	Finally, Communication and engagement will be critical to delivering service improvement effectively. A communications plan for the programme can be found at (Appendix 9).
2.0	Recommendations
2.1	<p>The Committee is asked to approve:</p> <ol style="list-style-type: none"> 1. The Customer Focus Programme approach to implementation, programme plan and workstreams outlined in the report. 2. The alignment of the Continuous Improvement Programme review of Business Support and continuing engagement with Trade Unions. 3. The procurement of a 'Strategic Delivery Partner'. 4. Recruitment of a new Customer Hub Manager. 5. Recruitment of a new Operational Director for CNS on a permanent basis. 6. Agree the principles for a new Domain Name Strategy (Appendix 8 – Domain Name Policy) and to put on hold development of new websites until completion of the Web workstream.

	7. That a pilot implementation of a Video Relay Service for sign language will be undertaken for a period of one year from April 2019.
3.0	Main report
3.1	<p><u>Detailed Planning Phase</u></p> <p>The Customer Focus programme has been broken down into a number of key workstreams. The key milestones for the programme can be found in (Appendix 5) and the detailed scope of each workstream can be found in (Appendix 6). The workstreams are:</p> <ol style="list-style-type: none"> 1 Customer Hub workstream – Design and operation of a corporate ‘Customer Hub’ which will deal with customer contact for all departments and services, across all channels (online, mobile, telephone, face-to-face, email...) and which will oversee the introduction of a single telephone number for the Council. A key focus in the design of the Customer Hub will be a streamlined process to proactively manage the information requirements of elected members. The Customer Hub Manager role is integral to managing the service of the new Customer Hub. It is an important role to recruit early in the programme to bring user experience skills and capacity to the programme and to influence the design and establishment of the Customer Hub. 2 Website workstream – Website design and creation of a new Council website which will include a new design, navigation, citizen logon and customer portal for online transactions. 3 Corporate Relationship Management (CRM) workstream – Design and implementation of a new corporate CRM which will be used to manage and analyse all customer interactions and data, with the goal of improving customer service relationships. 4 Integration workstream – Implementation of a new approach to integration between critical line of business systems, website and the new corporate CRM. 5 Service Design and Implementation workstream – Overseeing key business change elements such as user centred design, communications, training and Organisational Design (OD). A user centred approach will be developed by the Strategic Hub to ensure that the design of the Council’s services are focused upon who will use those services, aiming to achieve improvements in user experience (UX) and making services more cost effective to deliver. The OD element will include a review of roles/responsibilities, job descriptions, contractual changes and recruitment. 6 Emerging opportunities workstream – This workstream will focus on the introduction of newly designed services based on the new user centred design

approach. The first area where the approach will be used is within Cleansing and Waste services, initially focussing on the design of an online 'Bulky Waste' service.

3.2 Implementation Approach

A 'wide and thin' approach to service delivery will enable a cultural change in Customer Focus to take place across all of the Council's customer facing services, this will also enable the fast deployment of customer services into the Customer Hub. Having successfully developed customer services to a shallow level across all services, deeper integration to the back office will digitally enable, and deliver more efficient and user focussed services. The programme will be prioritised on a service by service basis, beginning with Cleansing and Waste services and focussing on self-service booking of Bulky Waste collections to begin with. A schematic of the Wide and Thin approach can be found at (**Appendix 4**).

There are a number of enabling projects at corporate level that will impact on our Business Support functions including the HR and Finance reviews. Work is also underway to improve the corporate support network for Strategic Directors and the Chief Executive's office. As we work through the customer programme there will be further impacts on Business Support particularly where they provide front facing customer technical support. To ensure that this is undertaken in an aligned manner and that staff/TUs messages are handled correctly, Continuous Improvement will, in tandem with the customer programme, undertake a service design review of our Business Support function. This will be a long term piece of work to dovetail with the enabling projects and customer programme. Communication and engagement will be critical to delivering service improvement effectively. A communications plan for the programme can be found at (**Appendix 9**).

3.3 Resource Requirements

As part of the work to define each workstream, a detailed estimate of the resources required to deliver the Customer Focus programme has been carried out (**Appendix 7**). The majority of the roles needed can be realigned and prioritised from within existing internal services.

Resources will be used from:

- Digital Services (technical)
- Continuous Improvement (service design)
- Finance & Resources (programme management)
- Marketing and Communications (website and change management)

3.4 Rose Crozier has been appointed as the Programme Director. This has created a vacancy in C&NS at operational director level. This post was recently advertised on a fixed term but did not lead to an appointment. For this reason approval is now sought to recruit the post on a permanent basis. It should be noted that the appointment of this post will not exceed the

approved establishment for the organisation, since the Customer Focus Programme Director is a fixed term appointment for approximately 3 years.

3.5 Strategic Delivery Partner

To fast track implementation, we are seeking to procure a strategic delivery partner to assist with the design and implementation of a corporate approach to Customer Management including the creation of a Customer Hub and modernisation of the Council's website. The Council needs to make savings, increase efficiency and also meet the expectations of the city's citizens in delivering services which are centred on their needs. We wish to take an agile service design approach to transformation in order to make significant and accelerated progress to meet these key aims. The role of the delivery partner will include:

1. Design and implementation of a Multi-Channel Customer Hub, taking a 'wide and thin' approach to managing customer services.
2. Delivering a business process review of Cleansing and Waste services to facilitate a 'digital first' approach to agile user-centred service design.
3. Transfer of knowledge to allow the Council to continue service design in other areas.
4. Programme oversight to ensure projects align with established design principles ensuring seamless UX (User Experience) design and integration.

3.6 Domain Name Policy (**Appendix 8**)

It is proposed that a revised domain name policy should be put in place to ensure that the development of any new website or mobile app is aligned with the principles and resource requirements of the Customer Focus programme. Governance responsibility for new business cases will be overseen by the Customer Focus Programme Board.













3.7 Pilot of Video Relay Service

A Language Strategy was launched in April 2018 to increase access, promote diversity and inclusion and this includes the development and implementation of five language strands; Sign Languages, Irish Language, Ulster-Scots language, new communities' languages; and languages and communications for disabled people.

Belfast City Council has identified the need to support Sign Language users; British Sign Language and Irish Sign Language in accessing their services. We recognise the barriers in telephone communication and face to face communication with council staff for Sign Language users and we are committed to removing these barriers through the provision of a Video Relay Service and Video Remote Interpreting service. This will pave the way in ensuring Sign Language users can communicate effectively with Council staff via Registered Sign Language Interpreters.

	<p>We estimate approximately 3,500 British Sign Language users in Northern Ireland either reside or commute to the City of Belfast on a daily basis.</p> <p>A pilot for a period of 12 months from 1st April 2019 to 31st March 2020 to provide a Video Relay Service and Video Remote Interpreting service for British Sign Language users. We want to be in a position to monitor the effectiveness of the service within a pilot timeframe before rolling it out on a long term contract.</p>
	Financial & Resource Implications
3.8	SP&R agreed in November 2017 to fund the Customer Programme on a non-recurrent basis and established a specified reserve with an initial balance of £500k. This reserve will be used to fund the Strategic Delivery Partner (£200 - £250k).
3.9	The full-time permanent Customer Hub Manager will be initially financed from the Council's existing invest-to-save budget.
3.10	Capital and revenue costs for staff, technology and external support will need to be worked up as part of the year-end finance report and 2020/21 estimates process.
3.11	The Video Relay Pilot has been included within existing budgets.
	Equality or Good Relations Implications
3.12	The Equality and Diversity Officer has indicated that an EQIA will be required to support the Customer Focus Programme.
4.0	Appendices – Documents Attached
	<p>Appendix 1 – Customer Focus Blueprint</p> <p>Appendix 2 – Customer Focus Design Principles</p> <p>Appendix 3 – Customer Focus Governance</p> <p>Appendix 4 – Customer Focus Implementation Approach</p> <p>Appendix 5 – Customer Focus Plan Key Milestones</p> <p>Appendix 6 – Customer Focus Workstreams</p> <p>Appendix 7 – Customer Focus Resource Requirements</p> <p>Appendix 8 – Domain Name Policy</p> <p>Appendix 9 – Communications Plan</p>

Appendix 1 – Customer Focus Blueprint

TECHNICAL THEMES	 Contact Centre <ul style="list-style-type: none"> 1 corporate contact centre (telephone, email correspondence) Level 1 support (switchboard, triage, signposting, simple queries) Level 2 support (specialist advice) One telephone number/email inbox Caters for out of hours/emergency 	 Technology Enhancement <ul style="list-style-type: none"> Create one single corporate CRM Rationalise IT systems Front and back end system integration Invest in self serve opportunities Utilise applications where applicable Remove offline spreadsheets/databases 	 Website/ Applications <ul style="list-style-type: none"> Streamlined website Easy to use/navigate Caters for all customers Signposted content/departments Mobile ready/compatible/ use of Apps Links for existing portals e.g. Members 	 Data and Customer Insight <ul style="list-style-type: none"> Enhanced quality of data Remove duplication Easier to extract and manipulate Greater analytics and insight Identify lessons learned Use to improve performance
CONTACT THEMES	 Digital First <ul style="list-style-type: none"> Identify services for digital delivery Increase self serve opportunities Drive channel shift Front and back end system integration Enable new ways of working for admin 	 Assisted Digital <ul style="list-style-type: none"> Clinics/kiosks in selected facilities Accessibility and inclusion for all Consistent telephone support Education/training for customers on new ways of working Communication/engagement strategy 	 Multi Channel Approach <ul style="list-style-type: none"> Multi channel approach Adhering to digital first principle Greater use of digital services Restricted face to face support Higher quality of website content Higher quality telephony service 	 Social Media <ul style="list-style-type: none"> Consistent approach/ Corporate Sponsor Streamlined approvals for content Effective resourcing Tailoring messages to customers based on greater insight
SEMI-TECHNICAL THEMES	 Marketing/ Communication <ul style="list-style-type: none"> Focused and targeted marketing Promote new channels/services Promote customer vision/standards internal/external to the organisation Communication/engagement plan 	 Process Redesign <ul style="list-style-type: none"> Identify processes for redesign Improved ways of working Efficiency and productivity gains Organisation transformation/change 	 Area Based Services <ul style="list-style-type: none"> Align to 'service integration' project Nominated contact person per area Area field staff advocate for customer Develop Expertise based on area 	 Culture and Change Management <ul style="list-style-type: none"> Integration with change prog Identify org change requirements Staff training in vision Staff training in new systems Staff training in processes
STANDARD THEMES	<div>Service Quality</div> <div>Customer Contact</div> <div>Focus on the Customer</div> <div>Accountability (Corporate and Business Standards)</div> <div>Consistency across Council and Business Areas</div>			

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Appendix 2 – Customer Focus Design Principles

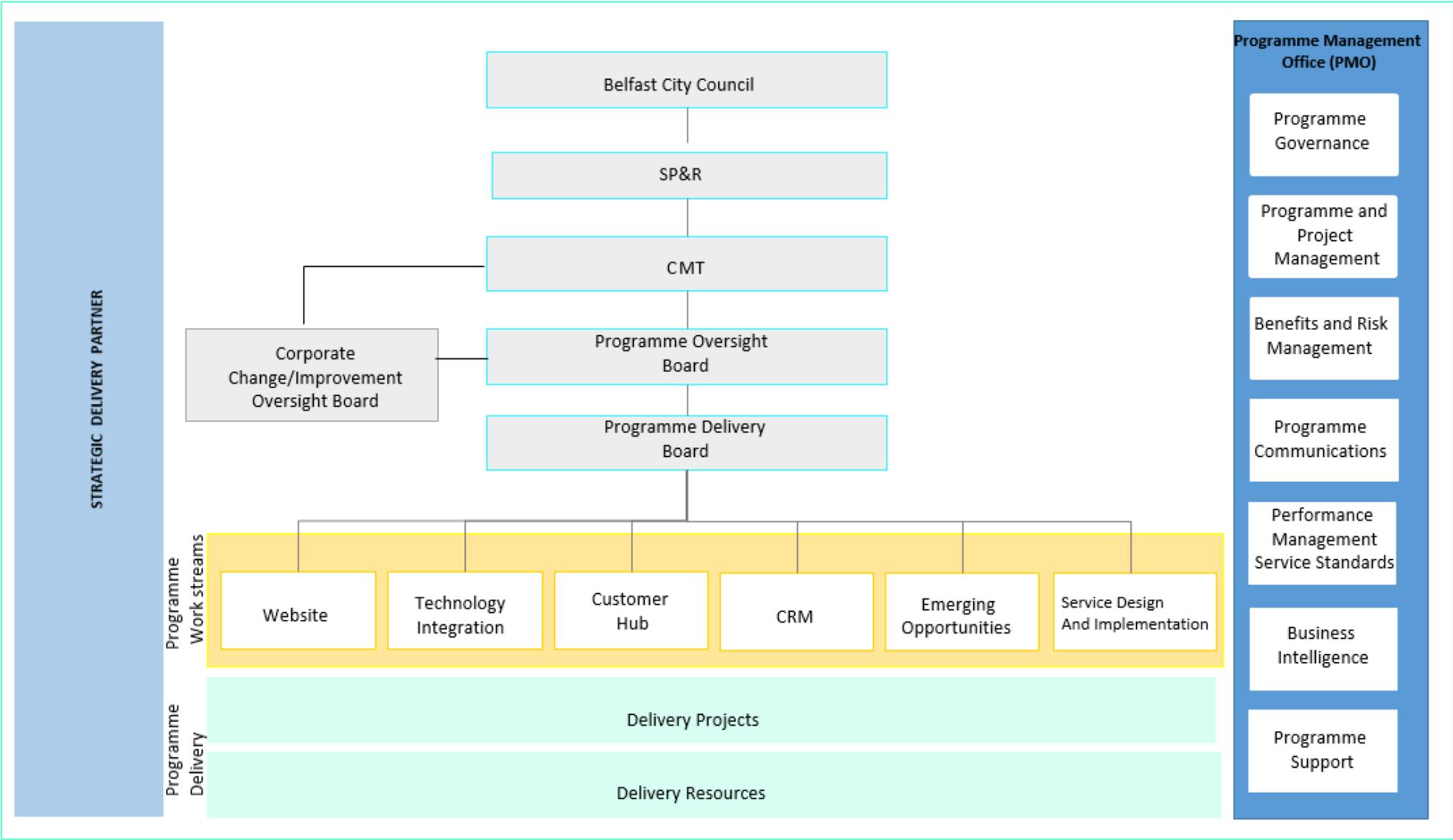
During the OBC phase of work, a number of design principles were established and agreed. These are the rules to define the future corporate approach to customer contact, building upon the vision themes. The below summarises the agreed design principles, as they have evolved and been updated through the lens of customer feedback findings during the Discovery exercise.

-
- 1** Consistent, joined up, **corporate** approach, underpinned by standards.
 - 2** **Customer centricity** (first) to improve customer experience.
 - 3** Provide access to the **right information** at the right time and from anywhere.
 - 4** Deliver greater insight and analysis on customer behaviour, driving **decisions** based upon **data**.
 - 5** **Digital First not Digital Only** to enable inclusivity and channel choice (i.e. digital first where possible).
 - 6** Improve the **efficiency** of processes to support the scale of growth required to meet the Belfast Agenda.
-

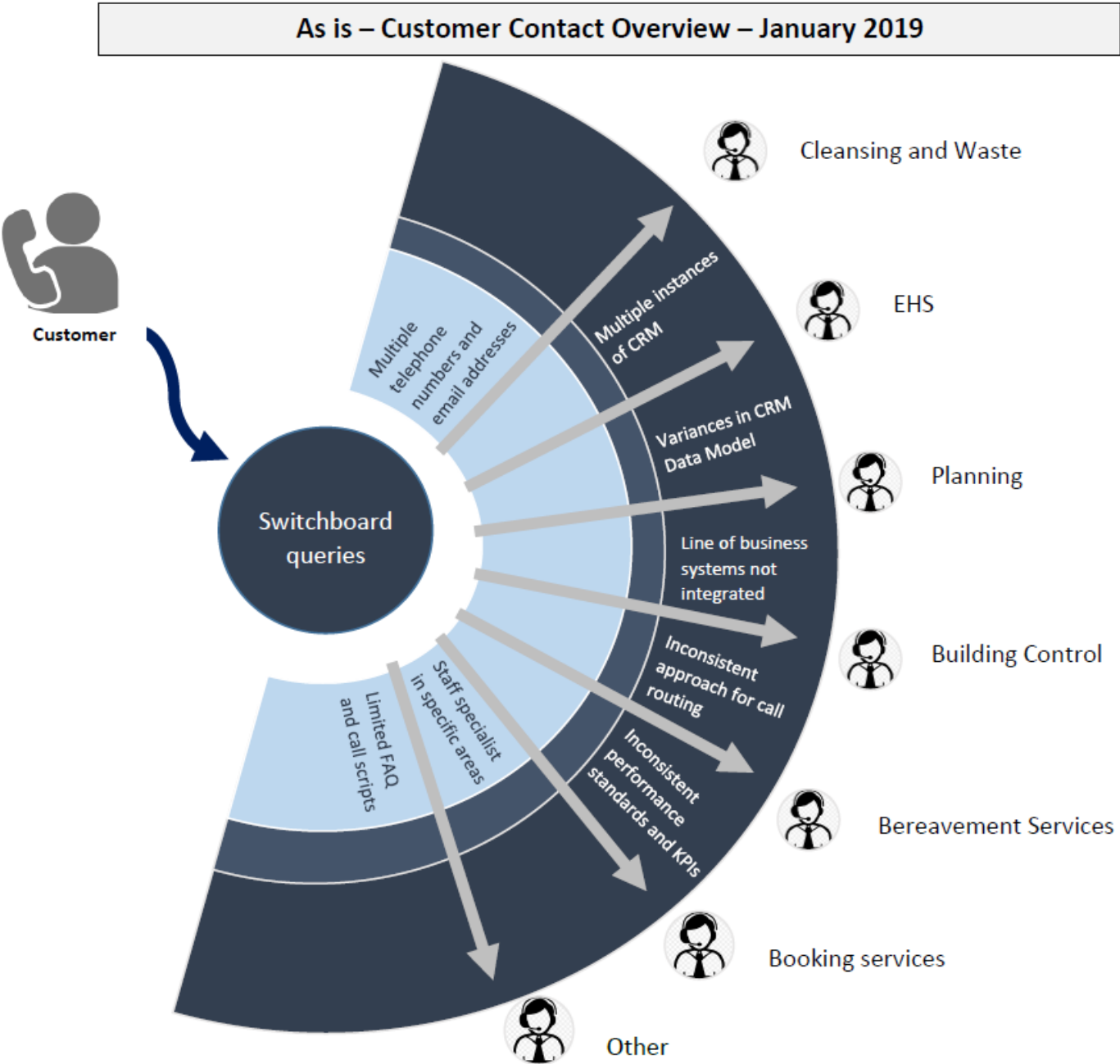


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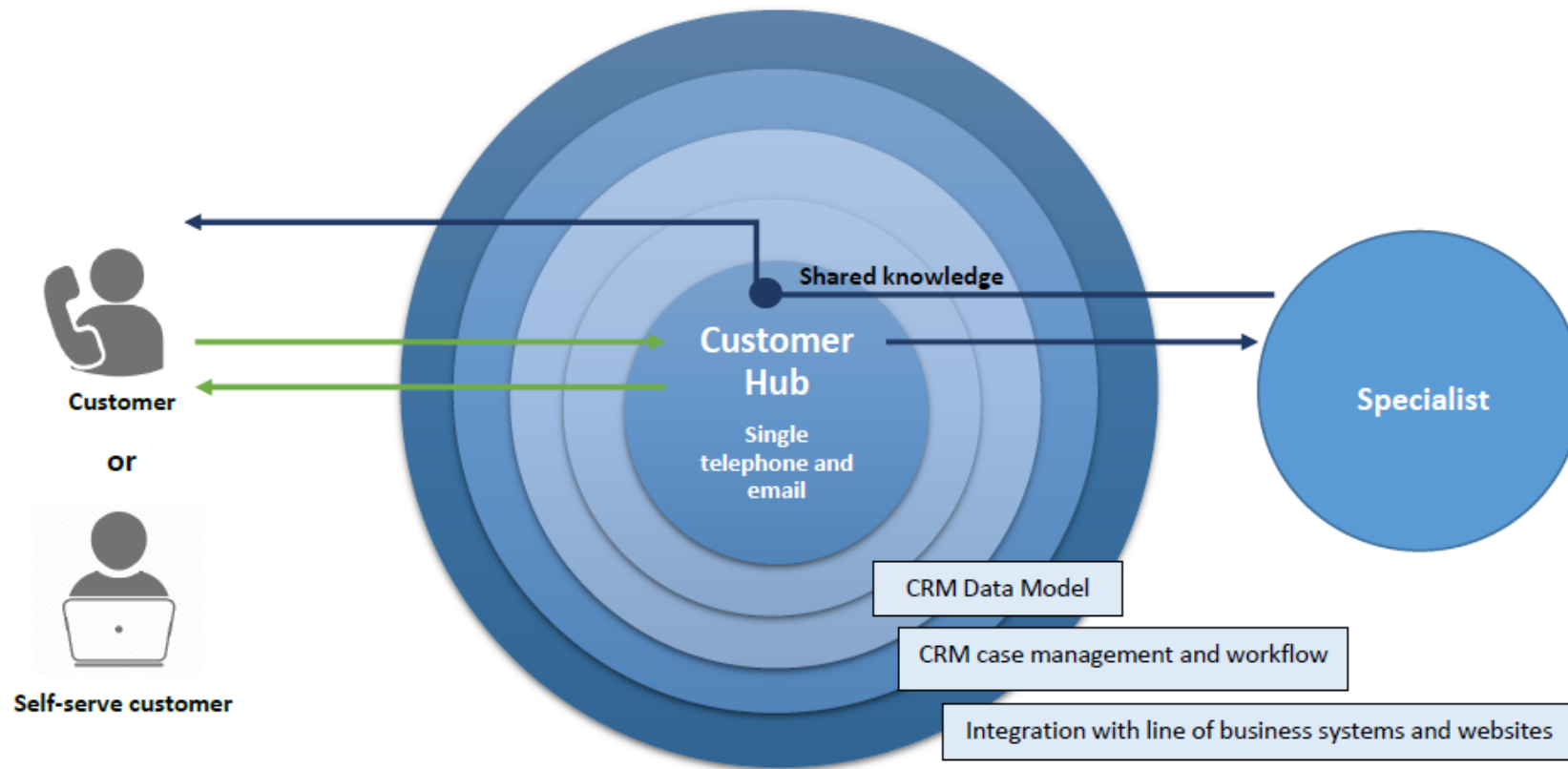
Appendix 3 – Customer Focus Governance



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Customer Hub – March 2021



Standard components

Cross skilled staff

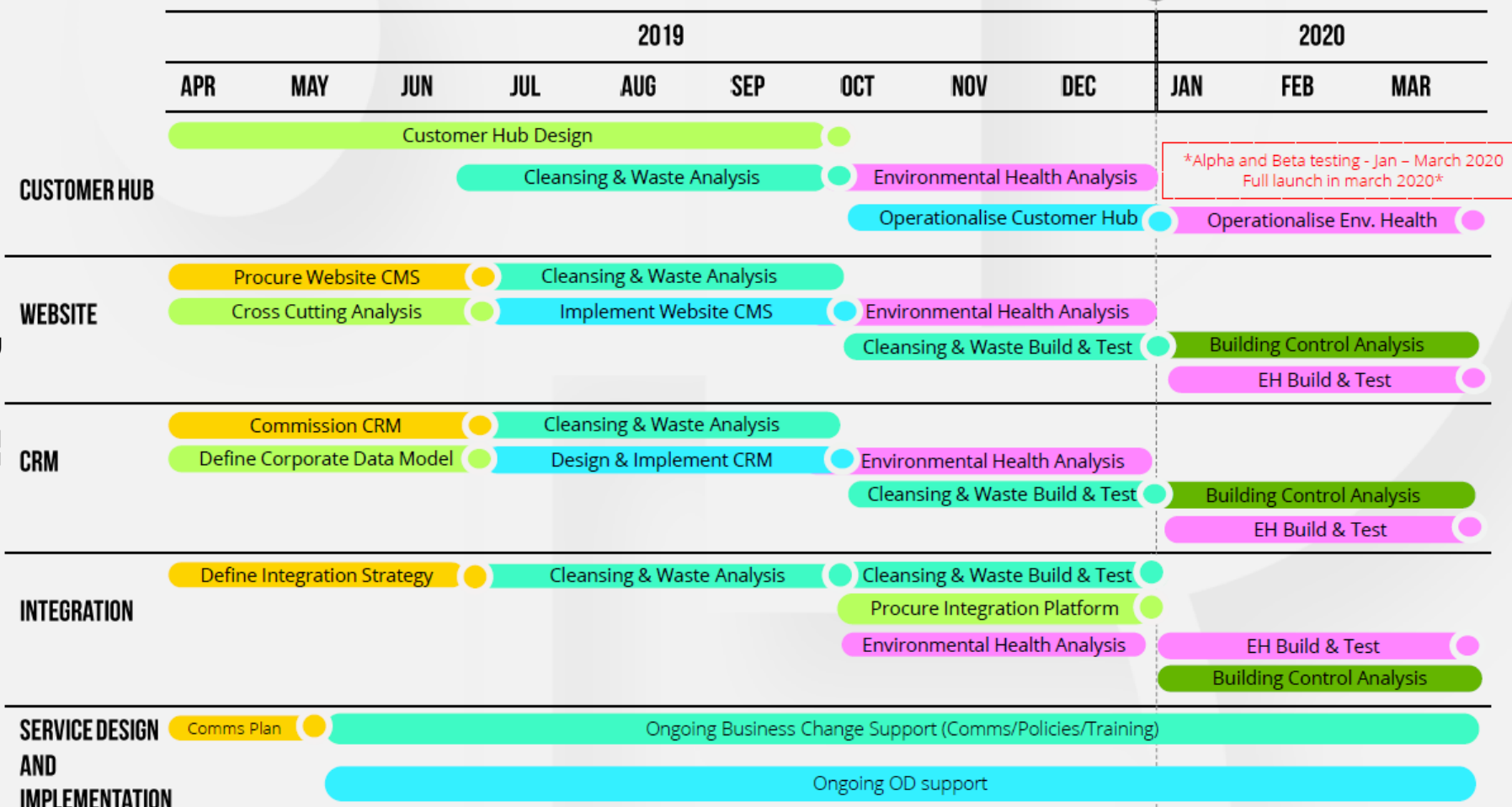
Performance standards and KPIs

Appropriate call and email routing

Knowledge base, FAQs and call scripts

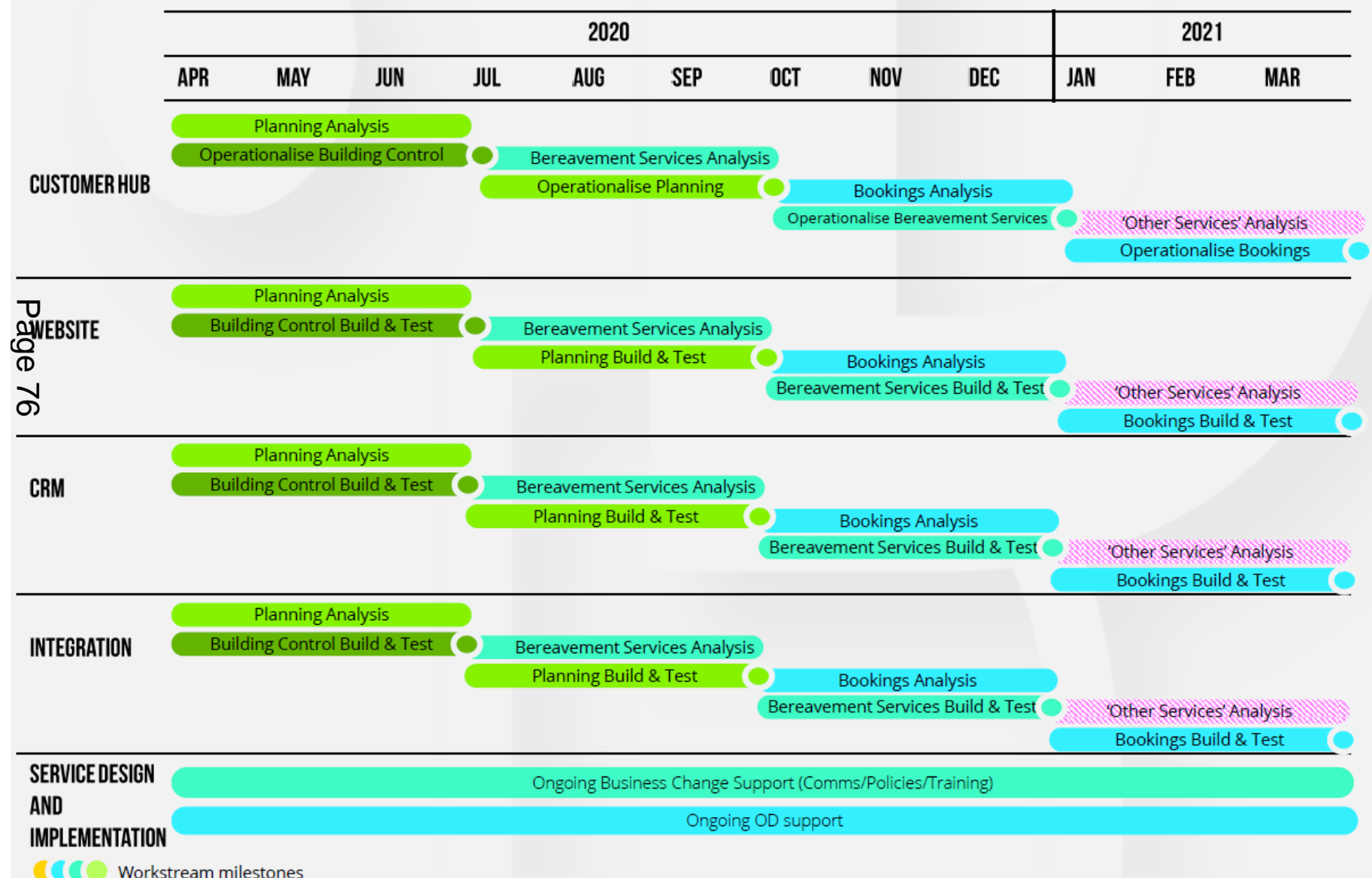
High Level Implementation Plan (April 2019 – March 2020)

Initial Release Go Live



High Level Implementation Plan

(April 2020 – March 2021)



Customer Hub Workstream Overview

Scope

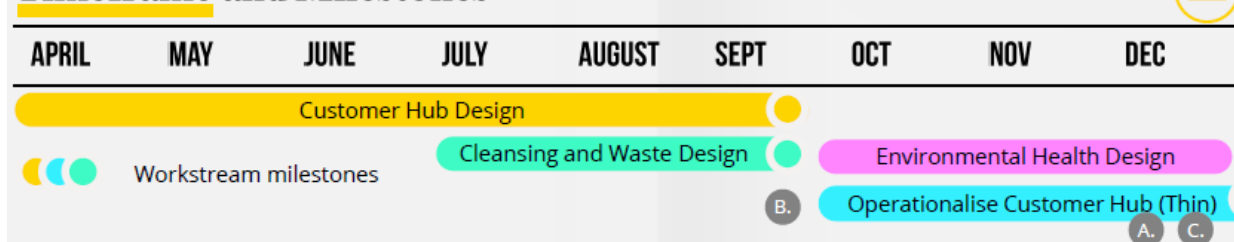
Design and operation of the customer hub. This will involve the preparatory work required to launch the customer hub initially as a service to provide a thin layer of consistent service across the organisation. Design of how the customer hub will operate, rationalisation of the telephone numbers, launch of the one telephone number and the associated updates to call scripts/performance standards/job roles and training. Detailed analysis of the business area (in the first instance Cleansing & Waste) to understand the types of requests, the volumes, the complexities and the capability requirements. There will be significant impacts on the business processes and it will require redesign and optimisation of key business processes to deliver the full benefits from the new functionality.

Related (as part of Service Design workstream) it will also be necessary to issue communications, complete training and manage impact on roles and responsibilities, job descriptions and job locations.

Projects, Work Packages and Activities

PROJECT	WORK PACKAGE	ACTIVITIES
Customer hub Design	Governance & Operation framework	<ul style="list-style-type: none"> Define policy (e.g. elected members, Free telephone number) Define channel protocol/strategy Develop Management and Governance Framework Analyse of Services/Hours of Operation Develop Hours of Operation Policy Develop KPIs and Standards
	Detailed Operating Model	<ul style="list-style-type: none"> Design the Tiers of Operation Analyse Services for Each Tier Design of New Business Processes Rationalise Telephone Number Define Call and Email Routing
	Capability Assessment	<ul style="list-style-type: none"> Develop Resourcing Model (e.g. staff numbers to deliver against the defined operating model) Complete Capability Assessment Define Impact on Roles and Responsibilities
	Content Development	<ul style="list-style-type: none"> Develop scripts, Knowledge base and FAQ for 'thin and wide'
	Telephony Infrastructure	<ul style="list-style-type: none"> Upgrade of Telephony Analysis of Telephony Design of Telephony Implementation of Telephony
Cleansing & Waste Design	Business Area Detailed Operating Model	<ul style="list-style-type: none"> Analyse Tier 1 and 2 Service Requests Design New Business Processes
	Business Area Content Development	<ul style="list-style-type: none"> Develop detailed business area scripts, knowledge base, FAQ
	Business Area Capability Assessment	<ul style="list-style-type: none"> Complete Capability Assessment
Operationalise Cleansing & Waste	Operationalise Business Area	<ul style="list-style-type: none"> Pre launch communications Engage with Trade Unions Complete staff training on new ways of working Manage OD Impacts of change

Timeframe and Milestones



Project Roles

- Workstream Lead (Temp resource identified)
- Product Owner
- Tech Lead
- Business Process Engineer
- Business area SME
- Content Editor
- Engineer/Developer
- UX
- BA
- Comms Support
- OD Support
- PMO
- Training Lead
- Trainer

Milestone Summary

Milestone 1:

- Customer Hub designed

Milestone 2:

- Detailed understanding of business area completed

Milestones 3:

- Customer hub launched – thin and wide services (detailed C&W)

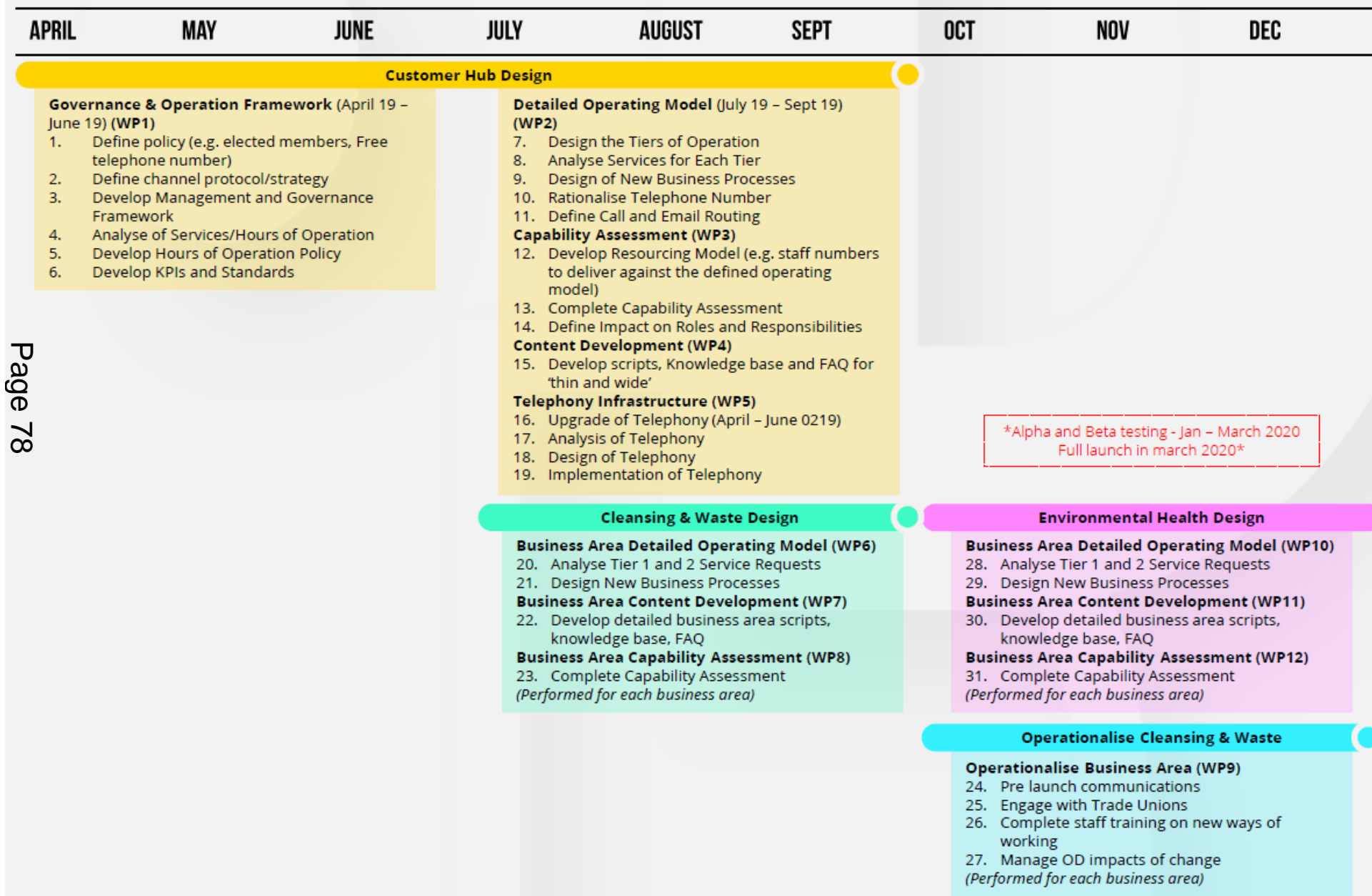
Dependencies

- Necessary OD R&R updates completed and roles filled
- Belfast WI-FI upgrade, telephony Discovery and upgrade completed
- Availability of CRM and website for launch of thin and wide service (detailed C&W)

Assumptions

- Timeframes aligned to planned Telephony Discovery, design, tech upgrade and Belfast WI-FI fibre upgrade
- Thin layer of services delivered across all of the organisation from Jan 2020 with more detailed C&W
- Alpha and Beta testing - Jan – March 2020. Full launch in March 2020

Customer Hub Workstream Timeframe



Website Workstream Overview

Scope

Definition of tech spec to enable procurement. Procurement and implementation of a new website CMS (to replace current EOL system) in dev, test, pre-prod and production environments. Creation of build and test automation pipeline (to streamline website updates). Security hardening and pen testing of new platform (including SSL certs, domain name updates and necessary firewall/network configuration changes). Alpha, beta and go-live testing prior to switchover to new website.

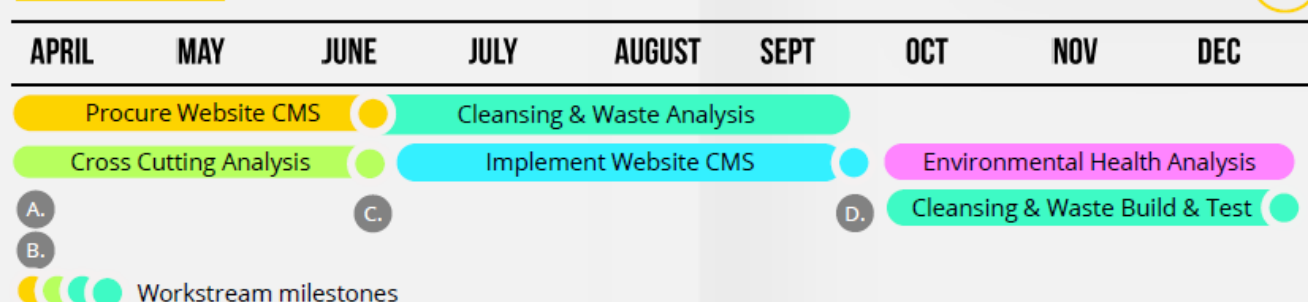
Implementation of at least one priority service (e.g. bulky waste) end-to-end. Other services to follow based upon time and capacity. Review and update of existing content in priority order (as time and capacity allow) to include copy and visual/creative updates.

Related (as part of the Service Design workstream) it will also be necessary to issue early comms during the programme kick-off, as well as internal and external pre-launch and launch comms.

Projects, Work Packages and Activities

PROJECT	WORK PACKAGE	ACTIVITIES
Procure Website CMS	Policy Definition	<ul style="list-style-type: none">Develop guidelines and principles (e.g. partners, microsites, mobile applications etc)Develop 'solution design' documentDevelop approach to website implementation (e.g. go live with new website for all organisation)
	Procurement and Evaluation	<ul style="list-style-type: none">Review technical requirements from Discovery ExerciseValidate with business areas technical and non technical requirementsDetermine procurement approach (single versus multiple supplier)Determine procurement framework/route including fundingDevelop ITT and issue to the marketEvaluate responses and appoint preferred supplierFinalise contract with supplier
Cross Cutting Analysis	Cross Cutting Analysis	<ul style="list-style-type: none">Review and analyse the corporate cross cutting content and design (e.g. what is needed/what is not)
Cleansing & Waste Analysis	Business Area Content	<ul style="list-style-type: none">Complete user research analysis for the business area (Cleansing & Waste)Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)
Implement Website CMS	Governance	<ul style="list-style-type: none">Develop content/workflow/governance requirements
	Install and Configuration	<ul style="list-style-type: none">Migrate non priority business area contentBuild/commission technical environments (dev, test, pre-prod, prod)Install and configure CMS including customer profile account (within CRM)
Cleansing & Waste Build and Test	Testing and Building	<ul style="list-style-type: none">Testing (Security Hardening, Pen Test, Alpha/Beta testing)Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)

Timeframe and Milestones



Project Roles

- Workstream Lead (**resource identified**)
- Product Owner
- User Experience
- Creative Designer
- Content Editor
- Engineer/Developer
- Business area SME
- Tech Lead
- PMO Support

Milestone Summary

Milestone 1:
• Website CMS Software Procured

Milestone 2:
• Analysis of cross cutting themes completed

Milestone 3:
• CMS configured and ready for use

Milestones 4& 5:
• CMS successfully tested
• Go Live for Cleansing & Waste and non priority business areas cross all services

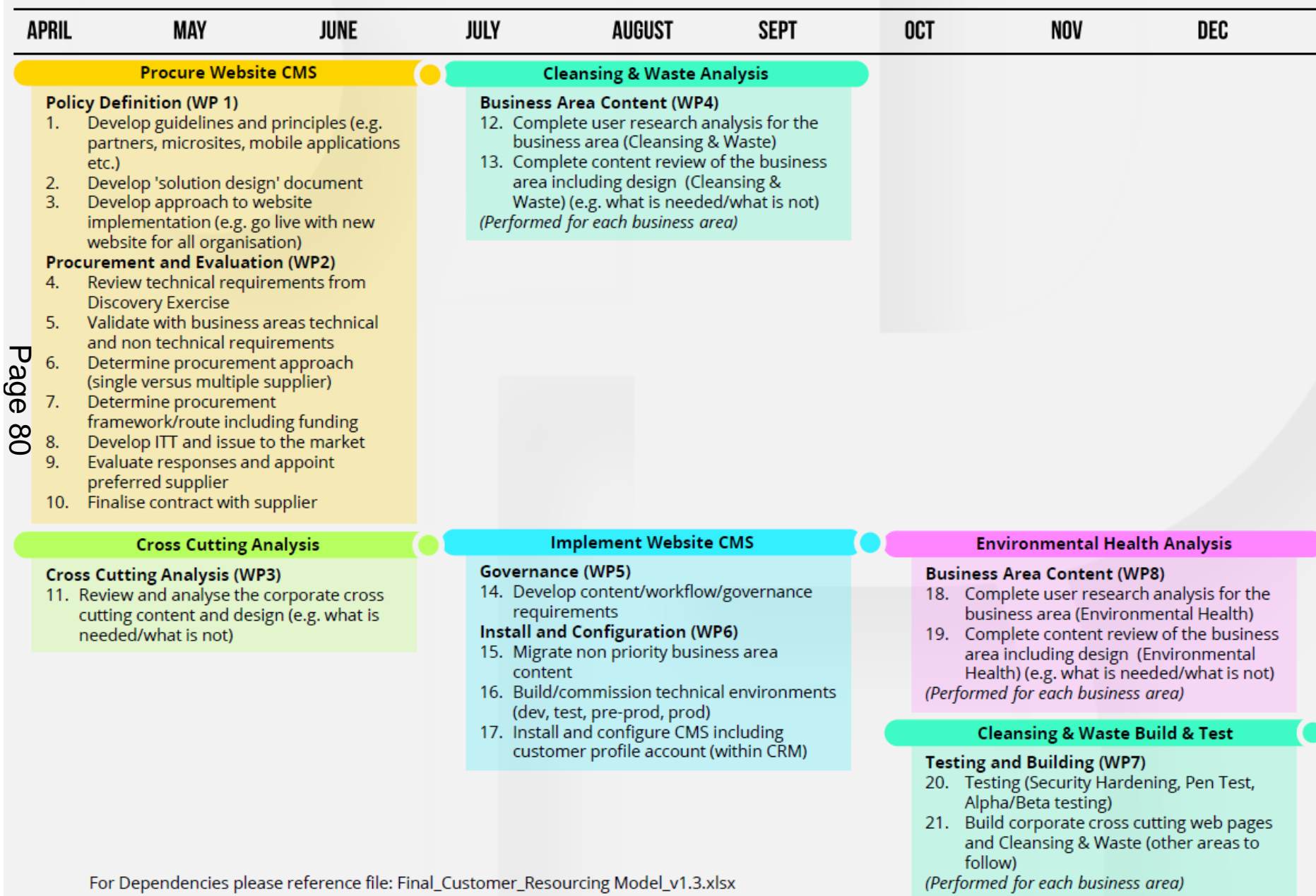
Dependencies

- A. Technical specification of website CMS
- B. Necessary OD R&R updates and roles filled
- C. Hardware for environments procured & configured (Milestone 2)
- D. CRM customer profile setup

Assumptions

- Customer portal will be standard CRM functionality linked to from BCC website.
- Timescales could be impacted by other projects and business as usual activities e.g. summer period

Website Workstream Timeframe



CRM Workstream Overview

Scope

Definition of tech spec to enable procurement. Commissioning and implementation of a new CRM system (to replace the multiple iterations of corporate one that currently exists) in dev, test, pre-prod and production environments. Security hardening and pen testing of new platform (including SSL certs, domain name updates and necessary firewall/network configuration changes (if applicable)). Alpha, beta and go-live testing prior to switchover to new CRM.

Creation of master corporate data model outlining the core set of information that is required on the customer (e.g. name, DOB, address, etc) and is consistent across all business areas. Review of priority business process functionality (e.g. place an order for a new bin) and the specific data requirements for each of the business areas.

Projects, Work Packages and Activities

PROJECT	WORK PACKAGE	ACTIVITIES
Commission CRM	Policy Approach	<ul style="list-style-type: none">Develop guidelines and principles for managing data (e.g. Master record in CRM, GDPR, Legal etc)
	Requirements and Commissioning	<ul style="list-style-type: none">Develop requirements for CRM (based on user stories from Discovery)Appoint preferred supplier(Microsoft Dynamics)Procure technical delivery partner to support CRM implementationAnalyse the impact of CRM licensing
Define Corporate Data Model	Corporate Data Model	<ul style="list-style-type: none">Define corporate data modelValidate corporate data model with business areasRefine and finalise corporate data model
Cleansing & Waste Analysis	Business Area Analysis	<ul style="list-style-type: none">Complete user research analysis for the business area (Cleansing & Waste)Complete data requirements of the business area (Cleansing & Waste)
Design and Implement CRM	Data and Governance	<ul style="list-style-type: none">Develop governance requirements (e.g. business processes, data, online forms etc.)Develop solution design document
	Commission and Configuration	<ul style="list-style-type: none">Commission technical cloud platforms/environments (e.g. dev, test, pre-prod, and prod)Configure CRM for customer profiles, customer hub and live chat
Cleansing & Waste Build and Test	Testing and Building	<ul style="list-style-type: none">Testing (Security Hardening, Pen Test, Alpha/Beta testing)Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)

Timeframe and Milestones



Project Roles

- Workstream Lead (**resource identified**)
- Product Owner
- Engineer
- Business area SME
- Tech Lead
- Lead BA
- BA
- User Experience
- Creative Designer
- PMO support

Milestone Summary

Milestone 1:

- CRM software commissioned

Milestone 2:

- Corporate data model defined

Milestone 3:

- CRM configured and ready for use

Milestones 4 & 5:

- CRM successfully tested
- Go Live for Cleansing & Waste

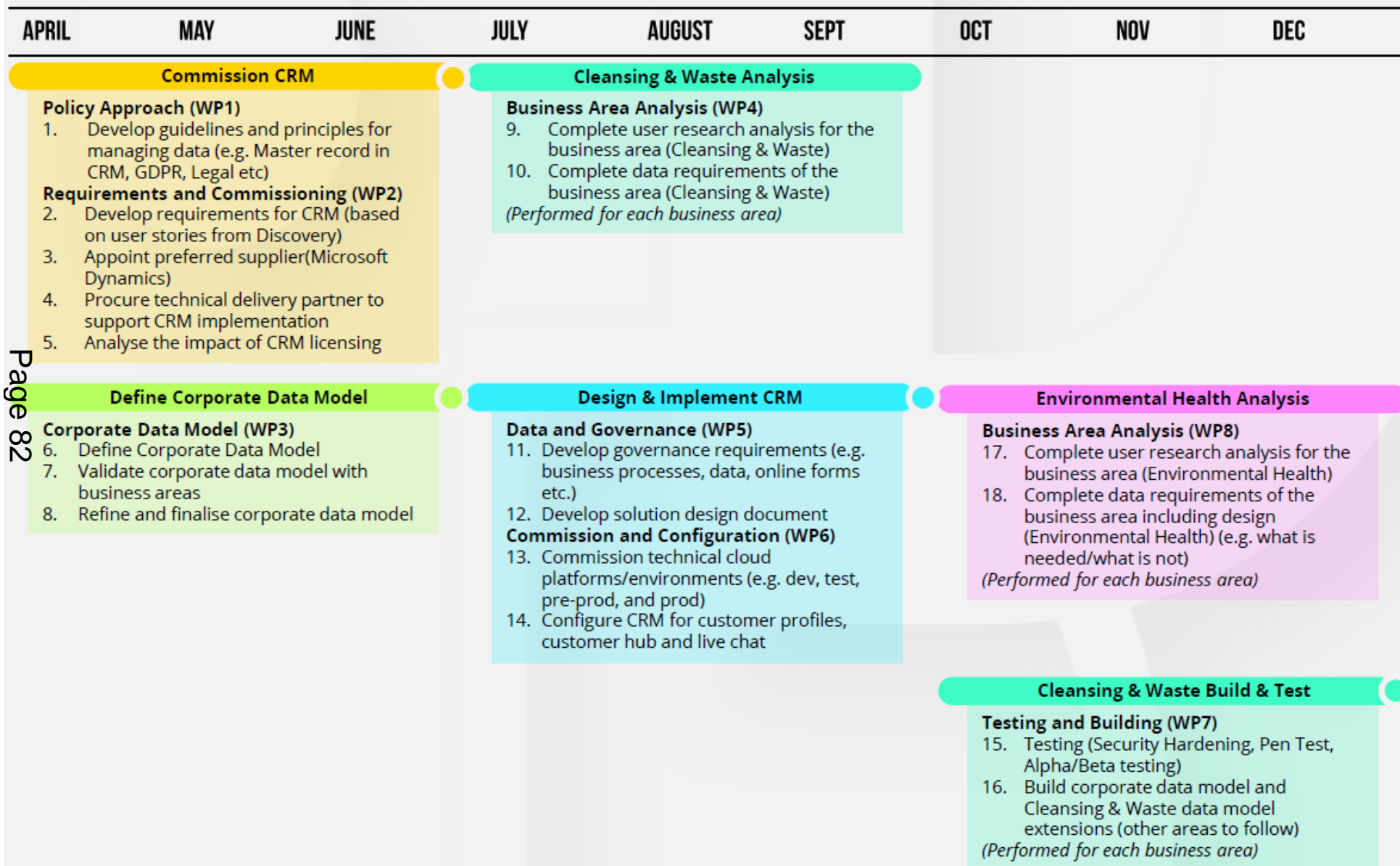
Dependencies

- A. Technical specification of corporate CRM
- B. Design and operation of Customer Hub

Assumptions

- Parallel running of old & new CRM
- CRM functionality released on a phased approach by business area
- Customer portal will be standard CRM functionality linked to from BCC website.

CRM Workstream Timeframe



Integration Workstream Overview

Scope

Definition of tech spec to enable procurement. Procurement and implementation of an integration platform to enable integration between the critical line of business systems, website and the new corporate CRM in dev, test, pre-prod and production environments. Security hardening & testing of new platform (including SSL certs and necessary firewall/network configuration changes). Alpha, beta and go-live testing prior to implementation of the Platform.



Project Roles



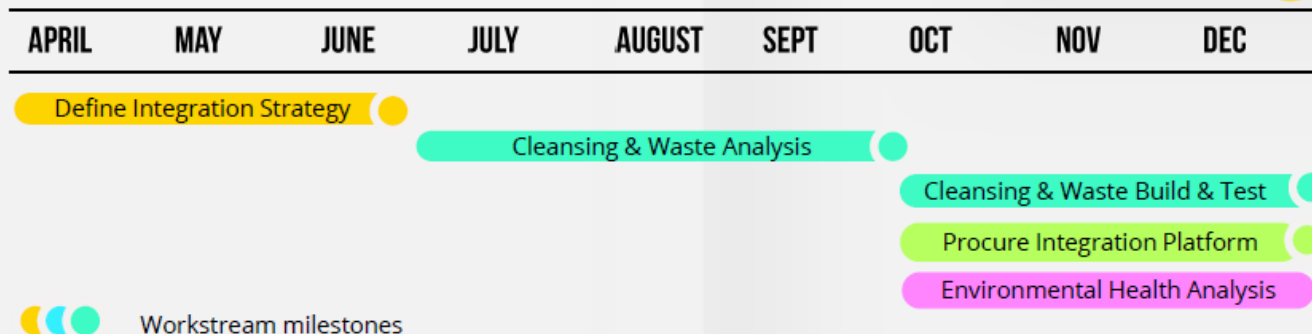
- Workstream Lead (**resource identified**)
- Product Owner (**resource identified**)
- Tech Lead (**resource identified**)
- Engineer
- Business area SME
- Lead BA
- BA
- PMO Support

Projects, Work Packages and Activities



PROJECT	WORK PACKAGE	ACTIVITIES
Define Integration Strategy	Integration Strategy	<ul style="list-style-type: none">• Develop approach to integration - Integration Strategy (tactical)
Cleansing & Waste Analysis	Business Area Integration Requirements	<ul style="list-style-type: none">• Analyse and assess integration requirements of the business area (Cleansing & Waste)
Cleansing & Waste Build and Test	Testing and Building	<ul style="list-style-type: none">• Build integration for prioritised Cleansing & Waste (other areas to follow)• Testing
Procure integration Platform	Requirements and Commissioning	<ul style="list-style-type: none">• Review technical requirements from Discovery Exercise• Liaise with business areas to determine integration requirements• Determine procurement framework/ route• Develop ITT and issue to the market• Evaluate responses and appoint preferred supplier
Implement Integration Platform	Governance	<ul style="list-style-type: none">• Develop governance requirements (e.g. review of Integration Strategy)
	Commission and Configuration	<ul style="list-style-type: none">• Commission technical cloud platforms/environments (e.g. dev, test, pre-prod, and prod)• Set up and configure integration platform• Testing Integration Platform

Timeframe and Milestones



Milestone Summary



Milestone 1:

- Integration strategy developed

Milestone 2 &3:

- Integration requirements for C &W developed
- Integration for C&W Built and Tested

Milestone 4:

- Integration platform procured

Dependencies



(for integration platform)

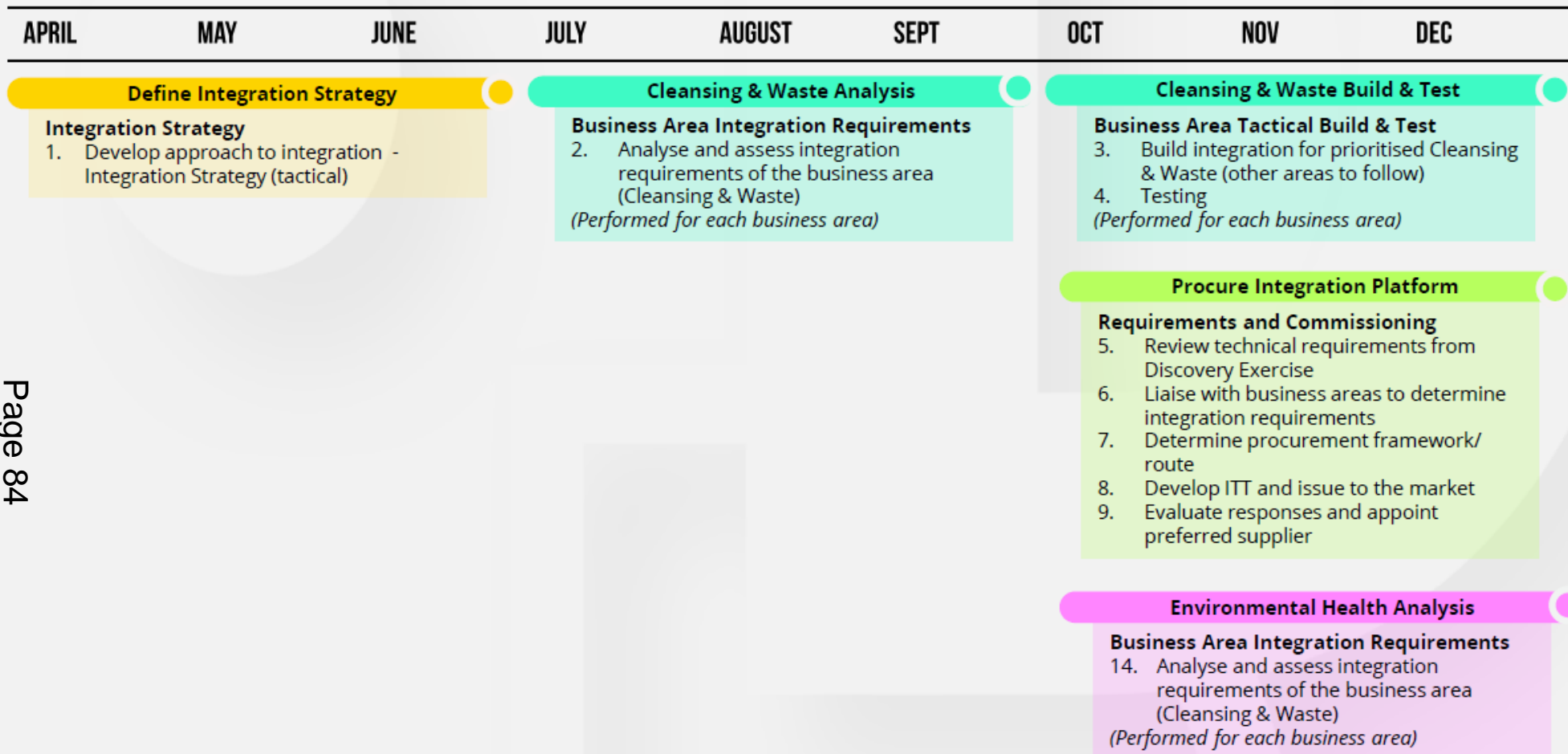
- A. Technical specification of Integration Platform
- B. Cloud environments procured & configured (Milestone 2)

Assumptions



- Assuming a cloud based solution.
- Assuming tactical integration in the first instance with C&W.

Integration Workstream Timeframe



SD and Implementation Workstream Timeframe

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APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC
Service Design								
Service Design Methodology (WP1) 1. Develop BCC Service Design Methodology (including agree approach to working with External Delivery Partner, roles and resources, agree approach to skills transfer) 2. Apply Service Design methodology to the workstreams as required								
Training								
Training (April 19 – June 19) (WP2) 3. Identify 'tools and methods' required to support business change 4. Complete training needs analysis (new technology/ways of working/tools and methods)			Training (July 19 – Sept 19) (WP2) 5. Procure External training delivery (customer service) 6. Prepare training materials 7. Develop a training plan for impacted staff (customer service) 8. Deliver Customer Service Training (Jan – Mar 2020) Roles & Responsibilities (WP3) 10. Assess impact to roles and responsibilities across impacted areas			Training (Oct 19 – Dec 19) (WP2) 9. Transfer skills to improve capacity to deliver service design Roles and Responsibilities (Oct 19 – Dec 19) (WP3) 11. Refresh Job Descriptions as required 12. Complete processes and consultation (TUs) to transfer people as required		
Communications			Resources					
Communications Plan (WP4) 13. Identify key stakeholders/ milestones/ channels 14. Develop communications plan 15. Approve and implement communications plan 16. Deliver ongoing communications (across all quarters)			Space Requirements (WP5) 17. Identify accommodation and space for front facing staff (customer reception offering) 18. Develop any flexible/remote working solutions and associated HR impacts					
Benefits								
Benefits Management (WP6) 19. Develop baseline targets for benefits management (to include people strategy and E&D) 20. Development benefits management plan 21. Measure benefits								

*Training delivered ongoing through 2020 – include customer hub, new ways of working etc.

*Training delivered ongoing through 2020 – including the customer hub, new ways of working etc.

Appendix 7: Workstream Resource Plans – Customer Hub

Project	WP Number	WP Name	Task Number	Tasks/Activities	Dependencies	Timeframe	Products/Deliverables
Customer Hub Design	1	Governance & Operation Framework	1	Define Policy (e.g. Elected Members, Free Telephone Number)		April - June 2019	Policy Development (Elected Members, Free Telephone Number etc.)
			2	Define Channel Protocol/Strategy		April - June 2019	Channel Strategy
			3	Develop Management and Governance Framework	1	April - June 2019	Management and Governance Framework
			4	Analyse of Services/Hours of Operation	3	April - June 2019	Analysis of Services (hrs of operation)
			5	Develop Hours of Operation Policy	4	April - June 2019	Policy on Out of Hours Contact
			6	Develop KPIs and Standards	4	April - June 2019	Report on KPIs and Standards
	Sub Total of WP Resources						
	2	Detailed Operating Model	7	Design the Tiers of Operation	4	July - Sept 2019	Report defining the tiered structure
			8	Analyse Services for Each Tier	7	July - Sept 2019	Analysis of Services/Tiers
			9	Design of New Business Processes	8	July - Sept 2019	As is and To Be Process Maps
			10	Rationalise Telephone Number	4	July - Sept 2019	Report Detailing Numbers/Priority
			11	Define Call and Email Routing	10	July - Sept 2019	Report Defining Process for Call/Email Routing
	Sub Total of WP Resources						
	3	Capability Assessment	12	Develop Resourcing Model (e.g. staff numbers to deliver against the defined operating model)	9	July - Sept 2019	Resourcing Model
			13	Complete Capability Assessment	12	July - Sept 2019	As Is and Future Skills Assessment
			14	Define Impact on Roles and Responsibilities	13	July - Sept 2019	Report Outlining Roles and Responsibilities
	Sub Total of WP Resources						
	4	Content Development	15	Develop Scripts, Knowledge Base and FAQ for 'thin and wide'	9	July - Sept 2019	Scripts/Knowledge Base/FAQ
	Sub Total of WP Resources						
	5	Telephony Infrastructure	16	Upgrade of Telephony		July - Sept 2019	Upgraded telephony infrastructure
			17	Analysis of Telephony	16	July - Sept 2019	Report detailing the current telephony landscape
			18	Design of Telephony	17	July - Sept 2019	Design of the telephony infrastructure
			19	Implementation of Telephony	18	July - Sept 2019	Implementation
	Sub Total of WP Resources						
C&W Design	6	Business Area Detailed Operating Model	20	Analyse Tier 1 and 2 Service Requests	15	July - Sept 2019	Detailed analysis of services/tiers
			21	Design New Business Processes	20	July - Sept 2019	As is and To Be Process Maps
	Sub Total of WP Resources						
	7	Business Area Content Development	22	Develop Detailed Business Area Scripts, Knowledge Base, FAQ	21	July - Sept 2019	Detailed Business Area scripts/knowledge base/FAQ
	Sub Total of WP Resources						
Operationalise C&W	8	Business Area Capability Assessment	23	Complete Capability Assessment	22	July - Sept 2019	As Is and Future Skills Assessment
	Sub Total of WP Resources						
	9	Operationalise Business Area	24	Pre launch communications	23	Oct - Dec 2019	Targeted communications
			25	Engage with Trade Unions	23	Oct - Dec 2019	Trade Union engaged
			26	Complete staff training on new ways of working	23	Oct - Dec 2019	Staff training completed
EH Design			27	Manage OD impacts of change	23	Oct - Dec 2019	OD impacts managed (e.g. roles/responsibilities, JDs etc)
	Sub Total of WP Resources						
	10	Business Area Detailed Operating Model	28	Analyse Tier 1 and 2 Service Requests	21	Oct - Dec 2019	Detailed analysis of services/tiers
			29	Design New Business Processes	28	Oct - Dec 2019	As is and To Be Process Maps
	Sub Total of WP Resources						
	11	Business Area Content Development	30	Develop Detailed Business Area Scripts, Knowledge Base, FAQ	29	Oct - Dec 2019	Detailed Business Area scripts/knowledge base/FAQ
EH Design	Sub Total of WP Resources						
	12	Business Area Capability Assessment	31	Complete Capability Assessment	30	Oct - Dec 2019	As Is and Future Skills Assessment
EH Design	Sub Total of WP Resources						
	Sub Total of WP Resources						

Appendix 7: Workstream Resource Plans – Customer Hub

Operationalise EH	13	Operationalise Business Area	32	Pre launch communications	31	Jan - Mar 2020	Targeted communications
			33	Engage with Trade Unions	31	Jan - Mar 2020	Trade Union engaged
			34	Complete staff training on new ways of working	31	Jan - Mar 2020	Staff training completed
			35	Manage OD impacts of change	31	Jan - Mar 2020	OD impacts managed (e.g. roles/responsibilities, JDs etc)
	Sub Total of WP Resources						
Building Control Design	14	Business Area Detailed Operating Model	36	Analyse Tier 1 and 2 Service Requests	29	Jan - Mar 2020	Detailed analysis of services/tiers
			37	Design New Business Processes	36	Jan - Mar 2020	As is and To Be Process Maps
	Sub Total of WP Resources						
	15	Business Area Content Development	38	Develop Detailed Business Area Scripts, Knowledge Base, FAQ	37	Jan - Mar 2020	Detailed Business Area scripts/knowledge base/FAQ
	Sub Total of WP Resources						
	16	Business Area Capability Assessment	39	Complete Capability Assessment	38	Jan - Mar 2020	As Is and Future Skills Assessment
	Sub Total of WP Resources						
Operationalise Building Control	17	Operationalise Business Area	40	Pre launch communications	39	Apr - June 2020	Targeted communications
			41	Engage with Trade Unions	39	Apr - June 2020	Trade Union engaged
			42	Complete staff training on new ways of working	39	Apr - June 2020	Staff training completed
			43	Manage OD impacts of change	39	Apr - June 2020	OD impacts managed (e.g. roles/responsibilities, JDs etc)
	Sub Total of WP Resources						
Planning Design	18	Business Area Detailed Operating Model	44	Analyse Tier 1 and 2 Service Requests	36	Apr - June 2020	Detailed analysis of services/tiers
			45	Design New Business Processes	44	Apr - June 2020	As is and To Be Process Maps
	Sub Total of WP Resources						
	19	Business Area Content Development	46	Develop Detailed Business Area Scripts, Knowledge Base, FAQ	45	Apr - June 2020	Detailed Business Area scripts/knowledge base/FAQ
	Sub Total of WP Resources						
	20	Business Area Capability Assessment	47	Complete Capability Assessment	46	Apr - June 2020	As Is and Future Skills Assessment
	Sub Total of WP Resources						
Operationalise Planning	21	Operationalise Business Area	48	Pre launch communications	47	July - Sept 2020	Targeted communications
			49	Engage with Trade Unions	47	July - Sept 2020	Trade Union engaged
			50	Complete staff training on new ways of working	47	July - Sept 2020	Staff training completed
			51	Manage OD impacts of change	47	July - Sept 2020	OD impacts managed (e.g. roles/responsibilities, JDs etc)
	Sub Total of WP Resources						
Bookings Design	22	Business Area Detailed Operating Model	52	Analyse Tier 1 and 2 Service Requests	44	July - Sept 2020	Detailed analysis of services/tiers
			53	Design New Business Processes	52	July - Sept 2020	As is and To Be Process Maps
	Sub Total of WP Resources						
	23	Business Area Content Development	54	Develop Detailed Business Area Scripts, Knowledge Base, FAQ	53	July - Sept 2020	Detailed Business Area scripts/knowledge base/FAQ
	Sub Total of WP Resources						
Operationalise Bookings	24	Business Area Capability Assessment	55	Complete Capability Assessment	54	July - Sept 2020	As Is and Future Skills Assessment
	Sub Total of WP Resources						
	25	Operationalise Business Area	56	Pre launch communications	55	Oct - Dec 2020	Targeted communications
			57	Engage with Trade Unions	55	Oct - Dec 2020	Trade Union engaged
			58	Complete staff training on new ways of working	55	Oct - Dec 2020	Staff training completed
			59	Manage OD impacts of change	55	Oct - Dec 2020	OD impacts managed (e.g. roles/responsibilities, JDs etc)
	Sub Total of WP Resources						
Bereavement Services Design	26	Business Area Detailed Operating Model	61	Analyse Tier 1 and 2 Service Requests	52	Oct - Dec 2020	Detailed analysis of services/tiers
			62	Design New Business Processes	61	Oct - Dec 2020	As is and To Be Process Maps
	Sub Total of WP Resources						
	27	Business Area Content Development	63	Develop Detailed Business Area Scripts, Knowledge Base, FAQ	62	Oct - Dec 2020	Detailed Business Area scripts/knowledge base/FAQ
	Sub Total of WP Resources						
	28	Business Area Capability Assessment	64	Complete Capability Assessment	63	Oct - Dec 2020	As Is and Future Skills Assessment
	Sub Total of WP Resources						

Appendix 7: Workstream Resource Plans – Customer Hub

Operationalise Bereavement Services	29	Operationalise Business Area	65	Pre launch communications	64	Jan - Mar 2021	Targeted communications
			66	Engage with Trade Unions	64	Jan - Mar 2021	Trade Union engaged
			67	Complete staff training on new ways of working	64	Jan - Mar 2021	Staff training completed
			68	Manage OD impacts of change	64	Jan - Mar 2021	OD impacts managed (e.g. roles/responsibilities, JDs etc)
	Sub Total of WP Resources						
Other Services Design	30	Business Area Detailed Operating Model	69	Analyse Tier 1 and 2 Service Requests	61	Jan - Mar 2021	Detailed analysis of services/tiers
			70	Design New Business Processes	69	Jan - Mar 2021	As is and To Be Process Maps
	Sub Total of WP Resources						
	31	Business Area Content Development	71	Develop Detailed Business Area Scripts, Knowledge Base, FAQ	70	Jan - Mar 2021	Detailed Business Area scripts/knowledge base/FAQ
	Sub Total of WP Resources						
	32	Business Area Capability Assessment	72	Complete Capability Assessment	71	Jan - Mar 2021	As Is and Future Skills Assessment
	Sub Total of WP Resources						

0	April - June 2019	July - Sept 2019	Oct - Dec 2019	Jan - Mar 2020	Apr - June 2020	July - Sept 2020	Oct - Dec 2020	Jan - Mar 2021
Workstream Lead - Internal	0	0	0	0	0	0	0	0
Workstream Lead - External	1	1	1	1	1	1	1	1
Product Owner - Internal	1	1	1	1	1	1	1	1
Product Owner - External	0	0	0	0	0	0	0	0
Tech Lead - Internal	0	0.25	0	0	0	0	0	0
Tech Lead - External	0	0	0	0	0	0	0	0
UX - Internal	0	0	0	0	0	0	0	0
UX - External	0	2	0.5	0.5	0.5	0.5	0.5	0.5
Creative Designer - Internal	0	0	0	0	0	0	0	0
Creative Designer - External	0	0	0	0	0	0	0	0
Content Editor - Internal	0	3	1	1	1	1	1	1
Content Editor - External	0	0	0	0	0	0	0	0
BP Engineer - Internal	0	2	0	0	0	0	0	0
BP Engineer - External	0	0	0	0	0	0	0	0
Business SME - Internal	0.5	7.5	4	4	4	4	4	4
Business SME - External	0	0	0	0	0	0	0	0
Lead BA - Internal	0	0	0	0	0	0	0	0
Lead BA - External	0	0	0	0	0	0	0	0
BA - Internal	0	0	0	0	0	0	0	0
BA - External	0.5	4	2	2	2	2	2	2
BP Engineer - Internal	0	2	1	1	1	1	1	1
BP Engineer - External	0	2	1	1	1	1	1	1
Change Lead - Internal	0	0	0	0	0	0	0	0
Change Lead - External	0	0	0	0	0	0	0	0
Comms Lead - Internal	0	0	0	0	0	0	0	0
Comms Lead - External	0	0	0	0	0	0	0	0
Comms Support - Internal	0	0	1	1	1	1	1	1
Comms Support - External	0	0	0	0	0	0	0	0
OD Support - Internal	0.5	3.5	2	2	2	2	2	2
OD Support - External	0	0	0	0	0	0	0	0
PMO - Internal	1	2.5	0.5	0.75	1	1	1	1
PMO - External	0	0	0	0	0	0	0	0
Training Lead - Internal	0	2	1.5	1.5	1.5	1.5	1.5	1.5
Training Lead - External	0	0	0	0	0	0	0	0
Trainer - Internal	0	0	0.5	0.5	0.5	0.5	0.5	0.5
				0	0	0	0	0
Total	4.5	32.75	17	17.25	17.5	17.5	17.5	17.5
Total - Internal	3	23.75	12.5	12.75	13	13	13	13
Total - External	1.5	9	4.5	4.5	4.5	4.5	4.5	4.5

Appendix 7: Workstream Resource Plans – Website

Project	WP Number	WP Name	Task Number	Tasks/Activities	Dependencies	Timeframe	Products/Deliverables
Procure Website	1	Policy Definition	1	Develop guidelines and principles (e.g. partners, microsites, mobile applications etc)		April - June 2019	Document outlining the guidelines and principles
			2	Develop 'solution design' document		April - June 2019	Solution Design document
	Sub Total of WP Resources						
	2	Procurement and Evaluation	3	Review technical requirements from Discovery Exercise	2	April - June 2019	Reviewed Website requirements from the Discovery Exercise
			4	Validate with business areas technical and non technical requirements	3	April - June 2019	Validated technical and non technical website requiremens
			5	Determine procurement framework/route including funding	4	April - June 2019	Procurement strategy outlining the procurement route
			6	Develop ITT and issue to the market	5	April - June 2019	Website ITT
			7	Evaluate responses and appoint preferred supplier	6	April - June 2019	Evaluation scoring and preferred supplier appointed
			8	Finalise contract with supplier	7	April - June 2019	Signed contract with supplier
Sub Total of WP Resources							
Cross Cutting Analysis	3	Cross Cutting Analysis	9	Review and analyse the corporate cross cutting content and design (e.g. what is needed/what is not)	1	April - June 2019	Analysis of the corporate cross cutting content outlining what should be kept/or not
	Sub Total of WP Resources						
C&W Analysis	4	Business Area Content	10	Complete user research analysis for the business area (Cleansing & Waste)	9	July - Sept 2019	Synthesis of user research
			11	Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)	10	July - Sept 2019	Analysis of the business area web content outlining what should be kept/or not/new stuff
	Sub Total of WP Resources						
Implement Website	5	Governance	12	Develop content/workflow/governance requirements	11	July - Sept 2019	Governance guidelines
	Sub Total of WP Resources						
	6	Install and Configuration	13	Build/commission technical environments (dev, test, pre-prod, prod)	12	July - Sept 2019	Technical environments developed
			14	Install and configure CMS including customer profile account (within CRM)	13	July - Sept 2019	CMS installed and configured
	Sub Total of WP Resources						
C&W Build and Test	7	Testing and Building	15	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	14	Oct - Dec 2019	Testing completed
			16	Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)	15	Oct - Dec 2019	Build of corporate pages and business area web pages
	Sub Total of WP Resources						
EH Analysis	8	Business Area Content	17	Complete user research analysis for the business area (Cleansing & Waste)	11	Oct - Dec 2019	Synthesis of user research
			18	Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)	17	Oct - Dec 2019	Analysis of the business area web content outlining what should be kept/or not/new stuff
	Sub Total of WP Resources						
EH Build and Test	9	Testing and Building	19	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	18	Jan - Mar 2020	Testing completed
			20	Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)	19	Jan - Mar 2020	Build of corporate pages and business area web pages
	Sub Total of WP Resources						
Building Control Analysis	10	Business Area Content	21	Complete user research analysis for the business area (Cleansing & Waste)	18	Jan - Mar 2020	Synthesis of user research
			22	Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)	21	Jan - Mar 2020	Analysis of the business area web content outlining what should be kept/or not/new stuff
	Sub Total of WP Resources						
Building Control Build and Test	11	Testing and Building	23	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	22	Apr - Jun 2020	Testing completed
			24	Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)	23	Apr - Jun 2020	Build of corporate pages and business area web pages
	Sub Total of WP Resources						
Planning Analysis	12	Business Area Content	25	Complete user research analysis for the business area (Cleansing & Waste)	22	Apr - Jun 2020	Synthesis of user research
			26	Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)	25	Apr - Jun 2020	Analysis of the business area web content outlining what should be kept/or not/new stuff
	Sub Total of WP Resources						
Planning Build and Test	13	Testing and Building	27	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	26	July - Sept 2020	Testing completed
			28	Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)	27	July - Sept 2020	Build of corporate pages and business area web pages
	Sub Total of WP Resources						

Appendix 7: Workstream Resource Plans – Website

Bookings Analysis	14	Business Area Content	29	Complete user research analysis for the business area (Cleansing & Waste)	26	July - Sept 2020	Synthesis of user research
			30	Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)	29	July - Sept 2020	Analysis of the business area web content outlining what should be kept/or not/new stuff
	Sub Total of WP Resources						
Bookings Build and Test	15	Testing and Building	31	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	30	Oct - Dec 2020	Testing completed
			32	Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)	31	Oct - Dec 2020	Build of corporate pages and business area web pages
	Sub Total of WP Resources						
Bereavement Analysis	16	Business Area Content	33	Complete user research analysis for the business area (Cleansing & Waste)	30	Oct - Dec 2020	Synthesis of user research
			34	Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)	33	Oct - Dec 2020	Analysis of the business area web content outlining what should be kept/or not/new stuff
	Sub Total of WP Resources						
Bereavement Build and Test	17	Testing and Building	35	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	34	Jan - Mar 2021	Testing completed
			36	Build corporate cross cutting web pages and Cleansing & Waste (other areas to follow)	35	Jan - Mar 2021	Build of corporate pages and business area web pages
	Sub Total of WP Resources						
Other Services Analysis	18	Business Area Content	37	Complete user research analysis for the business area (Cleansing & Waste)	34	Jan - Mar 2021	Synthesis of user research
			38	Complete content review of the business area including design (Cleansing & Waste) (e.g. what is needed/what is not)	37	Jan - Mar 2021	Analysis of the business area web content outlining what should be kept/or not/new stuff
	Sub Total of WP Resources						

0	April - June 2019	July - Sept 2019	Oct - Dec 2019	Jan - Mar 2020	Apr - Jun 2020	July - Sept 2020	Oct - Dec 2020	Jan - Mar 2021
Workstream Lead - Internal	1	1	1	1	1	1	1	1
Workstream Lead - External	0	0	0	0	0	0	0	0
Product Owner - Internal	1	1	1	1	1	1	1	1
Product Owner - External	0	0	0	0	0	0	0	0
Tech Lead - Internal	0.75	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Tech Lead - External	0	0	0	0	0	0	0	0
UX - Internal	0	0	0	0	0	0	0	0
UX - External	1	1	0.75	0.75	0.75	0.75	0.75	0.75
Creative Designer - Internal	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Creative Designer - External	0.25	0.25	0.75	0.75	0.75	0.75	0.75	0.75
Content Editor - Internal	1	0.5	1	1	1	1	1	1
Content Editor - External	0	0	0	0	0	0	0	0
Engineer - Internal	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Engineer - External	0	0	0	0	0	0	0	0
Business SME - Internal	0.25	1	1.25	1.25	1.25	1.25	1.25	1.25
Business SME - External	0	0	0	0	0	0	0	0
Lead BA - Internal	0	0	0	0	0	0	0	0
Lead BA - External	0	0	0	0	0	0	0	0
BA - Internal	0	0	0	0	0	0	0	0
BA - External	0	0	0	0	0	0	0	0
BP Engineer - Internal	0	0	0	0	0	0	0	0
BP Engineer - External	0	0	0	0	0	0	0	0
Change Lead - Internal	0	0	0	0	0	0	0	0
Change Lead - External	0	0	0	0	0	0	0	0
Comms Lead - Internal	0	0	0	0	0	0	0	0
Comms Lead - External	0	0	0	0	0	0	0	0
Comms Support - Internal	0	0	0	0	0	0	0	0
Comms Support - External	0	0	0	0	0	0	0	0
OD Support - Internal	0	0	0	0	0	0	0	0
OD Support - External	0	0	0	0	0	0	0	0
PMO - Internal	1.25	0	0	0	0	0	0	0
PMO - External	0	0	0	0	0	0	0	0
Training Lead - Internal	0	0	0	0	0	0	0	0
Training Lead - External	0	0	0	0	0	0	0	0
Trainer - Internal	0	0	0	0	0	0	0	0
Trainer - External	0	0	0	0	0	0	0	0
Total	6.75	6	7	7	7	7	7	7
Total - Internal	5.5	4.75	5.5	5.5	5.5	5.5	5.5	5.5
Total - External	1.25	1.25	1.5	1.5	1.5	1.5	1.5	1.5

Appendix 7: Workstream Resource Plans – CRM

Project	WP Number	WP Name	Task Number	Tasks/Activities	Dependencies	Timeframe	Products/Deliverables
Commission CRM	1	Policy Approach	1	Develop guidelines and principles for managing data (e.g. Master record in CRM, GDPR, Legal etc)		April - June 2019	Document outlining the guidelines and principles
	Sub Total of WP Resources						
	2	Requirements and Commissioning	2	Develop requirements for CRM (based on user stories from Discovery)	1	April - June 2019	Developed CRM requirements
			3	Appoint preferred supplier(Microsoft Dynamics)	2	April - June 2019	Appointed preferred supplier (Microsoft Dynamics)
			4	Procure technical delivery partner to support CRM implementation	3	April - June 2019	Procurement and appointment of Technical Delivery Partner
			5	Analyse the impact of CRM licensing	4	April - June 2019	Analysis of CRM licensing impacts
	Sub Total of WP Resources						
Define Corporate Data Model	3	Corporate Data Model	6	Define corporate data model	5	April - June 2019	Defined corporate data model
			7	Validate corporate data model with business areas	6	April - June 2019	Validated data model requirements
			8	Refine and finalise corporate data model	7	April - June 2019	Finalised data model
	Sub Total of WP Resources						
C&W Analysis	4	Business Area Analysis	9	Complete user research analysis for the business area (Cleansing & Waste)	8	July - Sept 2019	Synthesis of user research
			10	Complete data requirements of the business area (Cleansing & Waste)	9	July - Sept 2019	Analysis of the business area data model requirements
	Sub Total of WP Resources						
Design and Implement CRM	5	Data and Governance	11	Develop governance requirements (e.g. business processes, data, online forms etc)	7	July - Sept 2019	Governance guidelines
			12	Develop solution design document	11	July - Sept 2019	Solution Design document
	Sub Total of WP Resources						
	6	Commission and Configuration	13	Commission technical cloud platforms/environments (e.g. dev,test, pre-prod, and prod)	12	July - Sept 2019	Technical platforms/environments developed
			14	Configure CRM for customer profiles, customer hub and live chat	13	July - Sept 2019	CMS installed and configured
	Sub Total of WP Resources						
C&W Build and Test	7	Testing and Building	15	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	14	Oct - Dec 2019	Testing completed
			16	Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)	15	Oct - Dec 2019	Build of corporate data model and business area data model extensions
	Sub Total of WP Resources						
EH Analysis	8	Business Area Analysis	17	Complete user research analysis for the business area (Cleansing & Waste)	10	Oct - Dec 2019	Synthesis of user research
			18	Complete data requirements of the business area (Cleansing & Waste)	17	Oct - Dec 2019	Analysis of the business area data model requirements
	Sub Total of WP Resources						
EH Build and Test	9	Testing and Building	19	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	18	Jan - Mar 2020	Testing completed
			20	Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)	19	Jan - Mar 2020	Build of corporate data model and business area data model extensions
	Sub Total of WP Resources						
Building Control Analysis	10	Business Area Analysis	21	Complete user research analysis for the business area (Cleansing & Waste)	18	Jan - Mar 2020	Synthesis of user research
			22	Complete data requirements of the business area (Cleansing & Waste)	21	Jan - Mar 2020	Analysis of the business area data model requirements
	Sub Total of WP Resources						
Building Control Build and Test	11	Testing and Building	23	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	22	Apr - Jun 2020	Testing completed
			24	Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)	23	Apr - Jun 2020	Build of corporate data model and business area data model extensions
	Sub Total of WP Resources						
Planning Analysis	12	Business Area Analysis	25	Complete user research analysis for the business area (Cleansing & Waste)	22	Apr - Jun 2020	Synthesis of user research
			26	Complete data requirements of the business area (Cleansing & Waste)	25	Apr - Jun 2020	Analysis of the business area data model requirements
	Sub Total of WP Resources						
Planning Build and Test	13	Testing and Building	27	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	26	July - Sept 2020	Testing completed
			28	Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)	27	July - Sept 2020	Build of corporate data model and business area data model extensions
	Sub Total of WP Resources						

Appendix 7: Workstream Resource Plans – CRM

Bookings Analysis	14	Business Area Analysis	29	Complete user research analysis for the business area (Cleansing & Waste)	25	July - Sept 2020	Synthesis of user research
			30	Complete data requirements of the business area (Cleansing & Waste)	29	July - Sept 2020	Analysis of the business area data model requirements
	Sub Total of WP Resources						
Bookings Build and Test	15	Testing and Building	31	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	30	Oct - Dec 2020	Testing completed
			32	Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)	31	Oct - Dec 2020	Build of corporate data model and business area data model extensions
	Sub Total of WP Resources						
Bereavement Services Analysis	16	Business Area Analysis	33	Complete user research analysis for the business area (Cleansing & Waste)	30	Oct - Dec 2020	Synthesis of user research
			34	Complete data requirements of the business area (Cleansing & Waste)	33	Oct - Dec 2020	Analysis of the business area data model requirements
	Sub Total of WP Resources						
Bereavement Services Build and Test	17	Testing and Building	35	Testing (Security Hardening, Pen Test, Alpha/Beta testing)	34	Jan - Mar 2021	Testing completed
			36	Build corporate data model and Cleansing & Waste data model extensions (other areas to follow)	35	Jan - Mar 2021	Build of corporate data model and business area data model extensions
	Sub Total of WP Resources						
Other Services Analysis	18	Business Area Analysis	37	Complete user research analysis for the business area (Cleansing & Waste)	34	Jan - Mar 2021	Synthesis of user research
			38	Complete data requirements of the business area (Cleansing & Waste)	37	Jan - Mar 2021	Analysis of the business area data model requirements
	Sub Total of WP Resources						

0	April - June 2019	July - Sept 2019	Oct - Dec 2019	Jan - Mar 2020	Apr - Jun 2020	July - Sept 2020	Oct - Dec 2020	Jan - Mar 2021
Workstream Lead - Internal	1	1	1	1	1	1	1	1
Workstream Lead - External	0	0	0	0	0	0	0	0
Product Owner - Internal	1	1	1	1	1	1	1	1
Product Owner - External	0	0	0	0	0	0	0	0
Tech Lead - Internal	0.25	0.25	0.25	0	0.5	0.5	0.5	0.5
Tech Lead - External	0	0	0	0	0	0	0	0
UX - Internal	0	0	0	0	0	0	0	0
UX - External	1	1	0.75	0.75	0.75	0.75	0.75	0.75
Creative Designer - Internal	0	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Creative Designer - External	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Content Editor - Internal	0	0	0	0	0	0	0	0
Content Editor - External	0	0	0	0	0	0	0	0
Engineer - Internal	0	1	1	1	1	1	1	1
Engineer - External	0	0	0	0	0	0	0	0
Business SME - Internal	1	0	0	0	0	0	0	0
Business SME - External	0	0	0	0	0	0	0	0
Lead BA - Internal	0	0	0	0	0	0	0	0
Lead BA - External	1	0.5	0.5	0.5	0.5	0.5	0.5	0.5
BA - Internal	0	0	0	0	0	0	0	0
BA - External	2	1	1	1	1	1	1	1
BP Engineer - Internal	0	0	0	0	0	0	0	0
BP Engineer - External	0	0	0	0	0	0	0	0
Change Lead - Internal	0	0	0	0	0	0	0	0
Change Lead - External	0	0	0	0	0	0	0	0
Comms Lead - Internal	0	0	0	0	0	0	0	0
Comms Lead - External	0	0	0	0	0	0	0	0
Comms Support - Internal	0	0	0	0	0	0	0	0
Comms Support - External	0	0	0	0	0	0	0	0
OD Support - Internal	0	0	0	0	0	0	0	0
OD Support - External	0	0	0	0	0	0	0	0
PMO - Internal	0.75	0.25	0	0	0	0	0	0
PMO - External	0	0	0	0	0	0	0	0
Training Lead - Internal	0	0	0	0	0	0	0	0
Training Lead - External	0	0	0	0	0	0	0	0
Trainer - Internal	0	0	0	0	0	0	0	0
Trainer - External	0	0	0	0	0	0	0	0
Total	8	6.75	6.25	6	6.5	6.5	6.5	6.5
Total - Internal	4	3.75	3.5	3.25	3.75	3.75	3.75	3.75
Total - External	4	3	2.75	2.75	2.75	2.75	2.75	2.75

Appendix 7: Workstream Resource Plans – Integration

Project	WP Number	WP Name	Task Number	Tasks/Activities	Dependencies	Timeframe	Products/Deliverables
Define Integration Strategy	1	Integration Strategy	1	Develop approach to integration - Integration Strategy (tactical)		April - June 2019	Document outlining approach to integration - tactical
	Sub Total of WP Resources						
C&W Analysis	2	Business Area Integration Requirements	2	Analyse and assess integration requirements of the business area (Cleansing & Waste)	1	July - Sept 2019	Defined integration requirements for C&W
	Sub Total of WP Resources						
C&W Build and Test	3	Business Area Tactical Build and Test	3	Build integration for prioritised Cleansing & Waste (other areas to follow)	2	Oct - Dec 2019	Completed point to point integration
			4	Testing	3	Oct - Dec 2019	Testing completed
	Sub Total of WP Resources						
Procure Implementation Platform	4	Requirements and Commissioning	5	Review technical requirements from Discovery Exercise	1	Oct - Dec 2019	Reviewed technical requirements from Discovery
			6	Liaise with business areas to determine integration requirements	5	Oct - Dec 2019	Document integration requirements
			7	Determine procurement framework/route	6	Oct - Dec 2019	Procurement strategy
			8	Develop ITT and issue to the market	7	Oct - Dec 2019	Integration Platform ITT
			9	Evaluate responses and appoint preferred supplier	8	Oct - Dec 2019	Evaluation scored and preferred supplier appointed
	Sub Total of WP Resources						
Implement Integration Platform	5	Governance	10	Develop governance requirements (e.g. review of Integration Strategy)	9	Jan - March 2020	Governance document developed
	Sub Total of WP Resources						
	6	Commission and Configuration	11	Commission technical cloud platforms/environments (e.g. dev, test, pre-prod, and prod)	10	Jan - March 2020	Technical platforms/environments developed
			12	Set up and configure integration platform	11	Jan - March 2020	Integration platform installed and configured
			13	Testing Integration Platform	12	Jan - March 2020	Testing completed
	Sub Total of WP Resources						
EH Analysis	7	Business Area Integration Requirements	14	Analyse and assess integration requirements of the business area (EH)	13	Oct - Dec 2019	Defined integration requirements for C&W
	Sub Total of WP Resources						
EH Build and Test	8	Business Area Tactical Build and Test	15	Build integration for prioritised EH (other areas to follow)	14	Jan - March 2020	Completed point to point integration
			16	Testing	15	Jan - March 2020	Testing completed
	Sub Total of WP Resources						
Building Control Analysis	9	Business Area Integration Requirements	17	Analyse and assess integration requirements of the business area (Building Control)	16	Jan - March 2020	Defined integration requirements for C&W
	Sub Total of WP Resources						
Building Control Build and Test	10	Business Area Tactical Build and Test	18	Build integration for prioritised Building Control (other areas to follow)	17	April - June 2020	Completed point to point integration
			19	Testing	18	April - June 2020	Testing completed
	Sub Total of WP Resources						
Planning Analysis	11	Business Area Integration Requirements	20	Analyse and assess integration requirements of the business area (Planning)	19	April - June 2020	Defined integration requirements for C&W
	Sub Total of WP Resources						
Planning Build and Test	12	Business Area Tactical Build and Test	21	Build integration for prioritised Planning (other areas to follow)	20	July - Sept 2020	Completed point to point integration
			22	Testing	21	July - Sept 2020	Testing completed
	Sub Total of WP Resources						
Bookings Analysis	13	Business Area Integration Requirements	23	Analyse and assess integration requirements of the business area (Bookings)	22	July - Sept 2020	Defined integration requirements for C&W
	Sub Total of WP Resources						
Bookings Build and Test	14	Business Area Tactical Build and Test	24	Build integration for prioritised Bookings (other areas to follow)	23	Oct - Dec 2020	Completed point to point integration
			25	Testing	24	Oct - Dec 2020	Testing completed
	Sub Total of WP Resources						
Bereavement Services Analysis	15	Business Area Integration Requirements	26	Analyse and assess integration requirements of the business area (Bereavement Services)	25	Oct - Dec 2020	Defined integration requirements for C&W
	Sub Total of WP Resources						
Bereavement Services Build and Test	16	Business Area Tactical Build and Test	27	Build integration for prioritised Bereavement Services (other areas to follow)	26	Jan - March 2021	Completed point to point integration
			28	Testing	27	Jan - March 2021	Testing completed
	Sub Total of WP Resources						
Other Services Analysis	17	Business Area Integration Requirements	29	Analyse and assess integration requirements of the business area (Other Services)	28	Jan - March 2021	Completed point to point integration
	Sub Total of WP Resources						

Appendix 7: Workstream Resource Plans – Integration

0	April - June 2019	July - Sept 2019	Oct - Dec 2019	Jan - March 2020	April - June 2020	July - Sept 2020	Oct - Dec 2020	Jan - March 2021	
Workstream Lead - Internal	1	1	1	1	1	1	1	1	
Workstream Lead - External	0	0	0	0	0	0	0	0	
Product Owner - Internal	1	1	1	1	1	1	1	1	
Product Owner - External	0	0	0	0	0	0	0	0	
Tech Lead - Internal	0	0	0.25	0.5	0	0	0	0	
Tech Lead - External	0	0	0	0	0	0	0	0	
UX - Internal	0	0	0	0	0	0	0	0	
UX - External	0	0	0	0	0	0	0	0	
Creative Designer - Internal	0	0	0	0	0	0	0	0	
Creative Designer - External	0	0	0	0	0	0	0	0	
Content Editor - Internal	0	0	0	0	0	0	0	0	
Content Editor - External	0	0	0	0	0	0	0	0	
Engineer - Internal	0	0.5	1.5	3	1.5	1.5	1.5	1.5	
Engineer - External	0	0	0	0	0	0	0	0	
Business SME - Internal	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
Business SME - External	0	0	0	0	0	0	0	0	
Lead BA - Internal	0	0	0	0	0	0	0	0	
Lead BA - External	0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	
BA - Internal	0	0	0	0	0	0	0	0	
BA - External	0	0.5	1	0.5	0.5	0.5	0.5	0.5	
QA Engineer - Internal	0	0	0	0	0	0	0	0	
QA Engineer - External	0	0	0	0	0	0	0	0	
Change Lead - Internal	0	0	0	0	0	0	0	0	
Change Lead - External	0	0	0	0	0	0	0	0	
Comms Lead - Internal	0	0	0	0	0	0	0	0	
Comms Lead - External	0	0	0	0	0	0	0	0	
Comms Support - Internal	0	0	0	0	0	0	0	0	
Comms Support - External	0	0	0	0	0	0	0	0	
OD Support - Internal	0	0	0	0	0	0	0	0	
OD Support - External	0	0	0	0	0	0	0	0	
PMO - Internal	0.25	0	0.5	0.25	0	0	0	0	
PMO - External	0	0	0	0	0	0	0	0	
Training Lead - Internal	0	0	0	0	0	0	0	0	
Training Lead - External	0	0	0	0	0	0	0	0	
Trainer - Internal	0	0	0	0	0	0	0	0	
Trainer - External	0	0	0	0					
Total	2.25	4	6.25	7.25	5	5	5	5	39.75
Total - Internal	2.25	3	4.75	6.25	1	1	1	1	20.25
Total - External	0	1	1.5	1	4	4	4	4	19.5

Appendix 7: Workstream Resource Plans – Service Design

Project	WP Number	WP Name	Task Number	Tasks/Activities	Dependencies	Timeframe	Products/Deliverables
Implementation	1	Implementation Plan	1	Develop an implementation plan for the Programme		April - June 2019	Implementation Plan
	Sub Total of WP Resources						
Service Design	2	Service Design Methodology	2	Develop approach to Service Design	1	April - June 2019	Service Design methodology outlined
	Sub Total of WP Resources						
Training	3	Training	3	Identify 'tools and methods' required to support business change	2	April - June 2019	Tools and methods identified
			4	Complete training needs analysis (new technology/ways of working/tools and methods)	3	April - June 2019	As is and to be training needs analysis
			5	Prepare training materials	4	July - Sept 2019	Training materials developed
			6	Develop a training plan for impacted staff	5	July - Sept 2019	Training plan developed
			7	Transfer skills to improve capacity to deliver service design	6	Oct - Dec 2019	Active skills transfer
	Sub Total of WP Resources						
	4	Roles and Responsibilities	8	Assess impact to roles and responsibilities across impacted areas	CH	July - Sept 2019	OD impacts completed
	Sub Total of WP Resources						
Communications	5	Communications Plan	9	Identify key stakeholders/milestones/channels	1	April - June 2019	Stakeholder mapping completed
			10	Develop communications plan	9	April - June 2019	Communication plan completed
			11	Approve and implement communications plan	10	April - June 2019	Ongoing engagement
	Sub Total of WP Resources						

0	April - June 2019	July - Sept 2019	Oct - Dec 2019	
Workstream Lead - Internal	1	1	1	
Workstream Lead - External	0	0	0	
Product Owner - Internal	1	1	1	
Product Owner - External	0	0	0	
Tech Lead - Internal	0	0	0	
Tech Lead - External	0	0	0	
UX - Internal	0	0	0	
UX - External	0	0	0	
Creative Designer - Internal	0	0	0	
Creative Designer - External	0	0	0	
Content Editor - Internal	0	0	0	
Content Editor - External	0	0	0	
Engineer - Internal	0	0	0	
Engineer - External	0	0	0	
Business SME - Internal	0	0	1	
Business SME - External	0	0	0	
Lead BA - Internal	0	0	0	
Lead BA - External	0	0	0	
BA - Internal	0	0	0	
BA - External	0	0	0	
BP Engineer - Internal	0	0	0	
BP Engineer - External	0	0	0	
Change Lead - Internal	1.25	0.25	0	
Change Lead - External	0	0	0	
Comms Lead - Internal	0.5	0	0	
Comms Lead - External	0	0	0	
Comms Support - Internal	1.5	0	0	
Comms Support - External	0	0	0	
OD Support - Internal	0	2	0	
OD Support - External	0	0	0	
PMO - Internal	1.75	1	0.25	
PMO - External	0	0	0	
Training Lead - Internal	0.25	0.5	0.25	
Training Lead - External	0	0	0	
Trainer - Internal	0	0	2	
Trainer - External	0	0	0	
Total	7.25	5.75	5.5	18.5
Total - Internal	7.25	5.75	5.5	18.5
Total - External	0	0	0	0

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Appendix 8: Domain Name Principles

Principles of domain name strategy – February 2019

This is a short briefing document to answer queries raised at the last programme board following the domain name paper.

There are the rules, principles and processes for registering and managing local government domain names. They must:

- comply with current UK legislation, including copyright, data protection and disability discrimination;
- support channels that provide accessibility for disabled people, members of ethnic minorities and those at risk of social/digital exclusion;
- comply with [Digital by Default Service Standards](#);
- comply with [W3C standards in terms of website code](#). The Web Content Accessibility Guidelines (known as WCAG 2.1) are an internationally recognised set of recommendations for improving web accessibility.

Source: <https://www.gov.uk/government/publications/naming-and-registeringgovernment-websites/local-government-naming-and-registering-websites>

In addition, our in-house policy follows these principles:

1. Web content should be published on **belfast.city.gov.uk**
2. A **gov.uk** approach to web design (clear transactional content);
3. Put the customer first – usability and accessibility
4. Be current - Officers to provide relevant and timely updates for the websites and reduce the amount of printed material;

During the Customer Focus Programme, the development of new sites other than those currently authorised will be subject to business case approval. The Online Customer Experience Manager in the Marketing and Corporate Communications Team will review each case and make a recommendation to the Customer Focus Programme Board, which meets monthly.

The business case should cover:

- Audience
- Objectives
- Timescales
- Evaluation – how will you measure its success, usage, impact?
- Budget and resources (Specify who procures, builds, hosts, maintains and updates) and cover the reasons why it should not be part of belfastcity.gov.uk

At the appropriate time, when the online customer experience team reviews and rationalises current domains, there will be a decision made around key sites to market Belfast. All marketing and communications campaigns will point to relevant sites in order to drive traffic and allow meaningful evaluation.

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Appendix 9: Customer Focus Programme – Communications Plan 2019

Please find below a draft communications plan, which will iterate and develop over the course of this programme. Please note that this is based on the service design and implementation plan received on 21 February 2019. We are conscious there will be further changes to the implementation plan, and as this plan evolves, we will bring the associated communications plan to the Programme Board on a monthly basis.

Previous engagement within the discovery phase

As part of developing our communications plan for moving forward, engagement and communications with our various stakeholders – including residents, customers, staff and members – has been ongoing since May 2018. In order to set the scene for our further activity the table below recaps on what has been done to date.

External engagement and comms		
Date	Comms	Info
21 May – 27 May 2018	External engagement with groups	<p>External engagement took place with the following groups:</p> <ul style="list-style-type: none"> Markets Community Centre (Senior Citizens) Markets Community Centre (Parent and Toddler group) Inverary Community Centre Tropical Ravine Spring Continental Markets Girdwood Avenue Belfast European Neighbour Day St George's Market
Online customer contact survey published on Citizen Space		
Date	Comms	Info
3 July - 14 August	Online customer survey	Promoted online survey on website, social media and through posters in local community centres.
3 July - 14 August	Website	Promoted survey on Belfast City Council website.
3 July - 14 August	Social Media	Promoted survey on social media.
3 July - 14 August	Posters	Promoted survey through posters in local community centres.
12 November 2018	City Matters	Article published in Winter 2018 / 2019. Distributed to households on 12 November 2018
		We replied to survey respondents who asked to be contacted to thank them for their suggestions and to help resolve any issues.

Internal comms		
Date	Comms	Info
January 2018	Face to face meetings with directly affected staff	Rose Crozier talked to colleagues about the programme outlining the 'discovery phase' - which involved interviews with customers, an online survey and workshops with staff.
January 2018	Team Brief	Sharing programme information outlining the 'discovery phase' to the wider staff base.
March, May, July and September 2018	Team Brief	Continued updates on the programme.
November 2018	Belfast Agenda Our Agenda Your Agenda toolkit	Strategic Director Finance and Resources, Ronan Cregan interviewed for toolkit specifically talking about the Customer Focus Programme.
January 2019	Team Brief	Interview with Rose Crozier who set out the next steps for phase 2 – the implementation phase.
February 2019	Intercom	Update on the planning application process by the Planning Service.
February 2019	Tier 3 Manager training	Training included a presentation by Rose Crosier, Programme Director subject used as an example of cross council working, impact on all departments the collective leadership required to deliver the initiative.
Members		
Date	Comms	Info
04 October 2018	Briefing	Discovery workshop briefing to Members on 4 October 2018.
Internal and external stakeholder workshops		
Date	Comms	Info
04 October 2018	Disability Advisory Panel	
12 November 2018	Belfast Agenda Consultation	Stakeholder map showing key elements of the plan
January 2019	Planning and Building Control staff feedback workshop	Carried out by Rose Crozier
07 February 2019	Equality Consultative Forum	Carried out by Rose Crozier
11 February 2019	Cleansing and Waste Workshop	Workstream

12 February 2019	Technology Workshop	Workstream
14 February 2019	Web, CRM and Integration workstream workshop	Workstream
Other		
Last date held	Type	Info
	Workshop with Deloitte - (Programme Delivery Board)	
	Programme Board	Meets monthly on average
	Programme Delivery Board	Meets weekly on average
	Customer Service Standards	Meets fortnightly on average
	Committee Meetings	Current quarterly reporting on average
04 February 2019	Council Meetings	Meets monthly
21 February 2019	Disability Advisory Panel	Next meeting: May

Proposed communications framework going forward

In order to have a planned approach to the communications the team will use regular updates from the project delivery board to identify key activity from the work streams that need to be communicated to our audiences and stakeholders. For example, recruitment of the Customer Hub Manager. When dates are available we will wrap the milestones in with the communications activity. Equally, this will develop the communications plan considerably.

To begin this will primarily be an internal audience but later as the projects progresses external audiences will be targeted as appropriate. Below sets out the main channels that will be considered for now.

This plan will be updated on a monthly basis to be taken to the Programme Board.

When? (The Timescale)	What? (The Message)	Who? (The Audience)	Where? (The Channel)	Why? (The Objective)	Impact, feedback, comments (How Successful)
		Internal			
Ongoing	Issues that will directly affect them before wider staff base is told	Affected staff	Face to face briefings	To inform staff of issues that directly affect them	Staff feedback
Ongoing	Ensure Trade Union engagement and all change messages coming from the Programme Board are included in the continuous improvement change narrative (Owners: Rose Crozier and Ronan Kelly with support from Gabrielle Madden-Ross as required)	Trade Union Reps	Face to face	Ensure effective ongoing engagement with trade unions	Ongoing TU support
April 2019	FAQ document	All staff/Elected Members/Media	Reference document	To ensure people are up to date with key current positions at a glance	Ability to respond to queries
5 April 2019	Double page feature - background and staff activity to date, workstreams, who's involved and future plans	Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff

1 April 2019	Information section on Customer Focus programme linking to change roadmap	All staff	Interlink	To inform staff of ongoing work and link Intercom and Team Brief for further info and relevant documents	Visitor analytics
6 May 2019	A standing agenda item at the weekly programme delivery board meeting and this information together with the implementation plan will feed stories ideas	All Staff	Team Brief		Views on Interlink
5 June 2019	Double page feature on workstream progress and focus on staff involvement	All Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff
28 June 2019	A standing agenda item at the weekly programme delivery board meeting and this information together with the implementation plan will feed stories ideas	All Staff	Team Brief		Views on Interlink
5 August 2019	Double page feature on workstream progress and focus on staff involvement	All Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff
4 September 2019	A standing agenda item at the weekly programme delivery board meeting and this information together with the implementation plan will feed stories ideas	All Staff	Team Brief		Views on Interlink
8 October 2019	Double page feature on workstream progress and focus on staff involvement	All Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff

4 November 2019	A standing agenda item at the weekly programme delivery board meeting and this information together with the implementation plan will feed stories ideas	All Staff	Team Brief		Views on Interlink
6 December 2019	Double page feature on workstream progress and focus on staff involvement	All Staff	Intercom	Inform staff of ongoing work and support the change road map that is currently being developed	Downloads / views and feedback from staff
Ongoing	News articles as needed	Operational staff	TV screens	Engage staff who are not based centrally	Feedback from staff - usage of screens
Ongoing	News articles as needed	PC staff	Interlink		Visitor analytics

Page 1006 City and Organisational Strategy		DMT			
	City and Neighbourhood Services	Finance and Resources	Legal and Civic Services	Property and Projects	Place and Economy
	30 January 2019	4 March 2019	27 February 2019	28 February 2019	27 February 2019
		Update on results of the Discovery Phase and to ask for colleagues to attend workshops about the implementation phase	DMT	Face to face meeting	Provide an update on results and promote workshops about the implementation phase
					Attendees to the workshops
		Boards and forums			
Weekly	Standing item	Programme Board	Face to face meeting	Inform the Programme Board of progress and next steps	Attendees are informed
Weekly	Standing item	Programme Delivery Board	Face to face meeting	Inform the Programme Delivery Board of progress and next steps	Attendees are informed
Fortnightly	Standing item	Customer Service Standards	Face to face meeting	Inform the Customer Service Standards of progress and next steps	Attendees are informed

Monthly	Standing item	Programme Board	Face to face meeting	‘Milestones realised?’ Communicate as appropriate internal and to elected representatives	Attendees are informed
April 2019	Comms led discussion	Programme Board	Face to face meeting	Re project name (Customer focus/Customer first/Digital first)	
May 2019 (date TBC)		Disability Advisory Panel	Face to face meeting	Inform the Disability Advisory Forum of progress and next steps	Attendees are informed
		Equality Consultative Forum	Face to face meeting	Inform the Equality Consultative Forum of progress and next steps	Attendees are informed
Sept 2019	Comms led discussion	Programme Board	Face to face meeting	Targets for sign-up rate (guest versus user)	
Oct 2019	Comms led discussion – prior to planned ‘website live’ date of Jan/Feb 2020	Programme Board	Face to face meeting	Explore options for ratepayer digital campaign to encourage user sign-up if appropriate. Explore options for synergies with city incentivisation scheme and/or review of City Matters	

		Councillors and committees			
		Members	Members note	Inform members of progress and next steps	
22 March 2019	Discussing the high level plan which will include: - Resourcing - Comms plan - Integration with change - Service design - Integration with change - Strategic partner - Recruitment of Hub Manager	Strategic Policy and Resources Committee members	Face to face meeting	Inform members of the SP and R committee on the high level plan	Members are informed

		Trade Unions			
Unite the Union	GMB	NIPSA	SIPTU		
	Inform trade unions on progress	JNCC	Face to face meeting		

end



Subject:	Draft Belfast Open Spaces Strategy (BOSS)
Date:	22 March 2019
Reporting Officer:	Nigel Grimshaw, Strategic Director of City and Neighbourhood Services
Contact Officer:	Rose Crozier, Director of Neighbourhood Services Karen Anderson-Gillespie, Policy and Business Development Officer Gary McNeill, Senior Landscape Planning & Development Officer

Restricted Reports

Is this report restricted?

Yes

☐

No

☒

If Yes, when will the report become unrestricted?

After Committee Decision

After Council Decision

Some time in the future

Never

☐
☐
☐
☐

Call-in

Is the decision eligible for Call-in?

Yes

☒

No

☐

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to update Members on the progress of the draft Belfast Open Spaces Strategy (BOSS) and to seek agreement to the publication of the draft strategy for public consultation.
1.2	The People and Communities Committee agreed the proposed approach to the development of the BOSS at its meeting in October 2016 and since then Belfast City Council appointed external consultants AECOM to support this work. The draft BOSS is a city level strategy and is the product of a collaborative working relationship with officers from the planning department and numerous engagement sessions with a range of internal and external partners and stakeholders at each stage of the strategy development process.

1.3	The BOSS and the audit of open spaces will be important for planning purposes and will help inform the Local Development Plan (LDP), deliver the outcomes of the Belfast Agenda, align to the Green and Blue Infrastructure plan (GBIP), inform area working and future area/ neighbourhood based plans and approaches and secure development contributions for investment in open spaces.
2.0	Recommendations
2.1	<p>The Committee is asked to agree:</p> <ul style="list-style-type: none"> the draft BOSS attached to this report. to publish the draft BOSS for a period of 12 weeks public consultation from May – July 2019.
3.0	Main report
	<u>Key Issues</u>
3.1	<p>The Belfast Open Spaces Strategy (BOSS) is an update of the previous Open Spaces Strategy – ‘Your City, Your Space’ completed in 2005, which led to many improvements and successes; through this strategy we:</p> <ul style="list-style-type: none"> invested £150m in our open spaces network; achieved 19 Green Flag Awards; attracted funding from the Heritage Lottery Fund (HLF) and European streams; increased numbers and participation levels at local events and outreach programmes; constructed and developed the Connswater Community Greenway; increased the number of friend’s groups within our open spaces; and delivered a range of physical improvements across our open spaces network in partnership with the statutory, community and voluntary sector.
3.2	<p>Belfast City Council appointed AECOM to help prepare a new BOSS for the Council Area. The new Belfast Local Development Plan (LDP) requires an updated open spaces strategy as part of its evidence base. The draft BOSS has evolved as a strategic document pitched at a city level. To help us produce this strategy we established a Strategy Advisory Group which was made up of external partners and stakeholders (statutory, community and voluntary organisations). We also set up an internal Strategy Oversight Steering group made up of officers from across the council to provide oversight and guidance. These</p>

	<p>groups created a long-term vision for the future of Belfast's open spaces in line with the aspirations of the Belfast Agenda and the LDP. Our vision, is that by 2035.</p> <p><i>Belfast will have a well-connected network of high-quality open spaces recognised for the value and benefits they provide to everyone who lives in, works in and visits our city.</i></p>
3.3	<p>In 2018, we carried out an open space audit which assessed open space provision, park and play area accessibility and future actions based on the city's growth strategy. Open spaces were mapped and classified across the city, which will also be used in the future to help us focus on areas of under provision or poor accessibility at a local/ neighbourhood level.</p>
3.4	<p>To make sure that existing and new open spaces are fit for the future, we established a suite of seven guiding strategic principles (SP), providing the roadmap and identifying opportunities for achieving the vision. Belfast's open spaces will:</p> <ul style="list-style-type: none"> • SP1: Provide welcoming shared spaces • SP2: Improve connectivity • SP3: Improve health and well-being • SP4: Support place-making and enhance the built environment • SP5: Increase resilience to climate change • SP6: Protect and enhance the natural environment • SP7: Be celebrated and support learning
3.5	<p>We have identified a range of opportunities and headline actions that are currently underway or planned for our open space network across the city, over the next five years, which are aligned to the seven strategic principles above. The delivery of the headline actions will rely on existing budgets or sourcing external and partner funding over the life of the strategy. To help realise our vision, strategic principles and opportunities and deliver the headline actions, we will continue to work closely with our partners and stakeholders. We will regularly review progress of the delivery plan, complete a full review of the strategy in 2024 and agree the next phase of actions.</p>
3.6	<p>The current draft of the strategy is attached in Appendix 1. It is intended to use this as the basis for public consultation from May to July 2019. Any comments received during the public consultation period will be taken into account in finalising the BOSS and during this</p>

	time officers are happy to make themselves available to meet with members if required. A final strategy document will be presented to SP&R in September 2019.
3.7	<p><u>Financial & Resource Implications</u></p> <p>The delivery of the BOSS will rely on existing budget, working collaboratively with partners and stakeholders and sourcing external/ partner funding over the life of the strategy.</p>
3.8	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>The review of the BOSS identifies positive minor equality and good relations impacts and mitigating actions for some S75 groups. There are no rural needs implications arising directly from this report.</p>
4.0	Appendices – Documents Attached
	Appendix 1: Draft BOSS <i>(please note that due to size limitations, the draft strategy attached is of low resolution quality and is available in high resolution quality upon request).</i>



Page 1

Belfast Open Spaces Strategy

Energising
Belfast

Belfast





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Summary – Belfast Open Spaces Strategy

Belfast benefits from a wide range of open spaces. From the beautiful Victorian setting of the Botanic Gardens, to the natural grandeur of Cave Hill Country Park, from the lawns of the City Hall Gardens, to the smallest of local play areas, they all add to the overall quality of our environment and contribute to our city's own unique identity.

Covering around a quarter of the city's total area around 2,390 hectares (ha), our open spaces are a significant resource and many have been awarded Green Flag status in recognition for their good management and active community involvement.

Belfast's residents have told us they are proud of the city's natural and built environment and that we need to take care of these natural assets. Protecting, developing and improving access to good quality open space for everyone improves people's health and wellbeing, supports urban wildlife and biodiversity and encourages investment in the city's economy.

Strategy development

To help us produce this strategy we established a Strategy Advisory Group which was made up of statutory, community and voluntary organisations. We also set up an internal Strategy Oversight Steering Group made up of officers from across the council to provide oversight and guidance. These groups created a long-term vision for the future of Belfast's open spaces, in line with the aspirations of the Belfast Agenda and Local Development Plan (LDP).

In 2018 we carried out an open space audit which assessed open space provision, accessibility and future actions based on the city's growth strategy. We used this to help set an ambitious vision for our open spaces.

To make sure that existing and new open spaces are fit for the future, we established a suite of seven guiding strategic principles, providing the roadmap for achieving the vision. Belfast's open spaces will:

- SP1. Provide welcoming shared spaces
- SP2. Improve connectivity
- SP3. Improve health and wellbeing
- SP4. Support place-making and enhance the built environment
- SP5. Increase resilience to climate change
- SP6. Protect and enhance the natural environment
- SP7. Be celebrated and support learning

Our vision, is that by 2035...

Belfast will have a well-connected network of high-quality open spaces recognised for the value and benefits they provide to everyone who lives in, works in and visits our city.

Strategy delivery

We have identified a range of opportunities and headline actions to be delivered over the next five years which are aligned to the seven strategic principles above. To achieve our vision, open spaces must be managed collaboratively, as one of the city's most important assets. We will continue to work closely with our partners and stakeholders to help realise our vision for Belfast's open spaces.

Strategy review

We will manage and monitor the audit database of open spaces with our partners and stakeholders. We will regularly review progress of the delivery plan, complete a full review of the strategy in 2024 and agree the next phase of actions.



Source: Belfast City Council

Introduction

Belfast will be a city re-imagined and re-energised through our open spaces.

Open spaces provide a wide range of health, economic, social, environmental and cultural benefits that help to make Belfast more sustainable and liveable. Residents of Belfast have told us that the city's landscape setting and natural environment are some of its key strengths and that we need to work better to maximise their benefits. This strategy sets out a vision with strategic principles for protecting, connecting and enhancing existing and new open space.

Our previous strategy for open spaces – 'Your City, Your Space' 2005, led to many improvements and successes; through this strategy we:

- invested £150m in our open spaces network;
- achieved 19 Green Flag Awards;
- attracted funding from the Heritage Lottery Fund (HLF) and European streams;
- increased numbers and participation levels at local events and outreach programmes;
- constructed and developed the Connswater Community Greenway;
- increased the number of friend's groups within our open spaces; and
- delivered a range of physical improvements across our open spaces network in partnership with statutory, community and voluntary sector.

Our Community Plan, the Belfast Agenda sets out a shared vision and commitment across the public, private and community and voluntary sectors to create a better quality of life for all. Comprising over a quarter of the city, our open spaces are vital in delivering the Belfast Agenda's vision. We are responsible for land use planning in the city, including our network of open spaces. Our LDP sets out the policy framework for delivering significant growth across the city by 2035. Growth presents opportunities to improve our open spaces and their connectivity. This strategy was developed with the help of a wide range of partners and stakeholders and builds on much of the good work already completed.

We continue to rely on our open spaces to help make Belfast one of the most liveable cities in the world, a city re-imagined and re-energised.

Definition of open space

For the purposes of this strategy, open spaces are defined as '*land where the primary function is related to their community, amenity, recreation, play and sport value; whether in public or private ownership*'. This includes parks, playing fields, play areas and civic space. These open spaces may also have secondary biodiversity benefits and form part of a wider 'green infrastructure' network. Details of Belfast's green infrastructure are set out in the council's Green and Blue Infrastructure Plan (GBIP). The GBIP provides a spatial framework for a much broader range of spaces, including natural areas and water bodies, to support the effective functioning of natural processes and the ecosystem services they provide.



Policy framework

The importance of open space is enshrined in Northern Irish regional planning policy. This strategy is aligned to regional and local policies and strategies. A summary of these is outlined on the following pages.

Regional policy

The Programme for Government (PfG) is the highest-level strategy for the Northern Ireland Executive. It sets outcomes and measures to help deliver improved wellbeing for everyone; tackle inequality and drive economic growth. Open spaces provide a range of health, economic, social, and environmental and cultural benefits that contribute to its delivery.

The Executive's Regional Development Strategy (RDS) 2035 recognises the importance of open spaces and specifically highlights the need to 'protect and enhance the network of open spaces in the BMUA (Belfast Metropolitan Urban Area)'. The RDS is supported by the Strategic Planning Policy Statement (SPPS) which sets out regional planning policies. The SPPS must be taken into account in the preparation of all LDPs and inform decisions on individual planning applications and appeals.

The SPPS sets out the requirements for councils when developing an open spaces strategy, which states that 'there will be a policy presumption against the loss of open space to competing land uses in LDPs irrespective of its physical condition and appearance'. The SPPS also highlights the importance of integrating open spaces within new development and advises councils to 'assess provision in the plan area against the National Playing Fields Association's (NPFA) 'six-acre standard'. In 2015, the NPFA was replaced by Fields in Trust (FiT) which included additional typologies.

The SPPS is supported by a number of topic-based Planning Policy Statements (PPS) which provide more detail on how policy should be interpreted and implemented across Northern Ireland. A number of the PPS have implications for open space provision, including PPS 2 'Natural Heritage', PPS 7 'Quality Residential Environments' and PPS 21 'Sustainable Development in the Countryside', but most notably PPS 8 Open Space, Sport and Outdoor Recreation, includes a range of policies relating to protection of existing spaces and delivery of new spaces. It requires that, in general, 10% of site area should be given to open space for new residential development, rising to 15% for strategic sites over 300 units or 15hectares.

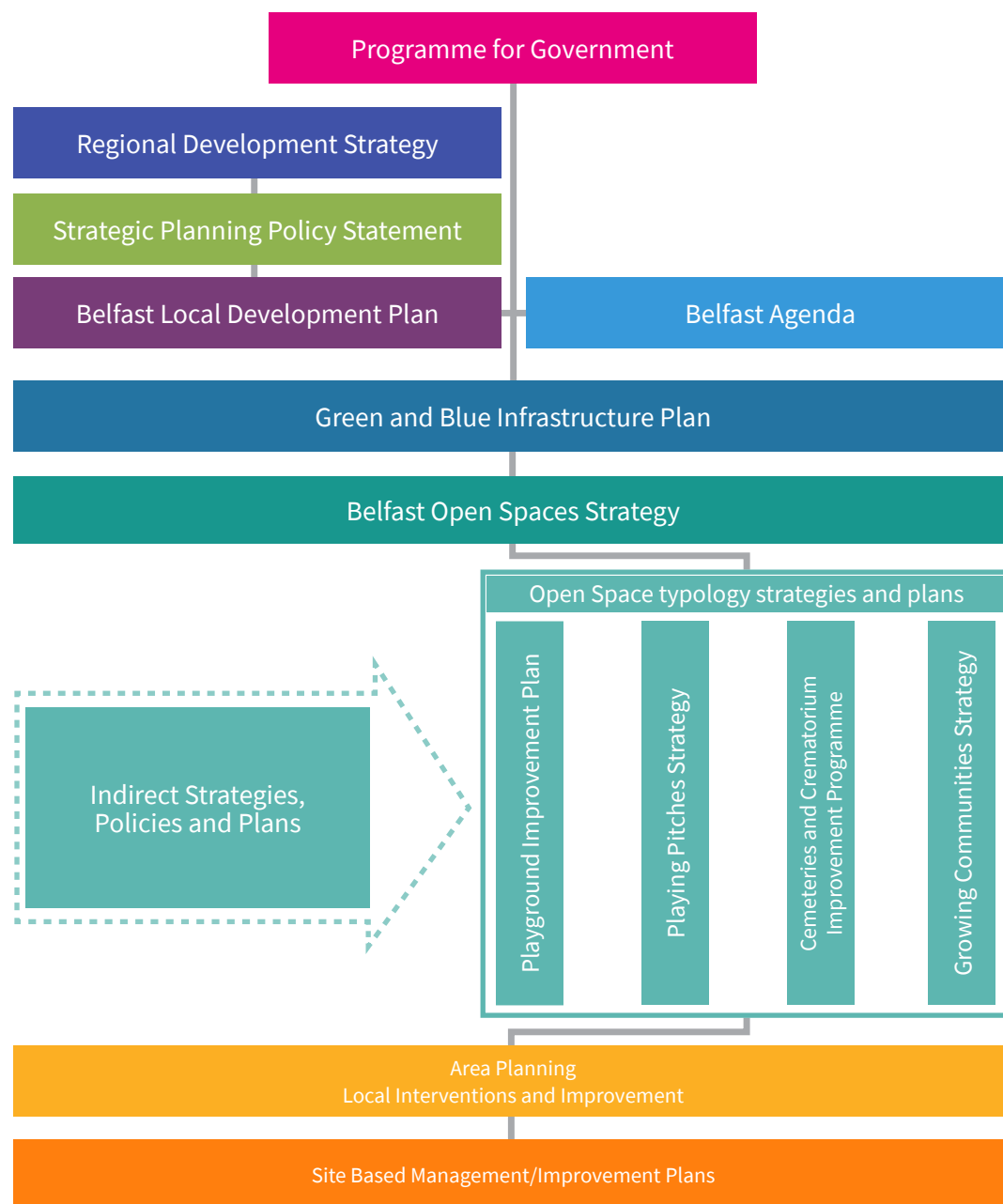
Local policy

As part of Local Government Reform (LGR), we now have a 'community planning' duty to provide a coordinated framework for public service delivery across services such as public health, education, social services and sports. The Belfast Agenda is aligned to the PfG, setting out the strategic direction for Belfast, including a vision for the future and the outcomes to be achieved.

Working within the policy framework set by the Executive's RDS, our LDP will set out policies to deliver the spatial aspects of the Belfast Agenda. This strategy provides the evidence base to support policies within the LDP. In accordance with the SPPS, our policy approach is to protect all open space, make improvements and to improve access to open space.

Using our planning powers gained through LGR, we now ensure new residential development is supported by appropriate open space infrastructure. Our Developer Contributions Framework sets out the circumstances in which new or enhanced open space should be secured through the planning applications process.

The GBIP supports the LDP and provides a framework that also includes natural areas and water bodies. At the local level, we will continue to work with stakeholders and communities to develop area-based plans and interventions to improve the provision, accessibility and quality of open spaces. These plans will align to the strategic principles, opportunities and headline actions at a local level.



Summary points

- Capitalise on the potential for open space to deliver multiple benefits.
- Planning powers provide us with the opportunity to improve open space quality and provision.
- Our existing open space network needs to be protected, improved and enhanced to meet growing demand.
- Planning policy enables us to secure developer contributions where they are necessary to mitigate the impact of new development on open space infrastructure.
- Continue to work with our partners, stakeholders and local communities to improve our open space network.

Figure 1. Policy Framework

Benefits of open space

The Belfast Agenda sets out an ambitious vision for Belfast by 2035, underpinned by five outcomes to be achieved:

1. Everyone in Belfast benefits from a **thriving and prosperous economy**;
2. Belfast is a **welcoming, safe, fair and inclusive city for all**;
3. Everyone in Belfast **fulfils their potential**;
4. Everyone in Belfast experiences **good health and wellbeing**; and
5. Belfast is a **vibrant, attractive, connected and environmentally sustainable city**.

The LDP provides our spatial vision and plan that will help deliver the Belfast Agenda. Evidence suggests that well-designed, high quality open spaces are vital in creating a healthy and liveable city.

1. Thriving and prosperous economy

High quality open spaces help attract and retain higher value businesses and have shown to add a premium to commercial development of around 3% across the UK (although estimates vary from 1-9%)¹. Belfast is seeking to attract 46,000 new, high quality jobs to the city by 2035. The city centre, Harbour Estate, Belfast Port, North Foreshore, Titanic Quarter and other iconic projects will remain the focus of economic investment.

Belfast is a growing tourism destination, with over 1.5 million visitors to the city per year. High quality open spaces help retain visitors for longer and in turn this increases visitor spending. It is important that we protect and enhance these spaces, particularly in the city centre. Many of our parks and open spaces such as Botanic Gardens, Lagan Valley Regional Park and the Connswater Community Greenway are tourist attractions in their own right.

2. Welcoming, safe, fair and inclusive for all

The quality of open space has a direct relationship with how people feel about a place. Where people perceive local open spaces as high quality, they are generally more satisfied with their neighbourhood, and are likely to feel safer, more secure and become more active². This reinforces a sense of place and creates opportunities for socialising and local events. With increased activity there is more natural surveillance which in turn helps to reduce levels of anti-social behaviour (ASB).

3. Fulfilling potential

We need to invest in our open spaces, so that they can fulfil their potential. It's all about valuing, enjoying and helping to manage these spaces and using them to their full potential. It is important to involve the community, groups and volunteers, to help us maintain, promote and shape the future development of our parks and open spaces. Our open spaces are also important educational resources that can support lifelong learning.

4. Good health and wellbeing

Open spaces are important for health and mental wellbeing. Most open space users are involved in passive recreation activities including walking, dog walking, cycling and running. Obesity is still one of the most important public health challenges facing Northern Ireland: 41% of those aged 65-74 were overweight, a further 29% were obese³ and estimated to cost our economy £370 million per year⁴. Although there have been improvements in recent years significant areas of health deprivation remain in Belfast. These health inequalities correlate with economic inactivity, sedentary lifestyles, drinking and smoking. Overall better health is related to access to green space regardless of socio-economic status⁵. Being physically active for 30 minutes a day can directly reduce the risk of strokes, cardiovascular disease, obesity, cancer and Type 2 diabetes. In NI, 65% of adults do not achieve the recommended levels of physical activity⁶. People who live within 500 metres of accessible green space are 24% more

likely to engage in increased physical activity and meet the 30 minute target⁷. The health and wellbeing benefits of parks and open spaces are not restricted to active recreation. Simply spending time in a green space with contact to nature has proven benefits in terms of mental health, wellbeing and happiness.

5. Vibrant, attractive, connected and environmentally sustainable

Attractive and vibrant spaces help support the economy and improve how people perceive the quality of their neighbourhood. These are important factors in creating prosperous communities and improving social activity.

As the regional centre, Belfast draws commuters from a wide catchment area, the vast majority of whom use private vehicles. Among weekday commuters, 52% of workers move through the city in private cars or vans, whereas 16% use public transport and only 3% cycle⁸. Congestion, air quality issues⁹ and the use of climate change inducing fossil fuels are already key challenges for the city to address. These are likely to increase due to the planned population growth, estimated to generate an additional 10,000 journeys per-hour during the peak period.

In relation to environmental sustainability, rain water falling on hard urban areas quickly runs off, picking up pollutants and either enters the drainage network or discharges into the natural environment. Open spaces incorporating sustainable drainage systems (SuDS) helps slow water flow, enhance water quality and improve natural habitats and amenity value.

Biodiversity is the cornerstone of robust ecosystems and the beneficial services they provide, such as pollination of crops, improvements to water, soil, air quality and climate regulation. Open spaces provide great opportunities for integrating a variety of trees and vegetation to diversify urban habitats and support a wider variety of species. Effective management can help create attractive spaces that allow sensitive species to thrive and people to have space for recreation.

Summary points

- Open spaces provide a wide range of social, economic and environmental benefits that support the outcomes of the Belfast Agenda and the LDP.
- Good design and ongoing management help engender civic and local pride, animate open space and support good community relations.
- Easy access to open space increases usage and participation in activities shown to improve health and wellbeing.
- High quality open spaces help attract investment and retain visitors, providing economic benefits for the city.
- Open spaces provide the opportunity to take a holistic approach to SuDS including providing land that slows water flow, improving Belfast's resilience to flooding.
- Creation of habitat areas within open spaces helps species move across the city, supporting biodiversity and eco-system services.

1 - Eftec and Sheffield Hallam University (2013) Green infrastructure's contribution to economic growth: a review.

2 - CABE Space and DCMS (2010) Community green

3 - Health Survey for NI (2015-2016)

4 - Safefood (2012) The cost of overweight and obesity on the island of Ireland

5 - Marmot Review (2010)

6 - Sport NI (2010) The Northern Ireland Sport and Physical Activity Survey

7 - Defra (2010) What nature can do for you

8 - Belfast City Council (2017) Smart Belfast Collaborative Challenge – Transport

9 - Belfast City Council's Belfast Air Quality Action Plan 2015-2020 designates four Air Quality Management Areas where emissions have breached EU regulations. These are, 1. M1-Westlink AQMA, 2. Cromac Street and Albertbridge Street AQMA, 3. Upper Newtownards Road AQMA, 4. Ormeau Road AQMA

Provision of open spaces

This section summarises the city's current open spaces network, describing different types of open spaces, their extent, distribution and accessibility. It also outlines how the quality of open spaces is assessed and some operational management issues. Open space provision is measured against best practice standards and the growth strategy within the Belfast Agenda and the LDP.

We have developed a comprehensive database of open spaces with a range of external partners. Where possible, we have collected information on the location, type, size and ownership of both public and private open spaces. There are, however, some limitations to this data and we will continue to work with our partners to review and update this information.



Source: Belfast City Council

Belfast today

Sitting at the head of Belfast Lough, Belfast is positioned on low lying fluvial deposits. It is situated within a bowl of upland created by the Belfast and Castlereagh Hills, divided by the River Lagan flowing down to the north through the city and into the lough. Belfast has a population of approximately 339,600¹⁰, it is a regional economic powerhouse, with a growing concentration of skilled jobs and a significant retail catchment of around 600,000 people. Belfast is fast becoming one of the UK's main tourist destinations, attracting over 1.5m visitors a year.

We are one of the youngest cities in Europe, with a third of our residents under 21. We have a growing older population, which by 2035 will grow from 15% to 20%. Despite being ranked within the top five cities in the UK for quality of life, reflecting a thriving cultural and social scene, the city has significant pockets of deprivation and health inequalities, resulting in major disparities between our communities. We are still a city with challenges and despite our progress in community relations, social and physical barriers are still visible throughout the city.

Figure 2 shows the Belfast City Council boundary urban area of Belfast.

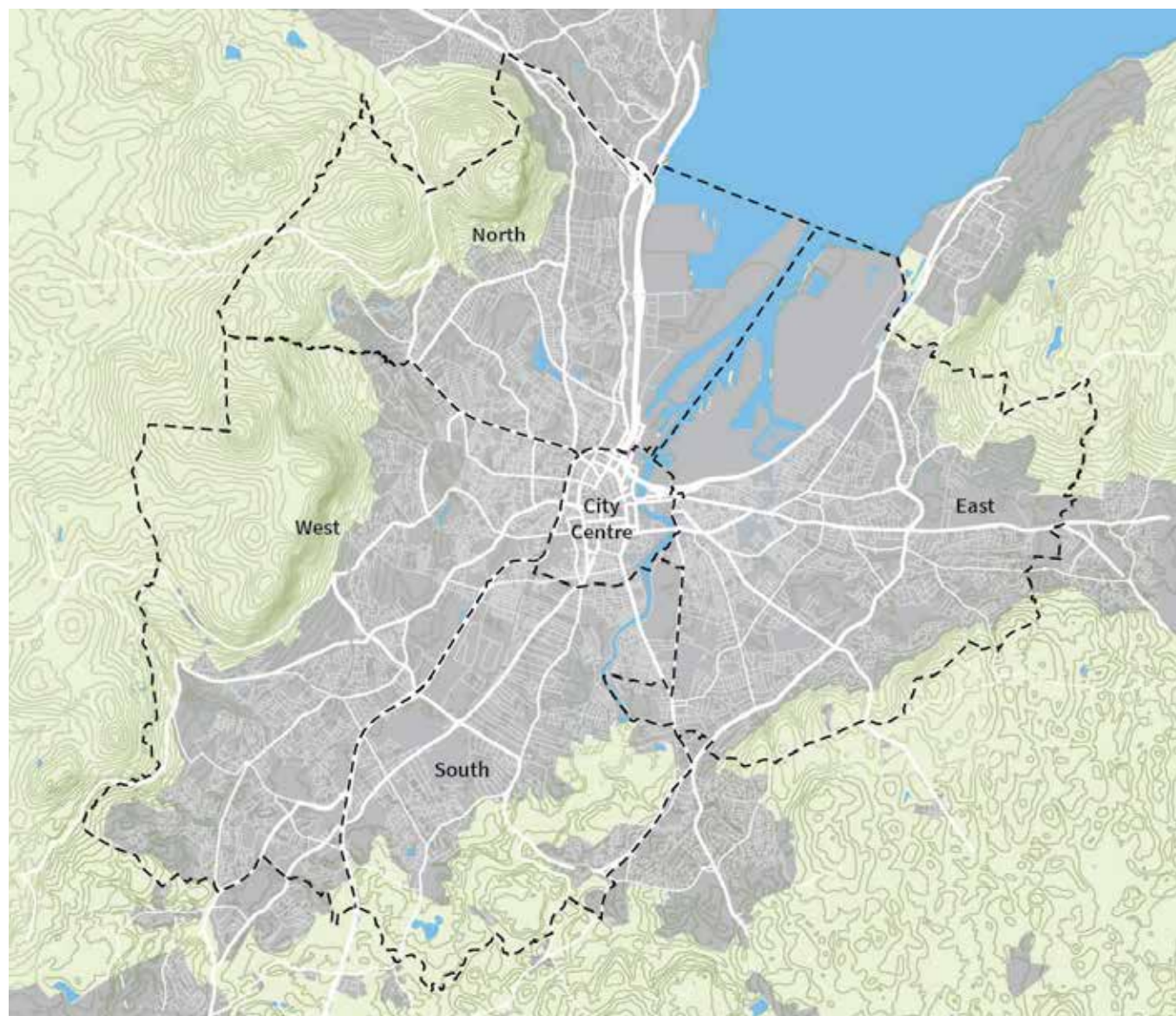


Figure 2. Belfast City Council (BCC) boundary

Types of open space

Open spaces are defined as ‘land where the primary function is related to their community/amenity value, offering opportunities for play, recreation and sport whether in public or private ownership’¹¹. These open spaces may also have secondary biodiversity benefits and form part of a wider ‘green infrastructure’ network. A total of seven open space typologies have been used, each having a variety of uses. The types of open spaces referred to throughout this strategy are summarised in Table 1. Other spaces, including water bodies, greenways, waterways and private gardens are discussed in detail in the GBIP.

The RDS 2035 also highlights the importance of ‘**Greenways**’, which are segregated walking and cycling routes, and requires their protection and enhancement as part of the network of open spaces in the BMUA. Although primarily designed as movement corridors, these linkages are becoming important destinations in their own right for example Connswater Community Greenway. They will play an increasingly important role, allowing people to move safely between open spaces, to destinations in the city and out to the countryside and will be explored further in SP2 and as part of the GBIP.

Parks



Playing Fields



Play Areas



Amenity Open Space



Civic Space



Growing Spaces



Cemeteries



Source: Belfast City Council

11 - PPS 8 defines open spaces as ‘all open space of public value, including not just land, but also inland bodies of water such as rivers, canals, lakes and reservoirs which offer important opportunity for sports and outdoor recreation and can act as visual amenity’. This strategy focuses on land, whereas the GBIP incorporates a broader suite of open spaces in line with PPS8.

Open Space Typologies			
Type	Sub- type	Description	Ownership / responsibility
Parks	Country parks	Significant open spaces, with large areas of natural or semi natural landscapes supporting a range of wildlife. They are publicly accessible by public transport and attract large numbers of visitors and tourists. They provide a range of facilities and heritage features offering recreational, ecological, landscape, cultural or green infrastructure benefits.	
	City parks	Parks such as Botanic Gardens and Ormeau Park; these are formal open spaces of a significant size that offer a combination of facilities and heritage features at the sub-regional level. They are among the main visitor attractions in Belfast and are popular with tourists and visitors to the city. They are accessible by public transport and have a superior quality of facilities.	Belfast City Council is responsible for the vast majority of parks. We have a dedicated team of Park Officers in each of the city's five areas who manage and maintain the parks and liaise with local communities.
	District parks 1200m walking catchment (approx. 15min walk)	Large to medium areas of open space that provide a landscape setting with a variety of natural features providing a wide range of activities, including outdoor sports facilities and playing fields, children's play for different age groups and informal recreation pursuits, for example Falls Park and Victoria Park.	The Stormont Estate is managed by another public body.
	Local parks 400m walking catchment (approx. 5min walk)	Serve the immediate neighbourhood as accessible green spaces. They may contain courts or pitches, children's play, sitting-out areas and nature conservation areas. They are usually accessible by foot and are mainly used by the local community, for example Dr Pitt Park, Rev Robert Bradford Memorial Park, Loughside Park, Drumglass Park and Glencairn Park.	

Table 1. Open space typologies

Open Space Typologies

Type	Sub- type	Description	Ownership / responsibility
Playing fields	Public playing fields	Publicly owned natural or artificial surfaces (synthetic) used for sport and recreation. They include outdoor sports facilities pitches or playing fields.	Owned by Belfast City Council for public use.
	Private playing fields	Similar to public playing fields, but privately owned.	Privately owned with restricted public access.
	School and university playing fields	Similar to public playing fields, but owned and managed by schools and universities. For public liability and security reasons educational grounds are not accessible to the general public. Often schools allow community use of the sports facilities for a fee but this cannot be guaranteed.	Owned by the Department of Education and the universities. These spaces have restricted public access.
	Other outdoor sports provision	Natural or artificial surfaces either publicly or privately owned, used for sport and recreation. They include tennis courts, bowling greens and athletics tracks.	Public or privately owned
	Golf courses	Natural landscaped spaces either publicly or privately owned or used for golf.	Public or privately owned
Play areas (adopted in the the Belfast City Council Strategy for Equipped Playgrounds 2008).	Local equipped areas for play (LEAP) 400m walking catchment (around 5 min walk)	Accessible local playgrounds containing up to five types of equipment; may also contain small ball games areas.	Belfast City Council own most play areas. However, there are a couple of play areas that have been installed on private sites. These facilities remain publicly accessible.
	Neighbourhood equipped areas for play (NEAP) (Type 1 – 3) 1,000m catchment (around 13 min walk)	Accessible local playgrounds containing up to five types of equipment; may also contain small ball games areas.	
	Multi use games areas (MUGA) (Type 1 – 3) 700m catchment (around 9 min walk)	Non-bookable, accessible hardstanding or polymeric surfaced small pitches used informally for soccer or basketball.	
	Skatepark	Specialised concrete zone for skateboarding and other urban sports, for example rollerblading, scooters.	
	BMX Tracks	Dedicated areas or circuits for BMX sports or cycling.	

Open Space Typologies			
Type	Sub- type	Description	Ownership / responsibility
Amenity open space		Areas of landscaped green spaces that provide natural surfaces and shaded areas for informal play and passive recreation. They enhance residential and commercial areas.	There are a number of bodies responsible for amenity space including Department for Infrastructure, NI Housing Executive, Department for Communities, Belfast City Council and private landowners.
Civic space		High quality hard or soft landscaped areas that have public value and can be used for larger civic events. Generally located within or near to the city centre, for example Custom House Square, Belfast City Hall Lawns, Cathedral Gardens.	Civic space is often associated with civic buildings. Belfast's civic spaces are owned by Belfast City Council and the Department for Communities.
Growing spaces	Allotments	Secure sites providing individual plots for hire, offering opportunities for residents to grow their own produce. Important for supporting healthier lifestyles, community involvement and cohesion.	Belfast City Council owns and manages the allotments referenced in this strategy. However, there may be others run by local community groups or private ownership.
	Community gardens	Secure, free, communal areas providing opportunities for community gardening and empowering communities, enabling community cohesion, health and education. They are also important as a means of addressing wider food supply issues.	The land used for community gardens is owned by a variety of organisations including council, NI Housing Executive, local community groups or private ownership.
Cemeteries		Quiet areas for burial that also provide opportunities for wildlife conservation, cultural heritage and biodiversity.	Belfast City Council own and manage most cemeteries although some are under the control of their associated church.

Supply and distribution of open spaces

This section provides an analysis of different open space typologies across the city. It has been generated by compiling spatial data from a number of sources.

Analysis shows that over a quarter of the city's area, some 2,388.4ha, is open space. The table opposite summarises the supply of specific open space typologies across the city and Figure 3 shows how this is distributed.

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*There are 78 playing field sites totalling 61.6ha and 81 play areas (LEAPs, NEAPs and MUGAs) co-located within parks. As a result, their size has been subtracted from the total parks area. An average area for each has been applied to the relevant typology.

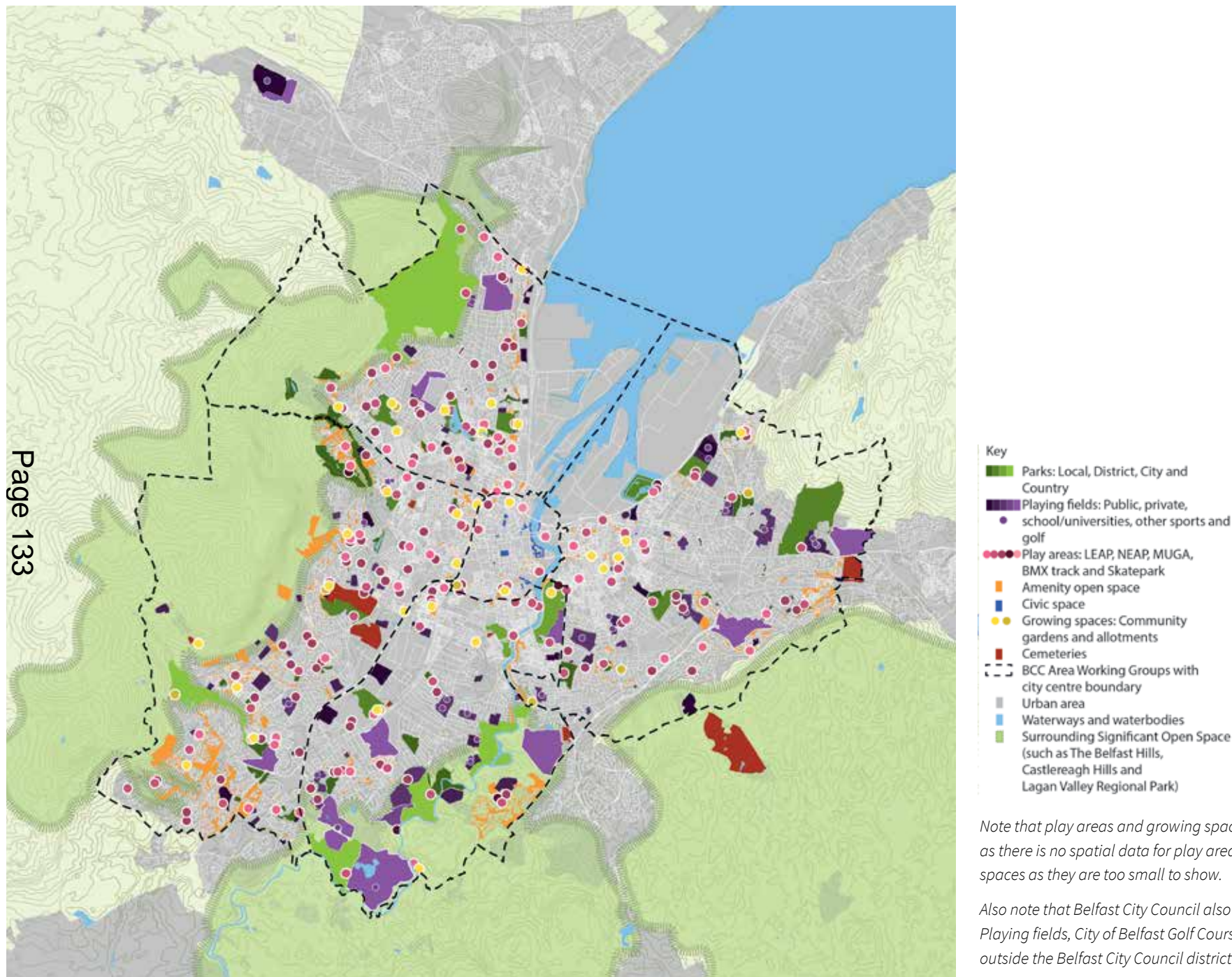
§ There are 98 LEAP/NEAP sites owned by Belfast City Council, two by other public bodies and three that are on private ground.

£ Includes a skate park and BMX track

% Note that area data is not available for all community gardens.

Supply and distribution of open spaces - analysis at June 2018			
Type	Sub- type	Number of sites (co-located)	Area (ha)
Parks*	Country park	6	495.2
	City park	2	44.9
	District park	9	132.9
	Local park	49	273.6
Total parks		66	946.6*
Playing fields	Public	101 (78)	171.2
	Private	40	120.4
	School or university	33	151.6
Total playing fields		174 (78)	443.2
Play areas [§]	Golf courses	11	442.6
	Other outdoor sports	36 (19)	25.0
	LEAPs	48 (16)	14.9
	NEAPs	55 (36)	33.4
	MUGAs	79 (29)	9.9
Total play areas		182 (81)	58.2
Amenity space	Other play facilities [£]	2 (2)	1.0
	Amenity space	1,460	293.7
Civic space	Civic space	13	17.7
Growing spaces	Allotments	8 (4)	6.0
	Community gardens	30 (12) [%]	1.8
Growing spaces total		38 (22)	7.8
Cemeteries		11	155.8
Total		1970 (196)	2388.4

Table 2. Supply and Distribution of Open Spaces (analysis at June 2018)



Note that play areas and growing spaces have been shown as points as there is no spatial data for play areas within parks or growing spaces as they are too small to show.

Also note that Belfast City Council also owns public City of Belfast Playing fields, City of Belfast Golf Course and Roselawn Cemetery, all outside the Belfast City Council district boundary.

Figure 3. Belfast Open Spaces Network (analysis at June 2018)

Benchmarking provision

The SPSS sets out a policy aspiration to meet the National Playing Field Association (NPFA) ‘six-acre standard’, a **target of 2.4hectares per 1,000 people** comprising of 1.6hectares suitable for outdoor sports and recreation and 0.8hectares for children’s play space. In 2015 the NPFA was replaced by the Fields in Trust (FiT) standard. We are committed to protecting our existing open space and we will use benchmarking as a reference to help inform future investment and improvements in our open space network.

NPFA

Belfast has 946.6hectares of parks (including country parks) and 171.2hectares of publicly accessible playing fields that are suitable for outdoor sport and recreation, as well as 58.2hectares of equipped children’s play areas. For Belfast’s population of 339,600 this is equivalent to 3.5hectares per 1,000 people, therefore exceeding the six-acre standard. However, we also acknowledge that not all open spaces are accessible, which will be referred to in the next section. Without the country parks, the figure for Belfast is 2hectares per 1,000 people. However, we also acknowledge that not all open spaces are accessible, which will be referred to in the next section.

* Excludes country parks

\$ Play areas only include equipped LEAPs, NEAPs. The FiT standard also includes Local areas for play (LAPs).

£ Estimated size based on average size of standalone MUGA of 0.12ha. Includes skatepark but not BMX tracks.

12 - <http://www.fieldsintrust.org>

Fields in Trust

In 2015, FiT¹² replaced the ‘six-acre standard’ with more comprehensive metrics for open space typologies. Where appropriate a comparison has been outlined on Table 3. The FiT standard also sets out provision for 1.8hectares per 1,000 people of natural and semi-natural spaces which has not been accessed as part of this strategy.

It is clear from Table 3 that Belfast’s park provision is more than the FiT benchmark. Publicly accessible playing field provision is lower than the benchmark, however when considering all playing pitches in Belfast there are a total of 1.3hectares per 1,000 people.

Play area provision, and other outdoor provision, particularly MUGAs, is lower than the FiT benchmark. However, it is important to note that this typology is not directly comparable, as the FiT benchmark also includes local areas for play (LAPs), which are accounted for in the amenity green space typology in Belfast. It is also important to highlight that although not equipped, we provide significant areas of open space for informal play within our parks.

Belfast’s amenity space provision is also higher than the FiT benchmark and is likely to be higher as it has not been possible to map all amenity space in this assessment.

Belfast’s open space provision against the FiT benchmark			
Typology	FiT standard per 1,000 people (ha)	Belfast total (ha)	Belfast (ha) per 1,000 people
Parks*	0.8ha	451.4ha	1.3ha
Parks including country parks	0.8ha	946.6ha	2.8ha
		171.2ha	0.5ha (Publicly accessible)
All playing fields	1.2ha	272ha	0.8ha (Private/ School/ Universities)
		443.2ha (total)	1.3ha (total)
Play areas ^{\$}	0.25ha	48.3ha	0.14ha
Other outdoor provision [£]	0.3ha	10.9ha	0.03ha
Amenity green space	0.6ha	293.7ha	0.9ha

Table 3. Belfast’s Open Space provision against the FiT benchmark



Park and play area accessibility

As well as providing parks and open spaces, it is important that they are accessible.

We have used Transport NI's 'Pathways Data' to map the accessibility of our open spaces. Catchments were identified by measuring walking distances from the entrances of open spaces to the existing path network. Catchment areas take account of obstructions, such as roads, railway lines and rivers – increasing the distance and time taken to access an open space. Where peace lines sit within a catchment, they are considered obstructions that reduce accessibility.

Recommended catchments for park and play area typologies are listed below:

- Parks
 - Local parks – 400m (around 5min walk)
 - District (city and country parks) – 1,200m (around 15min walk)
- Play areas
 - LEAP – 400m (around 5min walk)
 - NEAP – 1,000m (around 13min walk)
 - MUGA – 700m (around 9min walk)

Park and play area accessibility – combined catchments

Figure 4 shows the catchment of parks and play areas and how this could increase if the peace lines were removed. It highlights that 71.3% of the population (242,086 people) live within recommended walking distances for either a park or play area. If peace lines were removed 4,253 more residents would have access to a park or play area, increasing access to 72.5% of the population (246,338 people). **At a city level, park and play area accessibility is indicative and can be explored in detail at a neighbourhood level to help address increasing needs in the future.**



Source: Belfast City Council

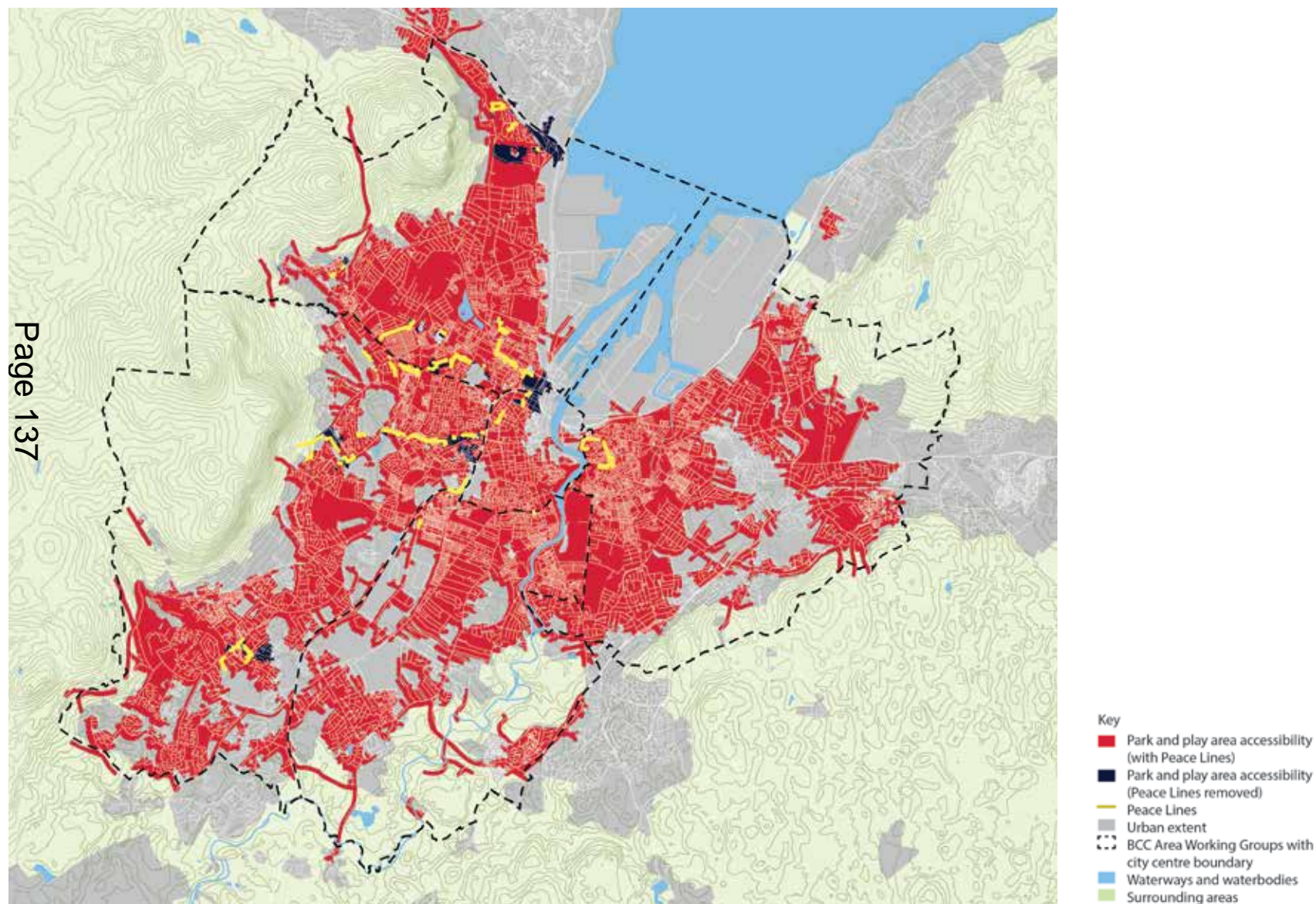


Figure 4. Park and play area accessibility – combined catchments

Quality of our open spaces

The quality of our open spaces is important for ensuring they are welcoming, safe and well-used. We are proud that many of our parks and open spaces have gained the Green Flag award – an internationally recognised standard of quality. In our Residents' Survey (2014), 73.3% of respondents felt generally satisfied with our parks and 49.3% of respondents also said they used a council park for physical activity at least once a week, and 10% daily. Also, 81.9% of respondents agreed that their local area had good quality parks and green spaces. We regularly assess the quality of our open spaces by carrying out audits and inspections.

Open space quality audits and inspections

The quality and horticultural standards of our open spaces is generally high across the city. We regularly inspect the quality of our parks, buildings, trees, play areas, playing fields, memorials and burial grounds. We inspect our open spaces for invasive alien species (IAS), recording, monitoring, and putting control mechanisms in place.

All playgrounds, MUGAs and outdoor gyms are inspected independently each year. All path networks in our open spaces are also inspected monthly by our officers.

Operational management feedback

We regularly engage with our operational staff to gather important qualitative information. A number of issues were identified impacting our open space network, including:

Financing

Reduced capital revenue budgets and resources continue to be a challenge so we need to introduce more efficient management practices and better maximise the use of our existing open space network. Identifying sources of income and external funding is critical for long-term sustainability.

Safety

Anti-social behaviour (ASB) remains an issue in our open spaces. Operational managers confirmed that we need to continue to work closely with local communities to reduce ASB and understand how young people use our spaces and holding more community events and activities. Where possible, Secured by Design principles are applied to the regeneration plans for our open spaces.

Irresponsible dog ownership

Our open spaces provide an important resource for dog owners. In some of our spaces, irresponsible dog ownership remains an issue and we will continue to improve awareness of responsible dog ownership and enforce bye-laws and control orders within our open spaces.

Accessibility

Access to, within and between our open spaces is paramount; we will make sure they are inclusive to all, including people with a range of mobility, physical, sensory and cognitive impairments.

Sustainable drainage

As a result of the adverse weather conditions, drainage and severe flooding remains an issue within some of our spaces for example Victoria Park. We need to increase drainage capacity and identify land which can be dedicated to slowing down the force of water, which will not only increase the usage of spaces, but will also reduce the risk of flooding.

Invasive alien species (IAS)

The increasing threat of IAS remains a challenge, which impacts local, native biodiversity and has associated health and safety and cost implications. We will continue to inspect, monitor and control this going forward.

In summary operational managers recognise the need for open spaces, particularly parks to be flexible in the future so that they are relevant to trends, maintenance budgets and usage pressures.

Demand for new open space

This strategy will support the shared growth strategy of the Belfast Agenda and the LDP. Belfast is aiming to deliver significant inclusive growth and opportunity by 2035, this means our city is home to an additional 66,000 people; supporting 46,000 additional jobs and creating 31,600 additional homes. City growth will place additional pressure on the city's existing open space network.

This strategy and the policy approach adopted within the LDP will ensure that existing open space is protected and future provision meets the needs of the growing population. Where there are limited opportunities to create new open space within the city, we will work with developers through Section 76 of the Town Planning (Northern Ireland) 2011 Act, to find creative ways to improve provision, connectivity and accessibility to open spaces.

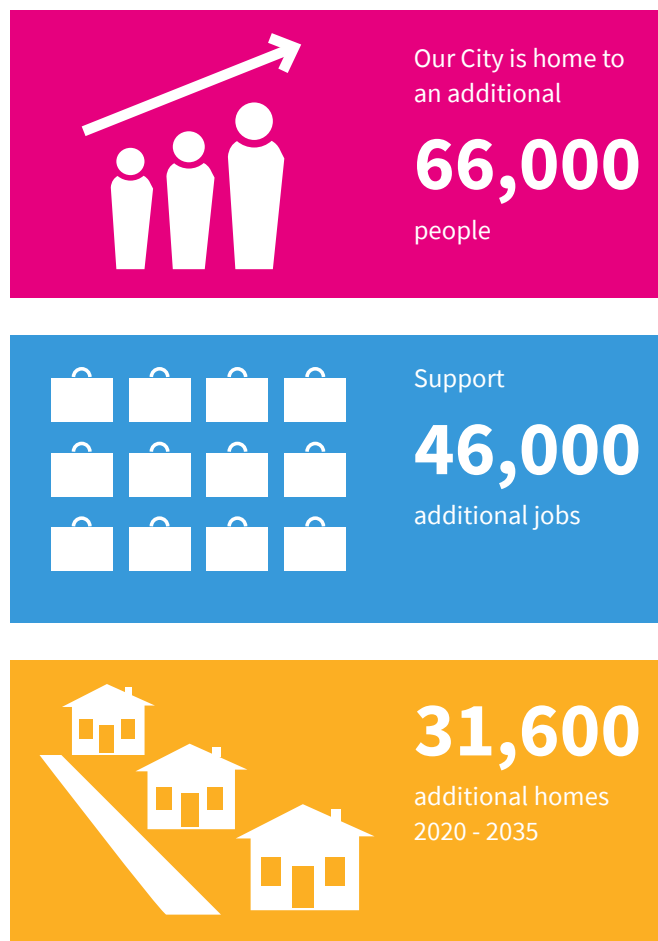


Figure 5. Belfast Agenda and LDP Growth Strategy

Summary points

- Belfast has a wide range of open space typologies, catering for a variety of different uses and functions.
- We will protect and improve existing open spaces and support new provision of open spaces to meet growing demand. New open space will help improve accessibility and connectivity.
- Around a quarter of our city's area (2,390ha) is dedicated to open space.
- Almost 71.3% of the population live within a catchment area for either a park or play area. Improving access through peace lines would increase this by 1.25%.
- We need to ensure that the quality of open space is maintained and improved where possible.
- There are significant areas of amenity space across the city. There may be opportunities to change functionality in line with local needs.
- There is limited green space in the city centre and we need to identify opportunities to increase provision in the future.
- The introduction of traffic-free routes will help improve accessibility and connectivity.
- Section 76 developer contributions will help mitigate the impact of new development on our existing open space network.

By 2035...

...Belfast will have a well-connected network of high-quality open spaces recognised for the value and benefits they provide to everyone who lives in, works in and visits our city.

Vision, strategic principles and opportunities

Well designed, managed and accessible open spaces provide a range of health, economic, social, environmental and cultural benefits. Although Belfast has an extensive open space network, we believe there is potential to ensure these benefits reach a much wider audience. If local people value their open spaces, there is a greater sense of ownership, higher levels of usage and participation and the potential to enhance social cohesion.

The vision, strategic principles and opportunities for Belfast's open spaces were developed in conjunction with our stakeholders:

By 2035...

Belfast will have a well-connected network of high quality open spaces recognised for the value and benefits they provide to everyone who lives in, works in and visits our city.

Strategic principles

Seven strategic principles (SPs) have been agreed to support the protection, improvement, creation, accessibility and connectivity of our open space network. These principles provide the foundation and framework for achieving our vision. Belfast's open spaces will:

SP1. Provide welcoming shared spaces

Our high-quality open spaces are inviting and safe for everyone to use. There will be enough space to meet the needs of our growing city and our open spaces will be used to encourage community cohesion and social interaction.

SP2. Improve connectivity

Well-connected and accessible open spaces will form a green network to support safe and sustainable movement across the city.

SP3. Improve health and wellbeing

Offering a wide range of facilities for formal sports and informal recreation, our open spaces will be the preferred option for exercise, relaxation and enjoyment.

SP4. Support place-making and enhance the built environment

Our open spaces will positively contribute to the distinct setting and character of our neighbourhoods and the built environment, helping to retain and attract investment.

SP5. Increase resilience to climate change

Our open spaces will help us to minimise the impacts of climate change, including more severe rainfall events.

SP6. Protect and enhance the natural environment

By protecting and managing a wide range of habitats, our open spaces will strengthen biodiversity and benefit from the ecosystem services a healthy natural environment provides.

SP7. Be celebrated and support learning

Ensuring that events, activities and educational opportunities within our open spaces are well promoted, well used and valued by future generations.

SP1: Provide welcoming shared spaces

Our open spaces are for everyone to use and enjoy, shared by the whole community. They need to be inclusive, safe and welcoming to both residents and visitors alike. To do this, open spaces need to be accessible, valued, frequently used and well maintained. The focus of SP1 is to ensure that spaces are welcoming to all and meet local needs. The planned growth of the city will increase demand for new open space and put pressure on our existing network.

Opportunities to provide welcoming shared spaces

Protect and improve existing open spaces - This strategy supports the policy approach of the Strategic Planning Policy Statement (SPPS) and the Local Development Plan (LDP) to protect and improve open spaces and their biodiversity value. We also realise that investing in the creation of good quality parks and open spaces which are well designed, managed and maintained is vital. Achieving national standards and awards provide useful benchmarks and help improve the standard of our open spaces. This needs to be balanced against the challenges of decreasing capital budgets and we need to look creatively at how we can secure other sources of investment funding.

Target areas of inaccessibility - We have a substantial open space network; however, the accessibility hotspots highlighted in Figure 6 are areas with the least provision of publicly accessible parks and play areas¹³. **At a city level these zones are indicative and need to be interpreted in detail at a neighbourhood level.** Where possible we will aim to provide new spaces or improve access to existing open space in and around these hotspots.

Leverage development and growth - Accommodating growth will require significant new development and regeneration to the city. The majority of the housing demand is likely to be concentrated in the city centre area, with the remainder mainly on small and infill sites. There are also strategic areas of regeneration across the city including North Foreshore, Titanic Quarter and Belfast Waterside. All new development will be expected to either provide new open space or help connect and improve the existing open spaces network through Section 76 framework of the Town Planning (NI) Act 2011. Where development places increased pressure on existing assets such as open spaces, Section 76 allows us to agree developer contributions for works to help mitigate adverse impacts.

Create temporary or meanwhile uses - We want spaces to be attractive and thriving areas of activity. We will work in partnership to encourage the introduction of 'meanwhile uses' or pocket parks where appropriate across the city.

Build stronger communities - Our parks and open spaces provide conciliatory and socially inclusive opportunities for people and groups to interact and meet new people. We will continue to build relationships across communities to increase confidence using and developing shared spaces and services. Community pride in spaces helps create cohesion in local neighbourhoods.

Improve safety and security - Access to open spaces is not just restricted by physical barriers and local concerns should also be considered. Our open spaces should be safe for everyone to use. We will apply Secured by Design principles to the management and development of our open spaces. We will also explore opportunities to reduce ASB using new technologies, to promote safety and security. The introduction of our warden service has increased the amount of staff present in our parks as an effective way to improve safety and security and provide a valuable point of contact for users.

13 - Zones of under provision may occur because they:

- Contain accessible open space not classified as a park or a play area (for example Milltown Cemetery)
- Are close to open space not accessible to the public (for example golf courses and school or private pitches);
- Have physical barriers making open space accessibility difficult; or
- Are areas of industrial, commercial and non-residential land.

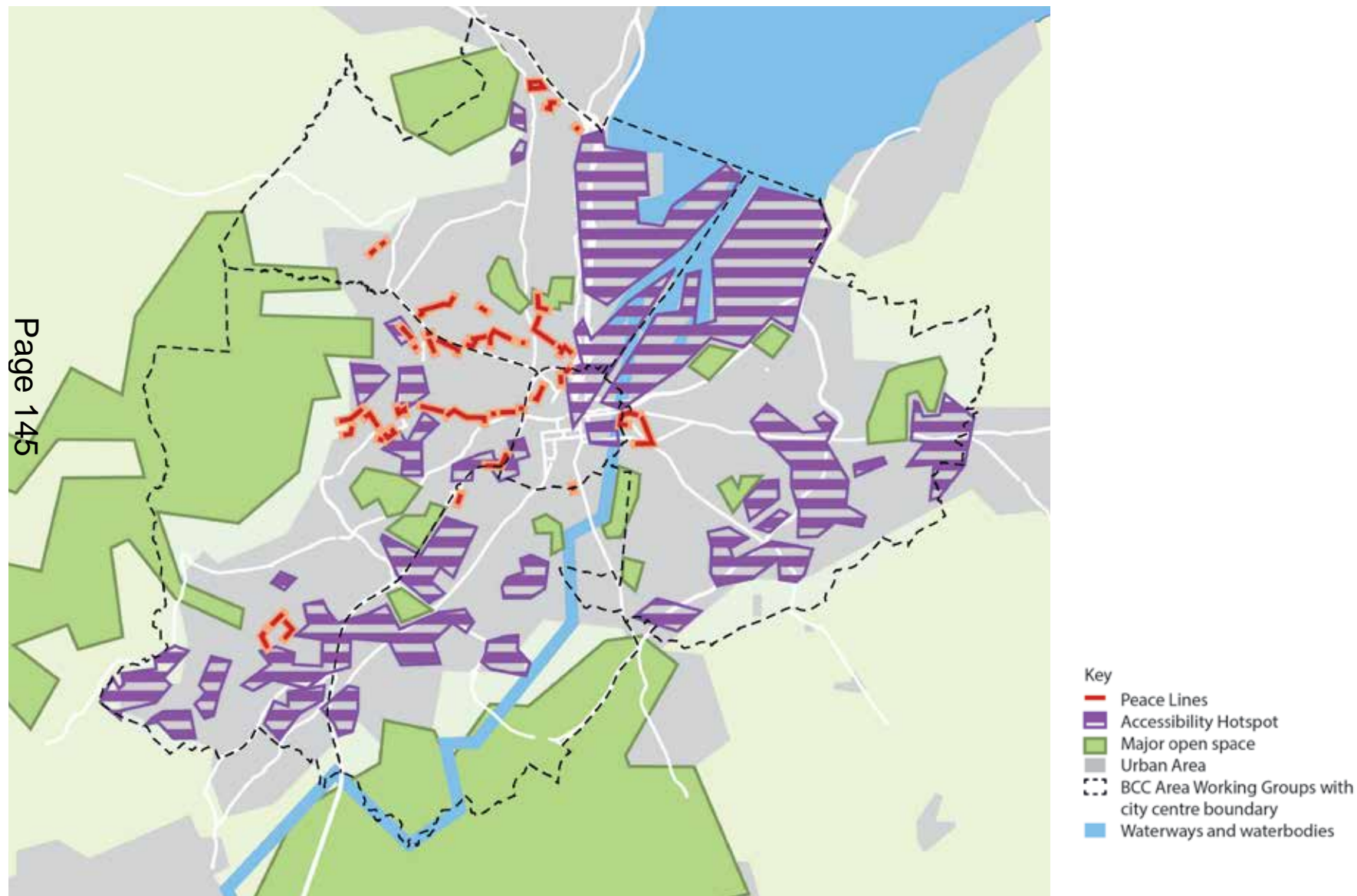


Figure 6. Opportunities for providing welcoming shared spaces

SP2: Improve connectivity

With limited opportunities to create new open space, improving access and connections to the existing green network will enable more people to enjoy the benefits they provide. We have already started to do this by providing traffic-free routes across the network (for example the Connswater Community Greenway).

As well as providing better opportunities for recreation, improved connectivity also helps promote active travel by encouraging more people to walk and cycle to their destinations through our parks and open spaces. This helps reduce vehicular traffic congestion, air pollution and climate change inducing emissions. Open spaces and the connections between them form a city-wide network. This network also extends out beyond the city boundary into the countryside. Well designed, planned and managed green networks have multiple benefits for people, the economy and wildlife.

Opportunities for improving connectivity

Better connected open spaces - There are a number of zones within Belfast that do not fall within park and play area catchments. It may not always be possible to create open spaces in these areas due to limitations of existing land uses for example commercial, industrial and non-residential. Therefore, it will be important to improve connectivity to nearby open spaces. This could include reducing barriers to access for example improving crossing points at main roads or creating new access points to existing open spaces.

14 - Northern Ireland Executive (2013) Together: Building a United Community Strategy

Reduce interface barriers - Through the Together: Building a United Community¹⁴ strategy, the Northern Ireland Executive has set a policy goal for removing interface barriers by 2023, recognising the potential to improve community relations and continuing the journey towards a more united and shared society. We will continue to work in partnership to support the removal of peace lines, to release land for open space development and improve access to existing parks and play areas, therefore creating more connected neighbourhoods.

Enhance and extend the greenway network - We are committed to creating more greenways that segregate walking and cycling routes from vehicular traffic. We will work with partners on these linear routes to link the existing open spaces network, making use of under-utilised space, improving accessibility and providing better access to the countryside. Figure 7 shows Belfast's existing greenways network and some proposed new routes. These routes have been taken from the Belfast Metropolitan Area Plan (BMAP) and the Northern Ireland Strategic Plan for Greenways (2016). Where it is not possible to create dedicated cycling and walking routes in established built up areas, we will seek to enhance the existing pathway network. Focusing on quieter roads, we will work in partnership to provide partially segregated routes that have a distinct character for example consistent street furniture and tree planting.

Improve connections to the countryside - Belfast is surrounded by diverse countryside with some internationally recognised for their landscape value for example Divis and the Black Mountain. Most visitors drive to these areas, as facilities are limited. Improving facilities and the accessibility to the countryside enables more people to make use of these valuable resources and tourist attractions.

Improve usage - Although there are around 440 hectares of playing pitches in Belfast, only 173 hectares are publicly accessible. Access to the remaining 267 hectares is restricted in some way, for example they may be restricted because they are part of school or university facilities. In addition to council capital investment in playing pitches, we will continue to work with partners to maximise community access to these spaces.

Belfast has a significant area of amenity space. These green parcels of land are designed to improve the attractiveness of housing development and infrastructure. These spaces are usually low in biodiversity value and are costly to maintain. We will continue to work with our partners to identify ways of managing these spaces more efficiently for example wildflower meadow planting or the development of natural play areas.

Improve wildlife connections - As well as providing good connectivity for people to move around, our wildlife also needs safe routes to move across the city. Careful design and management are required when creating new greenways and enhancing the community path network. SP 6 sets out more opportunities for our open space network to support biodiversity.

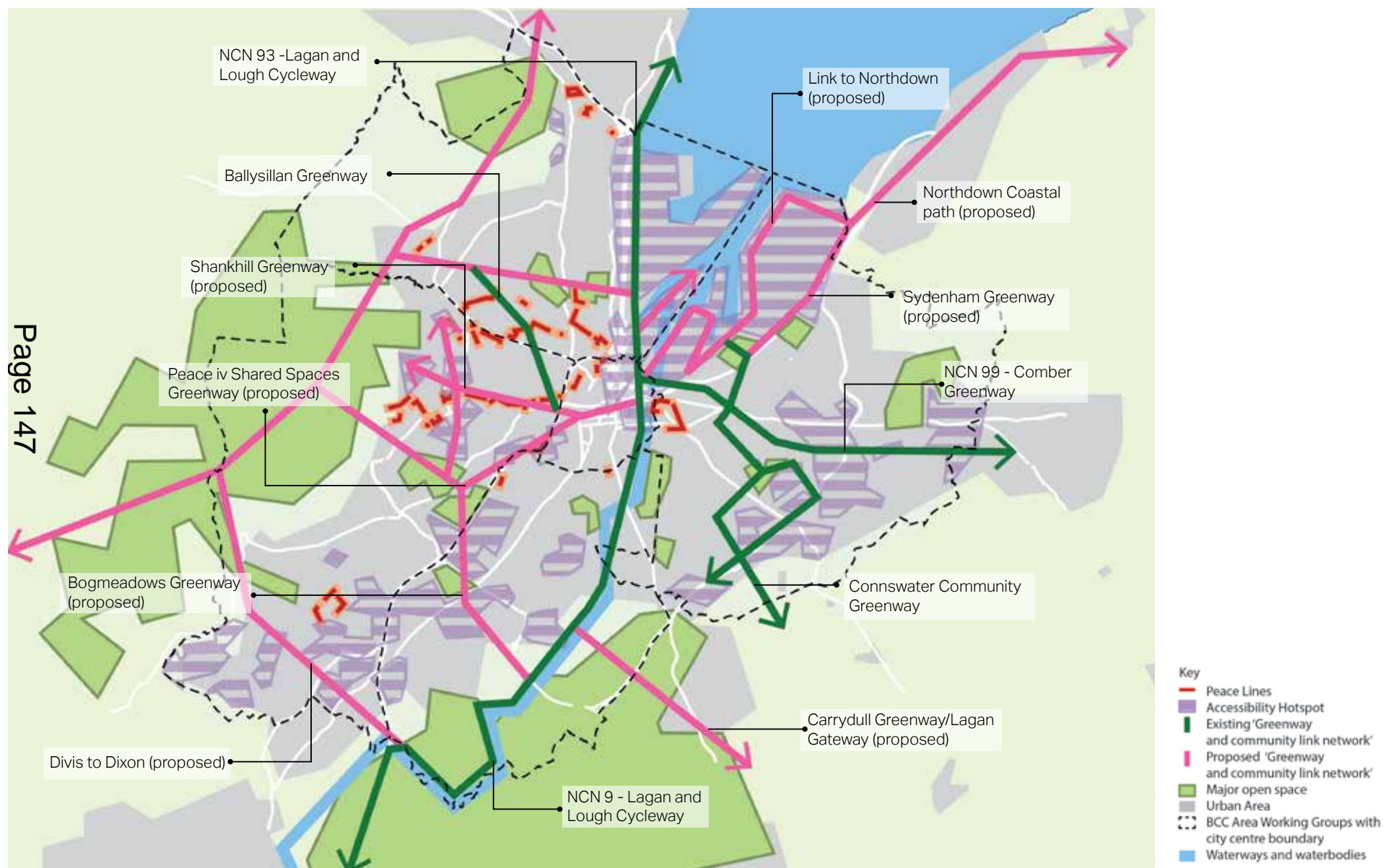


Figure 7. Opportunities for improving connectivity

SP3: Improve health and wellbeing

Our open spaces provide inspiring and pleasant places for active and passive recreation, improving physical health and mental wellbeing for today's sedentary lifestyles. The results of our City Residents' Survey revealed that approximately 50% of respondents used a council park for physical activity. Getting more people to use our open spaces, more often, encourages physical activity and improves health and wellbeing.

Although there has been progress over recent years, significant health inequalities persist in Belfast. Figure 8 shows the health deprivation and disability domain of the Northern Ireland multiple deprivation measures 2017 (NIMDM) for each 'super output area' (SOA) (approximately 2,000 residents). The measures show that many of the worst performing areas are in the west, north and the centre of Belfast (darker colour depicts worse performing areas).

Opportunities for improving health and wellbeing

Target areas of health deprivation – There is a correlation between the level of recreational open space (parks and play areas) and health deprivation. Figure 9 highlights where the areas of highest health deprivation (orange) correlate with areas of the least accessibility to parks and play areas to identify hotspots (red). These red hotspots highlight areas that would benefit from improved access to open space and prioritised health programming in existing spaces. **At a city level these zones are indicative and need to be interpreted in detail at a neighbourhood level.**

Provide and invest in outdoor sports facilities – We are the biggest provider of sports pitches in Belfast with around 130 pitches across 35 locations. These facilities offer opportunities for a variety of sports for example football, Gaelic games, cricket, tennis and bowling. Our parks and open spaces also provide opportunities for informal recreation. We need to continually invest in these facilities to keep them fit for purpose. Our Physical Investment Programme is the primary source of funding for improving these facilities. With the challenge of decreasing levels of capital investment going forward, we will continue to maximise both the use of the existing open space network and funding from other sources.

Promote our open spaces and programmes – Our open spaces and the activities organised within our open spaces (for example Parkrun) help improve health and wellbeing. We will continue to promote our open spaces as places to walk, to play, to meet friends, to sit and relax, to exercise the dog, to appreciate trees, shrubs, flowers, nature and fresh air.

Encourage partnerships – We will continue to work with the health sector and other partners to create active spaces and promote activities for 'at-risk' groups in our parks and open spaces. The Belfast Strategic Partnership (BSP) provides a collaborative approach to addressing life inequalities in Belfast; their 'Get Active Belfast' framework aims to encourage participation in physical activity outdoors.

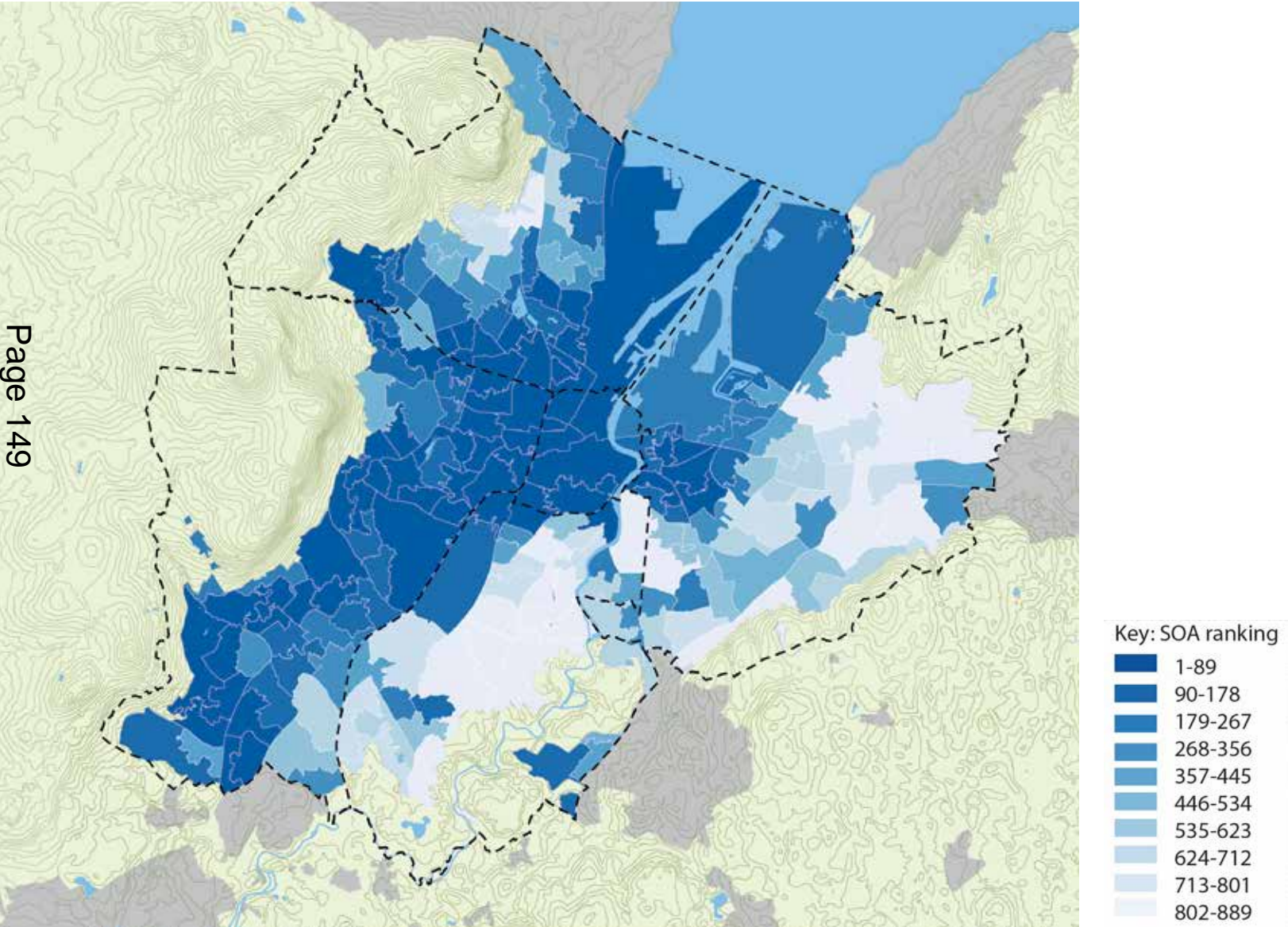


Figure 8. Health deprivation and disability domain (NIMDM 2017)

Growing in our communities – Our allotments and community gardens offer the potential for communities to grow food locally, exercise outdoors and socialise with others. We will continue to deliver our Growing Communities Strategy which aims to provide everyone in Belfast with the opportunity for improved health and wellbeing through involvement in growing activities within their local neighbourhood.

Reduce air pollution – With high concentrations of vehicles and industrial processes, air quality deteriorates in urban areas. In Belfast we have identified four areas where air quality fails to meet EU standards (purple in Figure 9). Within the air quality management areas, we will explore ways to improve air quality for example using open spaces and vegetation to help absorb pollutants.

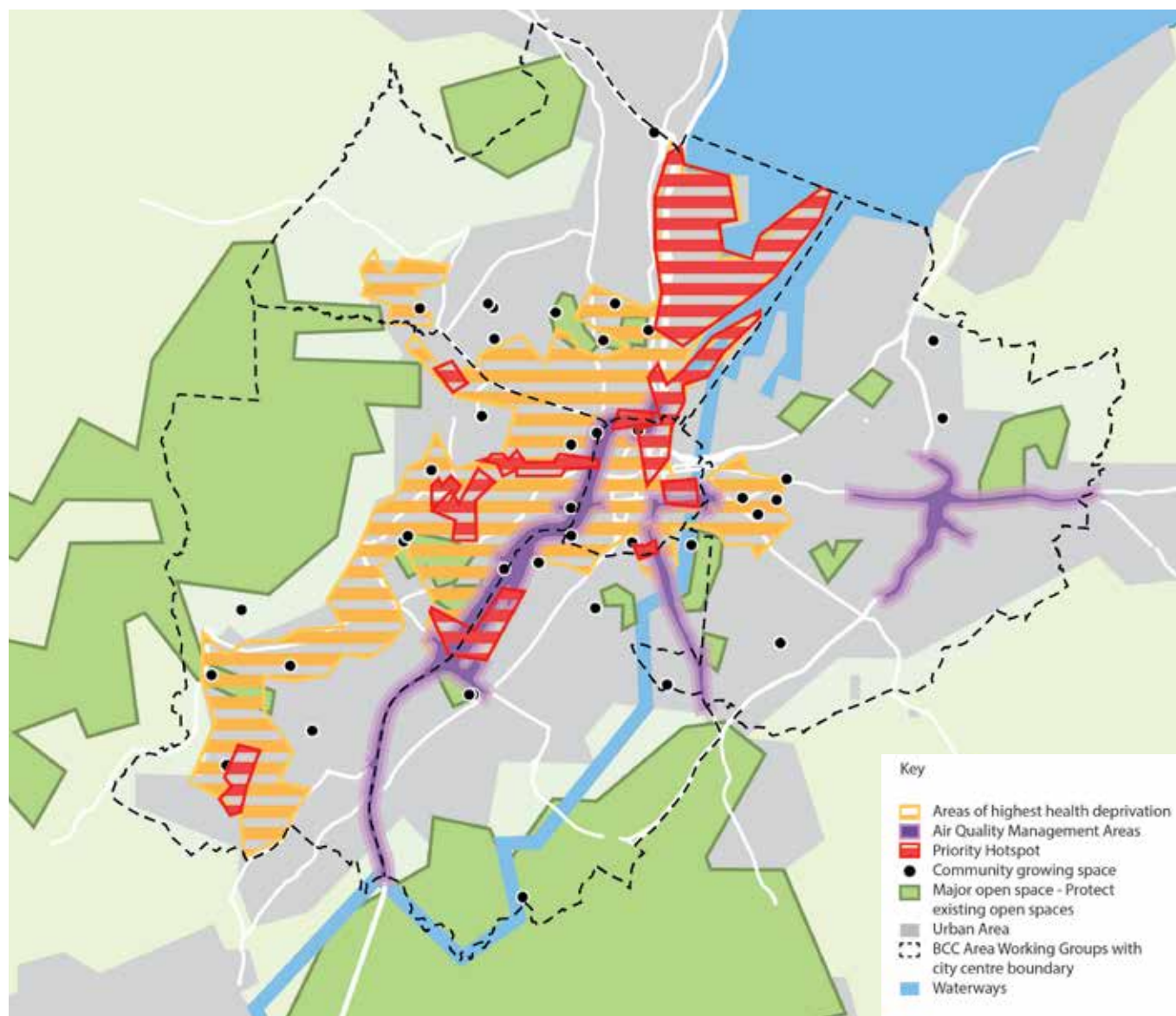


Figure 9. Opportunities for improving health and wellbeing



SP4: Support place-making and enhance the built environment

Our open spaces have an important place-making role. As well as being destinations in their own right, they complement the built environment and provide an important setting for our heritage assets such as Belfast City Hall, Belfast Castle and Malone House. The quality of these spaces can have a direct impact on how our built environment is perceived, which in turn affects our ability to attract investment. Similarly, the provision of high-quality open space is important for attracting tourists and visitors.

At a local level open spaces help to define the character of our neighbourhoods. The quality of amenity space can impact the vibrancy of the local economy and people's perceptions of place. Some of our open spaces also include buildings, which have heritage value.

Opportunities to support place-making and enhance the built environment

Greening the city centre - The Belfast City centre Regeneration and Investment Strategy (2015) recognises that the city centre has limited public green space. It highlights the potential for new green space at Cathedral Gardens. Regenerating the river corridor through the city centre and extending to the Titanic Quarter would enable active travel and animation along the river. There are also opportunities to create a tree-lined urban boulevard, along Great Victoria Street and Dunbar Link. Figure 10 illustrates some of these potential opportunities.

Three Business Improvement Districts (BIDs) have been set up across central Belfast to enhance the environment in the city centre with the aspiration to attract more potential customers. With the power to raise revenue from rates to invest in environmental improvements, they will be important partners in helping to develop a world class city centre.

Improve the image of derelict or vacant spaces - We will seek opportunities to bring derelict buildings in our open spaces back into use for community activities and to provide a better range of facilities. The city has derelict land and a number of vacant plots awaiting development. These spaces can detract from the sense of place and can appear run-down. We will support the greening of these spaces where possible and will work with developers and

partners to create uses for these sites such as pop-up gardens or pocket parks. These uses can become important destinations and help local businesses develop and thrive while wider regeneration occurs.

Activate and animate open spaces - Although there are times when we want to create quiet spaces for reflection, relaxation and biodiversity, spaces with lots of activity tend to draw people in. This can help make spaces feel more sociable, safe and offer potential revenue streams. For example events in our civic spaces can help attract visitors who will also use the local shops; having appropriate facilities and supporting concessions such as cafes and mobile vendors in our parks can help them become centres for community activities.

Value our built heritage - Belfast has a range of local landmarks and open spaces that contain a range of important architectural and historic features that help tell the story about the rich heritage of the city. We will continue to assess the long-term sustainability of buildings for restoration and continue to source funding for open space heritage schemes.

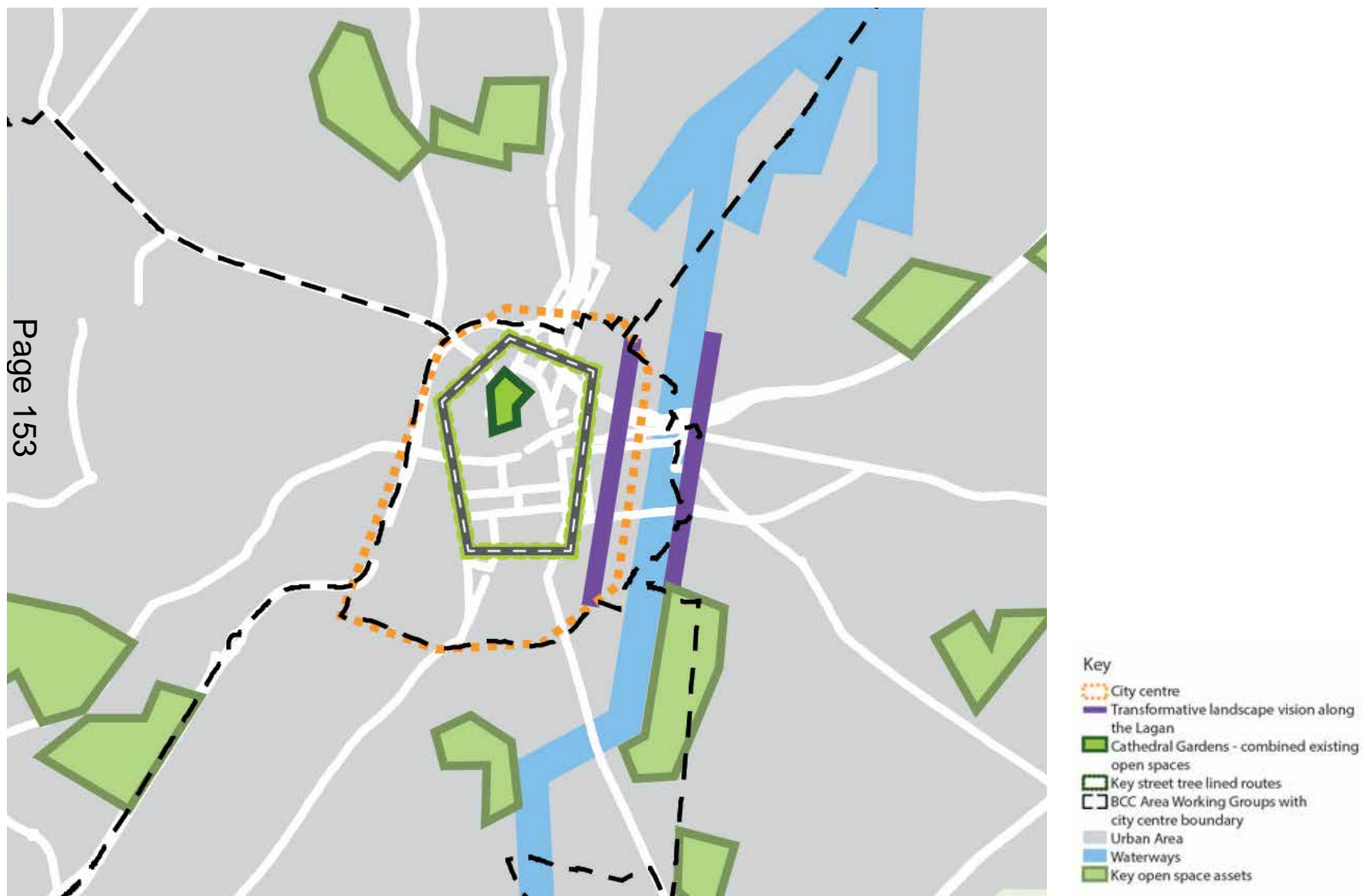


Figure 10. Opportunities to support place-making in Belfast City Centre

SP5: Increase resilience to climate change

Climate change is caused, in part, by burning fossil fuels such as petrol and diesel. Open spaces form part of a green network that encourages sustainable forms of movement, helping to reduce emissions and mitigate impacts that affect climate change. We will also have to adapt to a changing climate featuring more intense winter rainfall, drier summers and unpredictable severe weather. Our open spaces play an important role in helping increase our resilience to these changes.

Opportunities to increase resilience to climate change

Integrate drainage relief into urban design – The most significant change to Belfast's climate is predicted to be an increase in winter rainfall and heavier summer showers. As Belfast is situated on low lying, flood prone land and has a constrained surface water drainage network, the risk of flooding is likely to increase. Figure 11 highlights areas at risk from surface (rainwater) and fluvial (river) flooding and also shows areas of green space across the city.

Rainwater falling on hard urban surfaces runs off quickly and can overwhelm the existing drainage system. This results in either flooding or sewage overflows. Open space can be used to slow down surface water, reducing rates of discharge into our drainage system and reducing flooding risk. As part of the Living with Water Programme, NI Water is working to help reduce these risks and increase capacity in an aging surface water network by increasing space to deal with surges of surface water in existing open spaces. These areas would be allowed to flood safely during heavy rainfall events.

There are also opportunities to introduce sustainable drainage systems (SuDS) into the public realm. Smaller green spaces such as rain gardens and bio-retention tree pits help reduce the force of flood water and remove pollutants. They also help to improve local amenity, maximise water quality and support biodiversity.

Provide storm water storage – Climate change is likely to result in longer spells of drier weather. By collecting and storing rainwater, we have the opportunity to reuse this valuable resource in our open spaces. Through careful selection of plant species and the creation of wetland habitats within open spaces, we could create areas where water is retained longer, helping them to survive through drier summers.

Change management practices and behaviours – We need to consider climate change when managing our open spaces. Warmer winter temperatures will attract more visitors throughout the year and extend the peak season for usage. This will have an impact on lighting, management of paths and other facilities in our open spaces. The types and size of plants and warmer average temperatures are likely to increase numbers of alien and invasive species entering ecosystems. These species can threaten our native flora and fauna by aggressively taking over habitats. We need to be flexible in our management and control of parks and open spaces to make sure we adapt to these changing trends.

Using natural approaches to manage our open spaces (for example wild flower meadow planting) helps reduce fuel emissions associated with mowing. We must ensure that all elements of landscape management are carried out in an environmentally sustainable manner, for example reusing cuttings to create compost and reduce the use of fertilizers.

Protect from extreme weather events – More extreme weather events such as storms and tidal surges are likely to be a result of climate change. Our open spaces can provide protection from these events and tree planting and vegetation will help create shelterbelts.

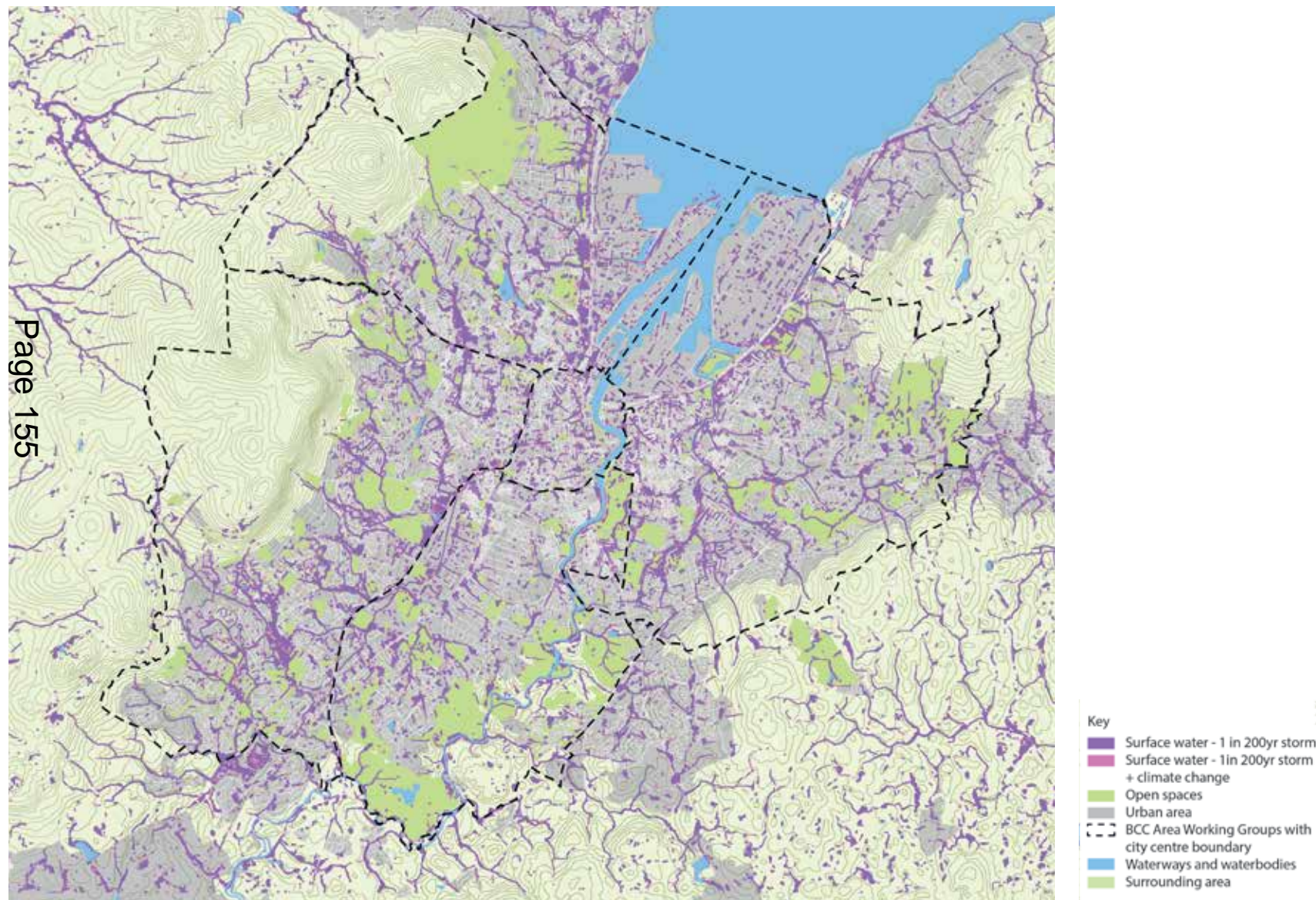


Figure 11. Flood risk and open spaces in Belfast

SP6: Protect and enhance the natural environment

Biodiversity underpins critical 'ecosystem services' which bring us many benefits for example clean air, fresh drinking water and soil. Creating new habitats in Belfast helps support a broader range of species and allows them to move more freely across the city. We have a statutory duty to conserve biodiversity and our Local Biodiversity Action Plan (LBAP) identifies key priority habitats and species that need protection across the city. This principle focuses on how we use our open spaces to create and enhance habitats and support biodiversity.

Opportunities to enhance the natural environment

Protect and enhance areas of ecological importance

There are some sites in Belfast which have been identified as being important for biodiversity. This includes parts of Belfast Lough, which have been protected both under EU (Special Protection Areas and Ramsar Convention on Wetlands) and NI Executive (Area of Special Scientific Interest (ASSI)) for their high-quality marine habitat and wintering bird populations. There are also 61 Sites of Local Nature Conservation Importance (SLNCI) and four Local Nature Reserves (LNR) in Belfast at Bog Meadows, Hazelwood, Ballyaghagan, and Lagan Meadows.

All areas of ecological importance will remain protected and we will continue to work to enhance them. Proposed development close to these sensitive sites should be undertaken with care, ensuring that it does not adversely affect habitats or resident species.

Enhance habitats across our open space network –

Our open spaces provide a number of habitats such as meadows, woodland, waterways, heathland and grassland. Although these habitats are in our open spaces, they do not have formal protection. We must ensure these areas are protected, managed and, where appropriate, extended. As some habitats and species are ecologically sensitive, it is important we manage use appropriately (for example applying restrictions on access or lighting) to make sure these environments are protected.

Enable urban greening – The greening of vacant land provides an opportunity to enhance biodiversity but each site needs to be carefully assessed and appropriate measures put in place. Improving connectivity between green spaces is important in helping species move through the city. By enhancing the ecological value of amenity space by species-rich meadow planting or woodland coppice, we can create a more comprehensive network of habitats. Greening vacant or derelict land and planted SuDs, will enhance and green the public realm.

Manage habitats for biodiversity value – Knowing what we have and increasing our understanding of the natural environment will generate opportunities to enhance it. Appropriate staff training enables better management regimes to be delivered across a range of habitats. We must continue to identify and mitigate risk to the natural environment but also look for opportunities to enhance biodiversity and where appropriate create semi-natural habitats.

Improve interpretation and learning – Access to greenspace and nature is important for people of all ages. Evidence suggests that children and young people have less of a connection with nature than previous generations, resulting in reduced physical and mental wellbeing such as Nature Deficit Disorder¹⁵. We will continue to educate users about responsible use of open space and the habitats and species that thrive there. We will encourage children and families to get outdoors more often to explore nature in our green spaces.

15 - National Trust (2009) Natural Childhood report <https://www.nationaltrust.org.uk/documents/read-our-natural-childhood-report.pdf>

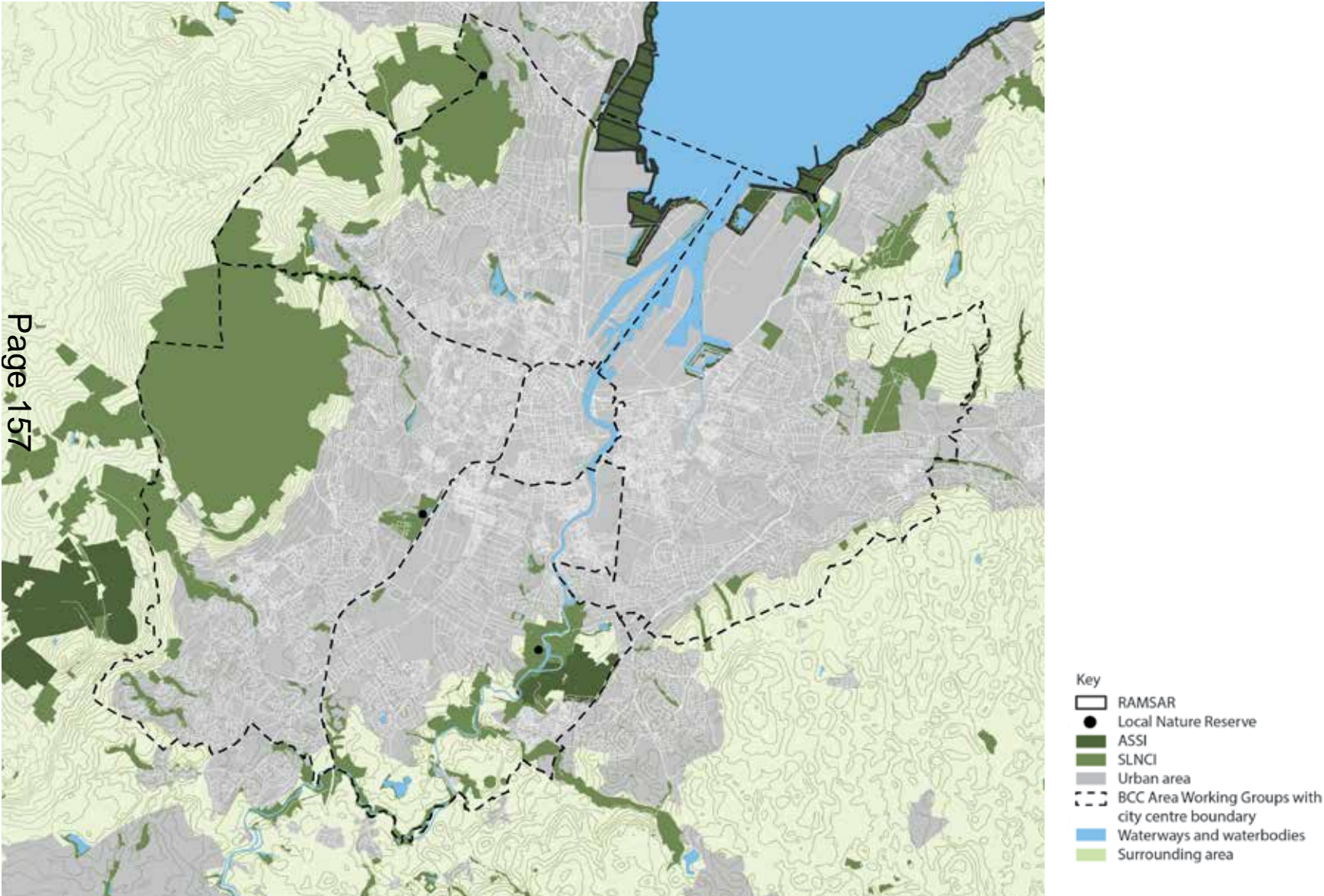


Figure 12. Environmental designations

SP7: Be celebrated and support learning

It is important that our open spaces remain well-used and valued by local communities and that we continue to source funding to enhance these natural assets. Raising awareness of the benefits of open space and educating people about sustainable use is vital, particularly for the next generation of users. Our open spaces offer multiple opportunities to learn about the environment and develop life skills. We will continue to promote the learning potential of our parks and green spaces to as many people as possible.

Opportunities to celebrate and support learning

Create smart open spaces – Technology provides options that can help us to understand how people use our open spaces. Mobile platforms with GPS and social media allow real-time interpretation and education, improving visitor experiences. This technology can also provide information on open space facilities and facilitate direct feedback from users. We will work in partnership with small and medium enterprises (SMEs) and Universities to explore innovative ways to understand usage and the needs of local people.

Support and extend community involvement – There are a significant number of groups for example friends, community groups and user groups helping to sustain the quality of our parks and open spaces. We will continue to engage with users and non-users to help co-design and shape the future of their local places, as they are vital for the continued success of our open spaces.

Encourage outdoor learning – Our parks and open spaces provide a connection to the outdoors. We will continue to work with our partners and the education sector to encourage use of our parks and open spaces as outdoor classrooms to deliver elements of the educational curriculum.

Promote local value and heritage – We provide a diverse programme of events and funding for festivals, competitions and activities across our open space network for example local community events, festivals, outdoor musical performances, guided heritage walks and talks, children's fun days, Belfast Mela, Belfast Vital, Spring Fair and Rose Week. We will continue to promote open spaces as hubs for citywide and local events and activities. Many of our open spaces have significant cultural heritage value and we will continue to promote this.

Promote lifelong learning – There are opportunities for people to help improve their local open spaces. Volunteers help us manage these places and provide opportunities for local people to improve their neighbourhoods, socialise and develop new skills. We will continue to work with our partners to develop volunteering and training programmes that promote lifelong learning.



Making it happen - delivery

Our plan

Through our work to develop this strategy, along with our partners we have agreed a set of headline actions that are currently underway or are planned for the next five years (2019 - 2023). The delivery of the plan will rely on existing budgets or sourcing external and partner funding over the life of the strategy. The headline actions under each of the strategic principles are outlined here:

Page 100 SP1: Provide welcoming shared spaces

Headline actions

- Develop planning policy to protect existing open spaces.
- Identify specific opportunities within neighbourhoods to enhance and improve access to existing open spaces.
- Identify open space creation, enhancement and access improvements to inform Section 76 developer contribution policies and agreements.
- Use the planning process to ensure open spaces are well-designed, incorporate principles of 'Secured by Design' principles and have a long-term management arrangement secured.
- Ensure that new development proposals and regeneration plans contribute to improving our open spaces network (for example North Foreshore, Sirocco Quays).

- Continue to invest in new open space provision where possible across the city to meet growing demands and local needs.
- Work in partnership to encourage the creation of temporary or meanwhile uses of open space across the city.
- Actively support the development of a sustainable approach to the management and promotion of shared spaces.
- Update our bye-laws and improve enforcement within our parks and open spaces.
- Continue to work with the Belfast Policing and Community Safety Partnership and other stakeholders to improve safety in our open spaces.
- Facilitate stronger community involvement in the management and enhancement of open spaces; for example by working in partnership with Friends' groups, volunteers, community groups and user groups.

SP2: Improve connectivity

Headline actions

- Work to improve access and connections to our existing open space network for example the creation of a pedestrian-cycle bridge at the Lagan Gateway and Ormeau Park.
- Work in partnership to help remove or improve access through peace lines (for example Navarra Place).
- Continue to work with partners to support the creation of greenways across the open space network, such as the 'PEACE IV Shared Spaces, Connecting Open Spaces project'
- Work with partners, where appropriate, to develop under-utilised spaces across the city.
- Deliver planned physical, environmental and ecological improvements to the existing greenways network for example Holywood Arches Greenway's project.
- Develop a strategy to improve legibility of our greenways and community paths across the city, using methods such as consistent design and good signage.

- Improve linkages to the countryside from our open space network and support the creation of better pedestrian-cycle facilities within the countryside around Belfast (for example better public access to the Belfast Hills).
- Promote unique landscapes as destination open spaces, for example Belfast Lough, Lagan Valley Regional Park, Belfast and Castlereagh Hills.
- Work with partners to improve public access to restricted open spaces (dual usage of playing fields).

Identify opportunities to work with partners to improve the functionality of amenity open space.

SP3: Improve health and wellbeing

Headline actions

- Develop an ongoing programme of activity focused on using open spaces to improve health and wellbeing, prioritising efforts in areas of health deprivation with the lowest open space accessibility.
- Identify and create opportunities for natural and informal play.
- Continue to encourage passive recreation by providing appropriate facilities (such as seating areas and shelters) across the open spaces network.
- Continue to maintain, invest and source funding to keep our sports facilities well maintained and affordable, for example physical investment in 3G pitches.
- Continue to encourage active recreation in our open spaces; for example walking, running, cycling, outdoor gyms, growing food and outdoor play.
- Encourage schools to use parks for active recreation and provide greater access to their sports facilities by local communities.
- Continue to work with the health and activity sector to develop programmes in our open spaces for at-risk groups.
- Target urban greening to help improve air quality in the city.

SP4: Support place-making and enhance the built environment

Headline actions

- Work with partners to create more green open space in the city centre, for example pocket parks.
- Encourage developers and partners to create meanwhile open space for sites awaiting redevelopment.
- Work with partners to green derelict land across the city.
- Work with partners to animate our public spaces across the city.
- In partnership continue to plan and fund the restoration of heritage assets in open spaces, for example the City Cemetery.

SP5: Increase resilience to climate change

Headline actions

- Work with Northern Ireland Water's 'Living with Water Programme' (LwWP) to identify open spaces that will help manage drainage and reduce flood risk.
- Identify ways to store rainwater for reuse in the management of our open spaces.
- Develop sustainable management practices in our open spaces for example increase wild flower planting and composting and reduce the use of fertilisers and chemicals.
- Increase tree and shrub planting where appropriate to provide shelter from extreme weather.
- Incorporate an appreciation of climate change risks and opportunities within open space management planning.

SP6: Protect and enhance the natural environment

Headline actions

- Develop planning policies and management practices that protect existing and work to enhance areas of ecological importance, including priority habitats.
- In partnership, support research that prioritises ecological improvements.
- Improve and create new habitats and natural features that enhances native biodiversity, help enable species movement and meet the objectives of the LBAP.
- Identify opportunities to adopt more sustainable land management practices such as planting species rich meadow to reduce mowing or creating woodland coppice.
- Train and upskill staff on habitat management and maintenance regimes.
- Continue to work with our partners to extend and enhance vegetation along the greenway network.
- Manage and control factors affecting habitat management regimes for example invasive alien species, habitat fragmentation, lighting and disturbance.
- Educate users about habitats and species that thrive in our open spaces, for example by developing and promoting eco-trails.

SP7: Be celebrated and support learning

Headline actions

- Work with universities and SME's to develop solutions to explore innovative ways to understand usage and the needs of local people.
- Continue to provide and fund a range of community events and programmes within our open spaces.
- Continue to work with our partners and the education sector to encourage more outdoor learning.
- Actively promote the range of activities, festivals and events taking place in our open spaces.
- Identify opportunities to increase income generation activities and funding that will help sustain our open spaces network.
- Celebrate the heritage value and culture of our open spaces through the delivery of community events, guided heritage walks and talks and civic celebrations.
- Continue to work with partners to develop volunteering and training programmes that promote lifelong learning.
- Improve engagement and communications with our open space users and non-users.

Funding

We spend around £9.5m per year managing and maintaining our open spaces across the city. Since 2012, along with our partners, we have invested approximately £150m in our open spaces.

Physical Investment Programme – We will continue to invest and regenerate open spaces in our city and neighbourhoods. Key funding streams for the delivery of this programme include our Physical Investment Programme and funding from partners including the Department for Communities (DfC), Department of Justice (DOJ) and Department of Agriculture, Environment and Rural Affairs (DAERA).

Developer Contributions Framework – ‘In accordance with PPS8 Open Space, Sport and Outdoor Recreation, we will ensure that new housing development is supported by appropriate open space infrastructure. Paragraph 5.68 of the SPPS establishes the principle that developers will be ‘...expected to pay for, or contribute to, the cost of infrastructure that would not have been necessary but for the development or which needs to be rescheduled to facilitate the development.’ Normally, developers will be expected to provide the open space on-site as part of the scheme. However, in some circumstances, it may be appropriate for the developer to pay a commuted sum to the council for improving existing open space facilities in the area. Financial contributions will be secured by a planning agreement under Section 76 of the Planning (Northern Ireland) Act 2011. Our Developer Contributions Framework provides further guidance on how and when open space infrastructure should be secured through the planning application process.

Grants and awards – We may secure funding through grant schemes, where we can show that open space initiatives support delivery of priorities set out by external organisations. We acknowledge the positive contribution which major funders have made towards capital investment projects such as the Connswater Community Greenway (Big Lottery Fund), the restoration of the Tropical Ravine in the Botanic Gardens (Heritage Lottery Fund). We have also benefited from the Urban Villages Initiative to improve existing and create new open spaces across the city and PEACE IV funding to develop the ‘Shared Spaces, Connecting Open Spaces project’.

Revenue streams – We will continue to identify more opportunities for increasing income and attracting new revenue streams to help sustain our open spaces. We will continue to facilitate events such as large-scale concerts, encourage smaller commercial concessions and pop-up initiatives and explore sponsorship opportunities.

Volunteers – Local communities provide a valuable resource; offering a wealth of expertise, enthusiasm and commitment in supporting open spaces management. Various groups, for example Friends groups, user groups and management committees have been established, which have increased the number of volunteers helping in our open spaces. Where possible, we will support community groups to source funding for open space improvements, events and programmes in line with the council’s open space strategic principles.

Monitoring and review

This strategy will be delivered with our partners and stakeholders, with the council playing a key leadership and co-ordination role. We will manage and update the database of open spaces by putting in place appropriate mechanisms and standards for collecting and categorising open space data.

Monitoring progress against the headline actions will be an ongoing process. We will review the strategy in 2024 and agree the next phase of actions to be taken forward. Although the strategy sets out what we intend to do over the next five years, some of the actions will be longer term and will be taken forward into the next delivery plan. We also recognise the importance of being flexible and adapting to new challenges and opportunities as they arise.

How we developed the strategy

We began developing the Belfast Open Spaces Strategy in early 2017 when we commissioned AECOM to support the key activities and a baseline study. This strategy was developed with our partners and stakeholders, with the council playing a key leadership and co-ordination role.

Key activities

- In 2017, we set up an internal ‘Strategy Oversight Steering Group’ (made up of inter-departmental representatives) to give oversight and guidance.
- In 2017, we established a ‘Strategy Advisory Group’, with representatives from a range of agencies and organisations across Belfast, to help shape the development of the strategy.

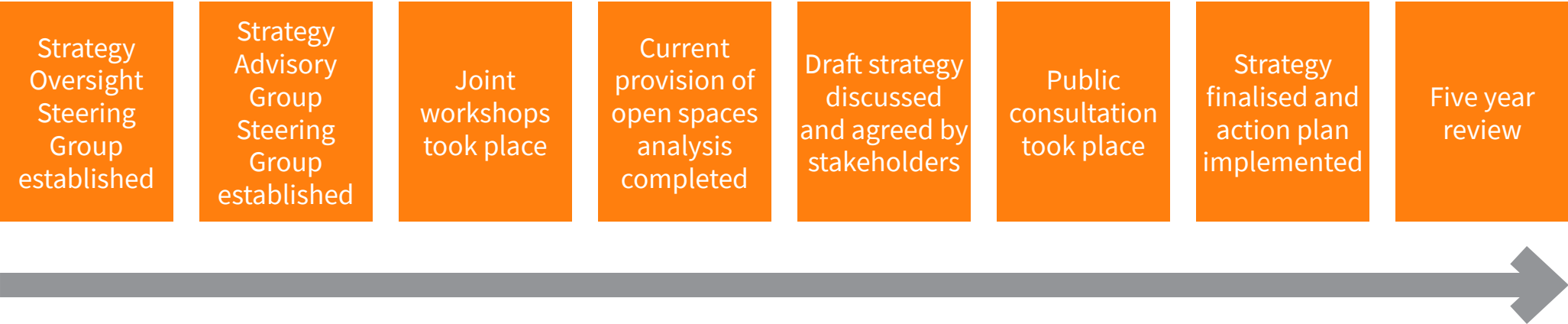
- We then organised a series of combined workshops with the ‘Strategy Advisory Group’ and the ‘Strategy Oversight Steering Group’ at key milestones throughout the strategy process. Information from the workshops was reviewed and agreed by participants.

In 2018, we finalised an open space audit, which assessed open space provision, accessibility and future action based on the city’s growth strategy.

We used the Belfast Metropolitan Area Plan (BMAP) open space dataset as a starting point and worked closely with our partners and stakeholders including the Department for Infrastructure (DfI), Department for Communities (DfC) and NI Housing Executive (NIHE) and the Education Authority to source external open space data sets. We now have a comprehensive database of private and public open spaces across the city that has been categorised using our open space typology.

Where do we go from here?

We will use the open spaces audit to inform area-based working, prioritisation and planning. The diagram below shows the stage we are currently at and summarises the next steps in the process.



Glossary of terms

Anti-social behaviour (ASB)

Area of Special Scientific Interest (ASSI)

Belfast Metropolitan Area Plan (BMAP)

Belfast Metropolitan Urban Area (BMUA)

Belfast Open Spaces Strategy (BOSS)

Business Improvement Districts (BIDs)

Fields in Trust (FiT)

Green and Blue Infrastructure Plan (GBIP)

Invasive alien species (IAS)

Living with Water Programme (LwWP)

Local areas for play (LAPs)

Local Biodiversity Action Plan (LBAP)

Local Development Plan (LDP)

Local equipped areas for play (LEAP)

Local Government Reform (LGR)

Local Nature Reserves (LNR)

Multi use games areas (MUGA)

National Playing Fields Association's (NPFA)

Neighbourhood equipped areas for play (NEAP)

Northern Ireland multiple deprivation measures (NIMDM)

Planning Policy Statement (PPS)

Programme for Government (PFG)

Regional Development Strategy (RDS)

Sites of Local Nature Conservation Importance (SLNCI)

Strategic Planning Policy Statement (SPPS)

Super output area (SOA)

Sustainable drainage systems (SuDS)







Subject:	Social Value
Date:	22 nd March 2019
Reporting Officer:	John Greer, Director of Economic Development
Contact Officer:	Ruth Rea, Economic Development Manager

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 purpose of this report is to update members on the work being undertaken to review the Council's approach to social value and to set out a proposed timeframe for the work, in the context of the recent Notice of Motion presented at the January 2019 meeting of Council.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> - Note the content of the social clauses notice of motion submitted by Councillor Beattie to the Council meeting on 7 January 2019 and subsequently presented to the SP&R meeting on 25 January; - Note the ongoing work to develop the Inclusive Growth Strategy as the Council's all-encompassing approach to social value;

	<ul style="list-style-type: none"> - Note the work being undertaken to develop an Inclusive Growth Procurement Framework aligned to overarching strategy and agree to the next steps proposed for its development.
3.0	Main Report
3.1	<p>As Members will be aware, a notice of motion was presented to the Strategic Policy & Resources Committee at its 25th January meeting by Cllr Ciaran Beattie (see Appendix 1). The motion calls on the Council to develop and adopt a social value strategy specifically aimed at adopting a more progressive approach to social clauses, with inbuilt mechanisms for social needs assessments and the establishment of monitoring and evaluation frameworks. An outcome-based approach to social value is endorsed by the motion as well as a recognition that the strategy should be used to tackle poverty, particularly within areas of deprivation.</p>
3.2	<p>Members will also be aware that, for some time, the Council has been engaged in a range of activities to support “social value”. Social value means measuring investment by using more than just commercial metrics and considering other impacts that have a more “social” focus. The ethos of social value aligns with the commitments set out in the Belfast Agenda to support inclusive growth.</p>
3.3	<p>Officers are currently developing an Inclusive Growth Strategy which will articulate the Council’s statement of intent on inclusive growth, clearly outlining our ambitions and the mechanisms to be utilised to achieve our overarching ambitions. The strategy will also be clear on how we will monitor and report on the impact of our measures. The scope and focus of this strategy will incorporate the ethos of social value, effectively becoming the Council’s approach to delivering social value.</p>
3.4	<p>The scope of the Inclusive Growth Strategy will be far-reaching, challenging Officers to consider how inclusive growth is integrated across its functions, interventions and initiatives. One of the most effective levers at the Council’s disposal to achieve our inclusive growth ambitions is through procurement. This is not a new area of work for the Council. Our existing Social Clause Policy currently provides a mechanism to integrate social clauses within the commissioning process, primarily geared towards leveraging employment and work placement opportunities for the unemployed and graduates. The current approach is a relatively blunt tool and there is an opportunity to evolve our existing approach to a more progressive and flexible model which will have more impact. This would entail integrating</p>

	social, economic and environmental requirements as a core deliverable of a contract with an associated value as part of the award criterion when appointing contracts.
3.5	The Council has piloted this approach in a number of strategic contracts including the operator contract for the Innovation Factory and the Leisure Transformation Programme capital build. The outcome of these pilots has identified that this approach has the ability to deliver a greater level and wider spectrum of social and economic benefits than is currently delivered through our Social Clause policy.
3.6	Best practice review of English local authorities has identified that social value is regularly incorporated in their procurement approaches, with a number of authorities undertaking particularly progressive approaches, such as Manchester City Council. A key driver for this was the introduction of the Public Services (Social Value) Act 2012. This legalisation came into force in England and Wales in 2013 requiring commissioners of public services to consider how they can secure wider social, economic and environmental benefits. Since its adoption, proactive lobbying has taken place to bring forward legalisation in respect of a Social Value Act for Northern Ireland. Due to the absence of an Assembly progress has not been achieved in this regard. The European Directive that formed the basis of the Social Value Act is, however, applicable in Northern Ireland.
3.7	The absence of this legalisation in Northern Ireland does not prevent the Council from integrating social value through the commissioning process, as this is permissible under the main Procurement Legislation, the Public Contract Regulations 2015. The main difference with the situation in England and Wales therefore, is that the Council can elect to integrate social value on a voluntary basis, as opposed to a mandatory requirement through a Social Value Act.
3.8	Taking into account the procurement pilots undertaken, the ambition of the notice of motion and best practice gained from local authorities in England, it is proposed that the Council develop an Inclusive Growth Procurement Framework. Aligned to the ambitions within the Inclusive Growth Strategy the framework will provide a practical tool to integrate, manage and measure the social, economic and environmental benefits achieved through our procurement and commissioning process. If approved, the Framework would replace the Council's current social clause policy.

3.9	<p>Officers have already been undertaking development work for some time. This has involved a review of best practice approaches and engagement with officers from across Council including Legal Services and Corporate Procurement Services. The next steps in the framework's development are as follows:</p> <ul style="list-style-type: none"> - Joint development of the framework in line with the Inclusive Growth Strategy, recognising the ambitions and outcomes defined within this will need to be reflected within the procurement framework. A working group with representation the Strategic Hub, Corporate Procurement Services and Economic Development will be responsible for drafting the procurement framework. It is expected development of the framework will consider: <ul style="list-style-type: none"> o Implication on procurement processes; o Consideration of how social, economic and environmental benefits can be aligned to areas of need; o Governance arrangements for integrating social value within the procurement process; o Mechanisms to effectively monitor and measurement contractor performance in this area; o Resource implications of adopting the framework, to include the screening, development, implementation and measurement of the framework, need for staff training etc. - Engagement will take place with the Commercial Panel to consider the implication of the framework, and to inform its development in line with other agendas i.e. efficiency programme; - Presentation of the draft Procurement Framework at the June meeting of Strategic Policy & Resources Committee for members' consideration and endorsement.
3.10	<p><u>Financial & Resource Implications</u></p> <p>Financial and resource implications will be considered as part of the development of the Procurement Framework.</p>
3.11	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>Consideration will be given in the development of the framework as to Equality and Good Relations implications.</p>
4.0	Appendices – Documents Attached
	Appendix 1 – Social Clauses Notice of Motion



Subject:	Request to join QUB Climate Commission
Date:	22 March 2019
Reporting Officer:	Grainia Long, Commissioner for Resilience
Contact Officer:	Clare McKeown, Sustainable Development Manager

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	Belfast City Council has received a request from Queen's University Belfast to join a 'Climate Commission' for Belfast, which will work closely with Edinburgh and Leeds, and is funded by the Economic and Social Research Council. It is proposed that the Commissioner for Resilience join the Commission, working alongside the Council's Sustainable Development Manager, Clare McKeown.
2.0	Recommendations
2.1	The Committee is asked to agree: <ul style="list-style-type: none"> - That Belfast City Council accepts the invitation from Queen's University Belfast to join the ESRC-funded 'Climate Commission' for Belfast.

	<ul style="list-style-type: none"> - That the Commissioner for Resilience, Grainia Long, joins the Commission as part of her broader work to develop a resilience strategy for Belfast. - The work will also inform our broader sustainable development goals as lead by the Council's Sustainable Development Manager, and will help to inform how we meet our obligations under the UK Climate Change Act.
3.0	Main report
	<u>Key Issues</u>
3.1	The UK Minister for Energy and Clean Growth, Claire Perry, launched an initiative in January to create a network of new and extended city climate commissions in Edinburgh, Belfast and Leeds. The project aims to help the UK meet the requirements of the 2015 Paris Agreement on climate change and the UK Climate Change Act by building local capacities and stimulating the flow of green finance into cities across the UK.
3.2	Known as Place-based Climate Action Network (P-CAN), the project will help the local delivery of the UK's climate change objectives by supporting action in UK cities through a partnership made up of the private, public and third sectors.
3.3	The Economic and Social Research Council (ESRC) is investing £3.5 million in P-CAN over the course of five years. It will be hosted by the London School of Economics and Political Science, the University of Leeds, the University of Edinburgh and Queen's University, Belfast. It will seek to increase engagement between university researchers and the public, private and third sectors in building environmental resilience in the context of a changing climate.
3.4	Belfast City Council has been asked to join the Climate Commission for Belfast, which seeks to accelerate and sustain the transition to a low-carbon, climate-resilient society through the creation of local climate commissions, following the Leeds model developed in 2017, as well as other broader measures focused on increasing investment in low-carbon, climate-resilient development.
3.5	Given our membership of the 100 Resilient Cities programme, and our work to develop a resilience strategy for Belfast, which will seek to build our environmental resilience as a city, the Commission is a timely opportunity to work with other cities and key strategic partners in this area.

3.6	Our participation will involve contributing to discussion with public and private sector partners on improving Belfast's environmental resilience, contributing ideas on optimum ways to build a climate resilient society and practical ways deliver transition to a low-carbon city.
3.7	The Lord Mayor previously wrote a letter of support for the application from QUB to join the programme. Should the committee agree to this proposal, the Lord Mayor will be asked to participate in the launch of the Commission on the 9 April, in Belfast. <u>Financial & Resource Implications</u>
3.8	No financial implications. The main resource implication is the time spent by the Commissioner for Resilience. <u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.9	None.
4.0	Appendices – Documents Attached
	None

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Subject:	Physical Programme Update
Date:	22 March 2019
Reporting Officer:	Gerry Millar, Director of Property & Projects Ronan Cregan, Deputy Chief Executive and Director of Finance and Resources
Contact Officer:	Sinead Grimes, Programme Office Manager

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 Council's Capital programme is a rolling programme of investment which either improves the existing Council facilities or provides new Council assets. This report highlights the status of projects under the Programme along with projects recommended to be moved Stages.
2.0	Recommendations
2.1	The Committee is asked to – Projects

- **IT Programme - Replacement of the NI Planning Portal** – agree the recommendation that the Council **supports the DfI-led regional project to replace the current Northern Ireland Planning Portal with another shared regional IT system**. Members are asked to note that this is subject to
 - the capital cost to Local Government being split evenly between the 11 councils with the operating costs to be determined in the context of the contract awarded (as agreed by SOLACE);
 - the regional project demonstrating clear and robust progress – this includes commitment from all Council by April 2019;
 - BCC being part of the first wave of councils to implement the new IT system; and
 - BCC taking a lead role in the project, including representation on the Project Governance Board and providing staff resources to the core project team. The resources required for this are 2 x Grade PO4 posts for a temporary period of 3 years. Members are asked to agree this resource support and to note this will be part of the Council's capital contribution towards the project
- **IT Programme – Customer Focus Programme** – Members have agreed an ambitious Customer Focus Strategy for the Council which has been designed to significantly improve the quality of the services that the Council provide while substantially reducing the costs of service delivery. Work is already underway on the delivery of the strategy however the effective implementation of the strategy will require an associated IT Programme to underpin it and to ensure the Customer Focus strategy can be successfully delivered

Movements

- In light of the timescales required (Planning Portal – commitment from all local councils by April 2019 and Customer Focus - to deliver on the agreed customer focus strategy) it is recommended that both projects are **moved to Stage 3 – Committed on the Capital Programme**. It is however recommended that both projects are held at *Tier 0 – Schemes at Risk* pending satisfactory tender returns. An update will be brought back to Committee at this stage along with the final budget allocation and confirmation that this is within the affordability limits of the Council.
- In addition Members are asked to agree that the necessary procurement processes be initiated with contracts to be awarded on the basis of most economically advantageous tenders received and full commitment to deliver for the above projects as required.

3.0 Main report

Key Issues

3.1 IT Programme- NI Planning Portal Replacement

Senior Responsible Owner (SRO)	Alistair Reid (Aidan Thatcher)
Client Department	Place and Economy (Planning Service & Building Control)

Members will be aware that the Northern Ireland Planning Portal (NIPP) provides the public website interface which citizens use to find information and comment on planning applications. It also provides back-office software that the Council's Planning Service uses to process planning applications as well as supporting the administration of regional property certificates. The NIPP was implemented by the former Department of Environment in 2010 as a central IT solution and was inherited by the 11 councils as a shared system in 2015 on the transfer of planning powers to local government. The contract for the Planning Portal is managed by the Department for Infrastructure (DfI) and is due to expire at the end of March 2019. DfI is currently negotiating a contract modification to ensure continued technical support for the NIPP beyond March 2019 until the end of 2020.

Members will be aware that the current NIPP is far from fit for purpose and is a significant impediment to the Council for further improving its planning service. The NIPP was introduced in 2010 as a hybrid solution based on a Commercial off the Shelf (COTS) product that has been heavily customised for Northern Ireland purposes. This has meant that the COTS element has not followed the natural upgrade path and is several years behind the latest version. **The need to replace the Planning Portal by 2019/20 is a critical service risk.**

Since 2016, local government has been participating in the DfI-led regional project that is examining the options to replace the NIPP. The Council agreed to participate and contribute to the cost of the regional project. Unfortunately, the project has been delayed whilst the Councils agreed the minimum requirements upon which the Draft Outline Business Case was built, and to agree the funding model, and how much contribution from the Department v Local Government. DfI have now published a revised Outline Business Case (OBC) in January 2019. The recommendation is to replace the NIPP with another shared regional system remains and it proposes to fast-track the process with implementation by 2022. The Department's proposals (as agreed with Local Councils via SOLACE) set out in the OBC are:

- that the NIPP is replaced with a single regional IT system shared between the 11 councils and DfI;
- that the IT system will be a COTS product to meet the requirements of the regionally agreed Minimum Viable Product;
- the new system will allow some local configuration to meet individual council needs (e.g. reports, templates, searching etc.); and

- that procurement will follow the Competitive Procedure with Negotiation.

Timing – Due to the limitations with support of the ongoing system Councils are being requested to confirm their support for the new regionally led proposal by April 2019. If this is agreed then it is anticipated that a new system will be in place by 2022.

Costs – A financing model has been agreed by SOLACE with 45% of the capital costs to be funded by DfI, with the remainder to be evenly split of between the 11 councils with operating costs to be determined in the context of the contract awarded. Members are asked to note that indicative costs have been tested as part of the OBC process however the total cost will not be known until the tender return.

In parallel the Council has been examining other options which are available and an alternative to BCC agreeing to the Department's regional solution is for it to procure its own standalone IT system. Officers have undertaken market research to establish the availability and cost of planning IT solutions in the market place.

Officers have appraised the options and are **recommending to Members that the Council supports the DfI-led regional project** as opposed to the Council procuring a stand-alone system. There are a number of reasons for this including that -

- the regional option provides greater capacity to deliver and there would be a significantly reduced level of risk overall
- BCC procuring a standalone IT system would likely result in political fallout with the Department and other 11 councils as it would be a serious setback to the regional project.
- would also likely impinge on NI customers who would have to use two different public website interfaces, which is far from ideal in terms of consistency across the region.
- the costs of both options are likely to be similar, although there is a greater costs risk around data migration if BCC were to go alone. The BCC standalone option would also require significantly greater up-front capital investment and staff resourcing.

Members are therefore asked to agree that the Council supports the DFI-led regional solution subject to the following:

- BCC taking a lead role in the project e.g. in the areas of procurement, finalisation of the specification, design, build, implementation and governance. This will include representation on the Project Governance Board and providing staff resources to the core project team;

- the full Minimum Viable Produce is required (not a “MVP-light option). This would deliver all of the functionality that would enable critical service improvements, particularly online submission functionality;
- the cost to local government is split evenly between the 11 councils in terms of capital for the product, and operating costs to be determined in the context of the contract awarded;
- the regional project demonstrates clear and robust progress, including commitment from the other councils, by no later than April 2019; and
- BCC is part of the first wave of councils to implement the new IT system

Members will note from the above the proposal that the Council provides staff resources to support the new system. This resource is crucial as it will enable BCC to take a lead role in the implementation of the project and mean that the new IT system best meets the Council’s needs. The Department has also confirmed that the greater staff resource the Council contributes to the project, the less cash contribution it will need to make. Members are therefore asked to agree 2 x Grade PO4 posts for a temporary period of 3 years to support the project as part of the Council’s capital contribution.

Members are asked to agree that the **IT Programme- NI Planning Portal Replacement project be moved to Stage 3 - Committed on the Capital Programme given the timescales and the need for an agreement from Council’s by April 2019. It is however recommended that this project is held at Tier 0- - Schemes at Risk pending the final tender return.** An update will be brought back to Committee at this stage along with the final budget allocation and confirmation that this is within the affordability limits of the Council.

Members are asked to note that a separate report was brought to the Planning Committee on 12th March regarding the proposed way forward for this project and highlighting that this was subject to approval by the SP&R Committee.

3.2 IT Programme- Customer Focus

Senior Responsible Owner (SRO)	Ronan Cregan
Client Department	Finance and Resources Services

Members will be aware that Council have approved the **Customer Focus Programme**, which will deliver Council services differently, in a more integrated way that is focused on the needs of the people. The customer focussed business strategy has the potential to significantly improve the quality of the services that the Council provide, while substantially reducing the costs of service delivery. The business strategy will help the Council to focus better on the needs of its customers; better understand the cost of service delivery; realise efficiency savings; and provide customer insight to improve decisions making.

	<p>Members will be aware that an integral part of the Customer Focus Programme is the necessary technology requirements and back up. The anticipated outputs of the IT Programme- Customer Focus project includes; corporate CRM implementation, telephony solution to deliver customer focus requirements, new website design and content management system, new integration platform, mobile application development platform and internet service resilience. It is envisaged that the outcomes of this project will be a customer hub with enhanced customer contact experience; enhanced technology; streamlined website and applications that are easy to navigate; and enhanced quality of data and customer insights that would be used to improve business performance.</p> <p>As outlined above the Customer Focus IT Programme will contain a number of distinct but inter-related IT projects. Officers have already undertaken research on the potential solutions. However it is not possible at this point to accurately allocate a budget for this Programme. The only way to obtain definitive costings will be to go out to the market via an open procurement process.</p> <p>In order to support the agreed Customer Focus Strategy and the timescales that have been agreed by Members as part of this it is recommended that the associated Customer Focus IT Programme is moved to Stage 3 – Committed on the Capital Programme. This will ensure that the technological solutions required can be procured on time. It is however recommended that this Programme is held at <i>Tier 0 – Schemes at Risk</i> pending the tender return prices. Further updates will be brought back to Committee as this Programme progresses along with the final budget allocation and confirmation that this is within the affordability limits of the Council.</p> <p>In addition Members are asked to agree that the necessary procurement processes (including the invitation of tenders and/or the use of appropriate ‘framework’ arrangements) be initiated for the Customer Focus IT Programme with contracts to be awarded on the basis of most economically advantageous tenders received and full commitment to deliver for the above projects as required.</p>
3.3	<p><u>Financial & Resource Implications</u></p> <p><i>Financial</i> — The final budget for both projects will be brought back to Committee for sign-off and confirmation that it is within the affordability limits of the Council upon receipt of the tender returns. Both projects will be held at Tier 0 pending this.</p> <p><i>Resources</i> – Planning Portal - 2 x Grade PO4 posts for a temporary period of 3 years to support the project as part of the Council’s capital contribution</p> <p>IT Programme – Customer Focus– Officer time to deliver as required</p>
3.4	<p><u>Equality or Good Relations Implications/ Rural Needs Assessment</u></p> <p>All capital projects are screened as part of the stage approval process</p>

4.0	Appendices – Documents Attached
	None.

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Subject:	Area Working Update
Date:	22 nd March 2019
Reporting Officer:	Nigel Grimshaw, Director of City & Neighbourhood Services Gerry Millar, Director of Property & Projects
Contact Officer:	Geoff Dickson, Strategic Planning & Policy Officer Jamie Uprichard, Community Planning Officer

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	To seek Members' approval of the minutes of the recent meeting of the East AWG and an additional recommendation to the SP&R Committee arising from the meeting.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> AWG minutes <p>Approve the most recent minutes of the East Belfast AWG on 7th March 2019 as attached at Appendix 1.</p>

	<ul style="list-style-type: none"> • Ballymacarrett Walkway – ‘BCC Options site’ <p>Agree the recommended proposal set out in 3.2 below from the East AWG on 7th March.</p>
3.0	Main report
	<p><u>KEY ISSUES</u></p> <p>Area Working Group Minutes</p> <p>3.1 Members agreed in June 2016 that the Area Working Group minutes would be taken into the SP&R Committee for approval going forward in line with the Council’s commitment to openness and transparency and to ensure a consistent approach with other Member-led Working Groups.</p> <p>Members are asked to approve the minutes of the East Belfast AWG on 7th March 2019 as attached at Appendix 1.</p> <p>Ballymacarrett Walkway – ‘BCC Options site’</p> <p>3.2 At its meeting on 7th March 2019, members of the East Belfast AWG agreed to recommend to the Strategic Policy and Resources Committee that Option 2 be progressed for the BCC ‘Options Site’, (see Appendix 2), namely a high level ‘masterplan’ reflecting all existing/new interests, and proposing the most appropriate location for each land-use zoning (i.e. play-park/recreational space, private development, community and young people services provision).</p> <p>FINANCIAL & RESOURCE IMPLICATIONS</p> <p>3.3 There are no additional financial implications contained within this report.</p> <p>EQUALITY OR GOOD RELATIONS IMPLICATIONS/RURAL NEEDS ASSESSMENT</p> <p>3.4 No implications.</p>
4.0	Appendices – Documents attached
	<p>Appendix 1 – Minutes of the East Area Working Group (March 2019)</p> <p>Appendix 2 – Option 2 – Ballymacarrett Walkway</p>

East Belfast Area Working Group

Thursday, 7th March, 2019

MEETING OF EAST BELFAST AREA WORKING GROUP

Members present: Alderman Haire (Chairperson);
The High Sheriff of Belfast (Alderman Sandford);
Aldermen Copeland and McGimpsey; and
Councillors Dorrian, Hussey, Johnston,
Kyle, Long, McReynolds, Mullan and Newton.

In attendance: Mr. N. Grimshaw, Strategic Director of City and
Neighbourhood Services;
Mr. G. Millar, Director of Property and Projects; and
Mrs. L. McLornan, Democratic Services Officer.

Apologies

Apologies for inability to attend were reported from Councillors Armitage, Graham, Howard and O'Neill.

Minutes

Alderman McGimpsey stated that he had made a declaration of interest in relation to Item 5, Physical Programme, in that, while he was not a member of Lagan Village Youth and Community Centre Steering Committee, he had attended meetings of the Group and had provided advice. The Area Working Group agreed that this be added to the minutes.

Subject to this variation, the Working Group agreed that the minutes of the meeting of 7th February were an accurate record of proceedings.

Declarations of Interest

No declarations of interest were recorded.

Hollywood Arches Greenway's Projects (Proposals for Ballymacarrett Walkway 'Options Site' and Bloomfield Walkway Update)

The Area Working Group considered the undernoted report:

“1.0 Introduction Hollywood Arches Greenway's Projects

- 1.1 As Members are aware, Officers are working on wider improvement plans for the east of the City which will regenerate key stretches of the Comber Greenway linking down to Titanic railway halt. These projects will improve both the open spaces and the travel infrastructure and have been developed through

an Area Working approach with our partners (Eastside Partnership, UV, DfI Roads, the Education Authority) to ensure joined-up thinking and consistency of design between projects so that together, we are delivering the best possible result for communities. *(See Appendix 1 on mod.gov – Wider Greenway Improvement Plans for East)*

1.2 Projects include:

- Bloomfield Walkway Project
- Ballymacarrett Walkway – Island Street Project
- ‘BCC Options site’, Ballymacarrett Walkway

1.3 Member’s will recall that at February’s Area Working Group, an update was provided about DfI’s commitment of funding for the first phase of environmental improvements at the Bloomfield Walkway, under the condition that BCC lead on all further project development work and consultation, and deliver the project *(which the AWG subsequently agreed to)*. It was also advised that Officers were in the process of finalising the engagement plan with the view to carrying out consultation, making final revisions and having works on site late March. Members have since been undated on planned events. Further details of the project and engagement are set out below. (see Section 2.0)

1.4 At last month’s AWG meeting, Members were also reminded of their previous request for Officers to engage further with all parties who had expressed interest in the regeneration of the ‘BCC Options site’ at Ballymacarrett. This was so that, in addition to the original open space/play park proposal for which £800k CCG underspend had now been ring-fenced, further option(s) could be refined and brought back for consideration. This exercise has now been completed and direction from Members is now being sought in regards to the two options for the site which are being presented for discussion (see Section 3 below).

2.0 Recommendations

2.1 The AWG is asked to:

- note the project updates for the Bloomfield Walkway Environmental Improvements scheme as well as the Ballymacarrett – Island St Project as set out in the relevant sections below
- consider the two options for the BCC ‘Options Site’ as set out in Section 4 of the report and illustrated in Appendices 4 and 5 on mod.gov, and agree which should be progressed
- *(If ‘Option 2’ is preferred)* – Members are asked to agree on the general location of each land-use zoning within the ‘Options Site’, and for Officers to engage further in

regards to potential sale of land parcels to the EA/ for private development.

3.0 Bloomfield Walkway Project (Environmental Improvements)

- 3.1** With agreement for BCC/Dfl partnership working for the Bloomfield Walkway environmental improvements project now in place – attention is focused on community and public engagement. As Members are aware (*via email dated 25th Feb*) - two public information sessions are scheduled over the coming days which will give the public the opportunity to come along and hear more about the plans from Officers from Dfl and BCC and share their feedback, i.e.
- Friday 8 March (2pm-7pm), Eastside Visitor Centre
 - Monday 11 March (10am-3pm), Walkway Community Centre
- 3.2** To ensure local awareness and publicity for the project and engagement events, a mail drop to local residents has taken place, posters have been displayed in local community venues and the walkway itself. This is being further supported by use of social media platforms by ourselves and our partners, as well as Council's website at www.belfastcity.gov.uk/walkways
- 3.3** Proposed improvement works include: landscaping (planting and grass mounding), street furniture, upgrading of all paths, decorative railings, and new lighting which will all enhance the amenity space aesthetically as well as improved accessibility for pedestrians and cyclists. Officers hope to have works started on-site by the end of March and completed by early July (apart from the trees planting element which will be the autumn planting season). Diversions will be in place around the perimeter of the secured site for the duration of the build period.
- 3.4** The scheme will build upon recent investments from Dfl's path widening works along the walkway as well as Council's LIF funded play park and multi-use games area to create a welcoming, safe and attractive linear park for the local community to enjoy. The works will also improve accessibility for cyclists and walkers along this stretch of the Comber Greenway.
- 3.5** Later phases (Phase 2 & 3) for which funding is still to be secured, focus on reconfiguration of carpark, and development of the fenced 'community area' to rear of the Village Church and Walkway Community Centre.
- 3.6** In the coming weeks, Officers from City and Neighbourhood Services will engage with the local community sector about to develop proposals for the programming of the space which may include a family focused opening event for the scheme in the

Summer. More information on this will be brought back to AWG in due course. Conversations are also ongoing with DfI Rds in regards to Management and Maintenance requirements.

4.0 Ballymacarrett Walkway – ‘BCC Options site’

4.1 At October’s Area Working Group, Members were updated about a number of external interests expressed regarding the regeneration of BCC’s land at Connswater Community Centre adjacent to C.S Lewis Square. Although it was recognised that £800k CCG project underspend had now been ring fenced for a previously designed ‘play-park’ /recreational space scheme on the site, it was agreed that at that stage nothing should be ruled out and a process of further engagement with all parties about each proposal, including their land-use requirements should be progressed. This process is now complete and two options are now presented for Members’ consideration:

4.2 Option 1 - Original play-park /open space scheme around existing community facility - original concept design drafted in consultation with centre staff in 2016 (*See Appendix 4 on mod.gov*)

4.3 Option 2 - High level ‘masterplan’ reflecting all existing/new interests, and proposing most appropriate location for each land-use zoning (i.e. play-park/recreational space, private development, community and young people services provision). (*See Appendix 5 on mod.gov*)

Option 2 includes the following land - use zones:

1. Community/ Children and Young Peoples Services Zoning

4.4 This zoning includes a number of complementary new build projects which together would create a ‘hub’ which maximises the service offer to the local community. This land-use reflects the Education Authority’s current interest in purchasing land to build a centre for local children and young person’s services (*emerging preferred option in 2018 Economic Appraisal*); as well as our own interest in building a replacement, fit-for-purpose community facility at this location to enhance local service provision.

2. Private Development Zoning

4.5 Proposed new 3-4 storey building in corner site overlooking C.S Lewis Square as proposed by local developer. Initial proposal is for primarily residential building with possible commercial/ community or other use on ground floor. [Note any future land sale would be taken forward through a development brief via the open market]

3. Play-park/Recreational Space Zoning

- 4.6** Open space development for which £800k CCG project underspend had been ring fenced. The proposed location (on the existing community centre building) dictates that this would be the last phase of development, i.e. new community facility built before existing structure demolished/site cleared. This asset would physically complement the proposed new facilities within the adjacent community and young person zoning.
- 4.7** Part of the Ballymacarrett Walkway – Island Street project funding has been confirmed for improvements to Comber Greenway ‘path’ that cuts through the ‘BCC Options Site’. As a next step the intention is to make an application to DfI Roads for the realignment of the existing pathway towards the site boundary in order to maximise the useable space within the site regardless of land-uses. (see *Appendix 3 on mod.gov - ‘BCC Options Site’ boundary and path realignment*).
- 5.0** **Ballymacarrett Walkway – Island Street**
- 5.1** Officers are also working with the DfI, UV and Eastside Partnership on plans for a greenway and cycling improvement scheme for Ballymacarrett Walkway and Island Street, which links the Hollywood Arches and Titanic railway halt.
- 5.2** Draft designs have been prepared and proposed works include the creation of a segregated cycle path along Island Street, and environmental improvements to the walkway including upgrading of paths, improved lighting, and landscaping.
- 5.3** Preparations for community/public consultation later this Spring is underway, and will feed into UV’s ongoing business case development process for the project. A further update on this project and engagement events will be brought to AWG in due course.”

After discussion, the Area Working Group:

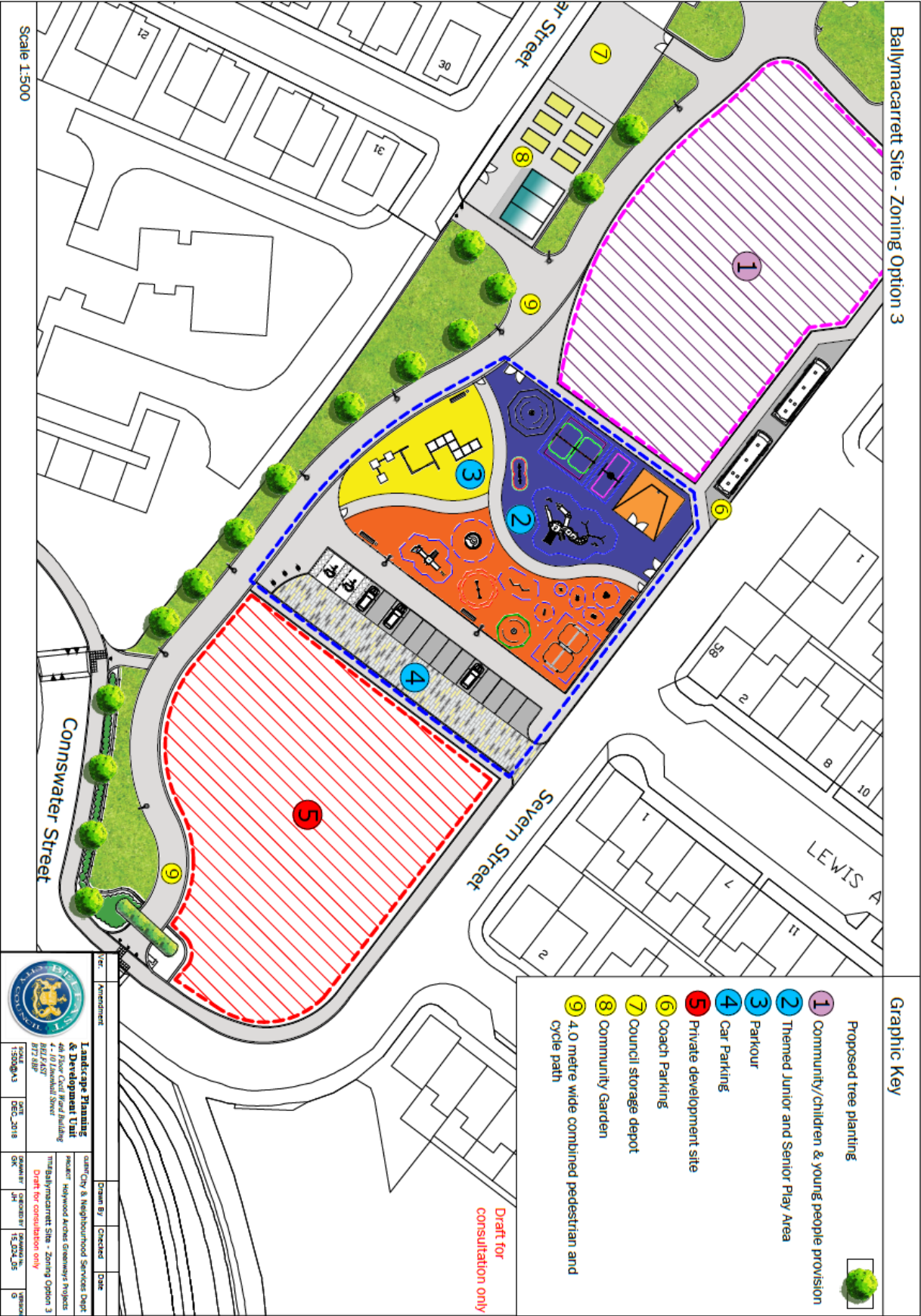
1. noted the project updates for the Bloomfield Walkway Environmental Improvements scheme and the Ballymacarrett – Island St Project;
2. agreed to recommend to the Strategic Policy and Resources Committee that Option 2 be progressed for the BCC ‘Options Site’, as set out in Section 4 of the report and in Appendix 5 on mod.gov; and
3. agreed on the general location of each land-use zoning within the ‘Options Site’, and that officers would engage further regarding the potential sale of land parcels to the EA/for private development.

Strand Arts Centre

The Director of Property and Projects provided the Working Group with an update on the status of the Strand Arts Centre proposal and explained that the project was currently under consideration by the Department for Communities' economists.

After discussion, the Working Group agreed that intervening at this stage would not be appropriate and that it would consider the Strand Arts Centre proposal at its next meeting, which would be in the new Council term.

Chairperson



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Subject:	CIPFA Prudential Code Capital Strategy and Treasury Management Indicators 2019/20
Date:	22 March 2019
Reporting Officer:	Ronan Cregan, Deputy Chief Executive and Director of Finance and Resources
Contact Officer:	Trevor Wallace, Financial Accounting Manager

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
1.1	The Local Government Finance Act (NI) 2011 and the supporting Prudential and Treasury Codes produced by the Chartered Institute of Public Finance and Accountancy (CIPFA), require the council to consider the affordability and sustainability of capital expenditure decisions through the reporting of prudential and treasury management indicators.
1.2	An update to the Prudential Code now requires the Council to produce a Capital Strategy for 2019/20, This report provides information for Members on the Capital Strategy, incorporating the prudential indicators for Belfast City Council for the period 2019/20 to 2021/22, and the Council's Treasury Management Strategy for 2019/20.

2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • note the contents of this report and the prudential and treasury management indicators included within the appendices to the report. <p>And agree:</p> <ul style="list-style-type: none"> • The Authorised Borrowing Limit for the Council of £165m for 2019/20 • The Treasury Management Strategy for 2019/20, which has been included as Appendix B to this report
3.0	Main report
3.1	<p>The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to agree a minimum revenue provision policy annually and set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.</p>
3.2	<p>At the Strategic Policy and Resources Committee on the 9 December 2011, Members approved the Council's Treasury Management Policy which is based on the CIPFA Treasury Management Code of Practice. The Treasury Management Policy requires that a Treasury Management Strategy be presented to the Strategic Policy and Resources Committee on an annual basis and that it is supported by a mid-year and year end treasury management reports.</p>
3.3	<p>The Capital Strategy, incorporating the prudential indicators, is included as Appendix A, while the treasury management strategy and treasury management indicators have been included as Appendix B.</p>
3.4	<p>The comparison of "Gross Borrowing" to "Capital Financing Requirement (CFR) is the main indicator of prudence when considering the proposed capital investment plans of the Council. Estimated gross borrowing should not exceed the CFR for the current year plus two years. The Council's estimated gross borrowing position, illustrated in Table 6, Appendix A, is comfortably within the CFR in the medium term. The Director of Finance and Resources therefore considers the estimated levels of gross borrowing as being prudent.</p>

3.5	Table 9 (Appendix A) shows the estimated financing costs for capital expenditure as a percentage of the estimated net revenue stream for the Council, based on the medium financial plan. These illustrate that in the medium term, capital financing costs will represent 12.06% of the Council's net running costs. On this basis the Director of Finance and Resources is satisfied that the level of capital expenditure is affordable.
3.6	The Finance Act requires the Council to set an affordable borrowing limit, relating to gross debt. The Prudential Code defines the affordable limit as the "Authorised Borrowing Limit" and gross borrowing must not exceed this limit. Table 8 (Appendix A) sets out the recommended "Authorised Borrowing Limit" for the Council as being £165m for 2019/20.
	<u>Financial & Resource Implications</u>
3.7	As detailed in the report
	<u>Equality or Good Relations Implications</u>
3.8	None
4.0	Appendices – Documents Attached
	<ul style="list-style-type: none"> • Appendix A – Capital Strategy Report 2019/20 • Appendix B – Annual Treasury Management Strategy 2019/20

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Capital Strategy Report 2019/20

1. Introduction

This capital strategy is a new report for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2. Capital Expenditure and Financing

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £25k are not capitalised and are charged to revenue in year.

In 2019/20, the Council is planning capital expenditure of £65m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £thousands

	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
General Fund services	39,367	64,490	49,328	10,910

The main General Fund capital projects include Andersonstown Leisure Centre £10.6m, Lisnasharragh Leisure Centre £8.4m, Brook Leisure Centre £7.7m.

Governance – The Council’s Capital Programme is agreed on a yearly basis by the Strategic Policy & Resources Committee in its role as the Council’s investment decision maker. All capital projects must go through a 3-stage approval process and decisions on which projects are added to the Capital Programme and which projects progress are also taken by SP&R Committee. This provides assurance as to the level of financial control and allows Members to properly consider the opportunity costs of approving capital projects. The Property & Projects Department and Financial Services calculate the financing cost of all proposals, including emerging proposals. As part of the final investment decision it must be confirmed that any project is within the affordability limits of the Council.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council’s own resources (revenue, reserves and capital receipts) or debt (borrowing and leasing). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £thousands

	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
External sources	0	0	0	0
Own resources	9,001	11,256	3,580	2,780
Debt	30,366	53,234	45,748	8,130
TOTAL	39,367	64,490	49,328	10,910

Debt is only a temporary source of finance, since loans and leases must be repaid, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Table 3: Repayment of debt finance in £thousands

	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Own resources	5,554	7,737	10,403	11,374

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to repay debt. The CFR is expected to increase by £45.5m during 2019/20. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £thousands

	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
General Fund services	119,121	164,618	199,963	196,718

Asset Management – The Council Is committed to ensuring that all Capital projects contribute to the strategic direction of the city and continue to be of long term use. The Council is currently in the process of looking at its Asset Management Strategy as well as procuring a new Asset Management System to support the strategic objectives of better financial management, information management, planning and performance and asset management

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £8m of capital receipts in the coming financial year as follows:

Table 5: Capital receipts in £thousands

	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Asset sales	£1,040	£8,330	£3,550	£2,000
Loans repaid	0	0	0	0
TOTAL	£1,040	£8,330	£3,550	£2,000

3. Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

The Council currently has £62.9m borrowing and due to legacy loans taken at higher rates in the past and transfers of debt under Local Government, the average interest rate of these loans is 6.7%. By March 2020 the majority of the higher rate legacy loans will have been repaid. The council also has £23.4m treasury investments at an average rate of 0.55%.

Borrowing strategy: The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing, leases and transfers from local government reorganisation are shown below, compared with the capital financing requirement (see above).

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £thousands

	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Debt (incl. PFI & leases)	103,120	148,619	183,963	180,719
Capital Financing Requirement	119,121	164,618	199,963	196,719

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £thousands

	2019/20 limit	2020/21 limit	2021/22 limit
Authorised limit – borrowing	164,618	199,963	196,719
Authorised limit – PFI and leases	0	0	0
Authorised limit – total external debt	164,618	199,963	196,719
Operational boundary – borrowing	148,618	183,963	180,719
Operational boundary – PFI and leases	0	0	0
Operational boundary – total external debt	148,618	183,963	180,719

Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Treasury management investments in £thousands

	31.3.2019 forecast	31.3.2020 budget	31.3.2021 budget	31.3.2022 budget
Near-term investments	25,963	16,000	16,000	16,000
Longer-term investments	0	0	0	0
TOTAL	25,963	16,000	16,000	16,000

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who

must act in line with the treasury management strategy approved by Strategic Policy and Resources Committee. Tri-annual reports on treasury management activity are presented to Strategic Policy and Resources Committee. The SP&R committee is responsible for scrutinising treasury management decisions.

4. **Liabilities**

In addition to debt of £94m detailed above, the Council is making payments to cover its pension fund liability. It has also set aside £4.7m to cover risks of insurance claims and Landfill Closure. The Council is also at risk of having to pay for its share of the ARC 21 Joint Committee contingent liability but has not put aside any money.

Governance: Decisions on incurring new discretionary liabilities are taken by departmental Chief Officers in consultation with the Director of Finance and Resources. The risk of liabilities crystallising and requiring payment is monitored by central finance and reported quarterly to the Director of Finance and Resources. New liabilities exceeding £1m are reported to Strategic Policy and Resources Committee for approval/notification as appropriate.

5. **Revenue Budget Implications**

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from the District Rate and general government grants.

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget
Financing costs (£'000)	14,077	15,836	18,750	19,417
Proportion of net revenue stream	9.1%	10.04%	11.76%	12.06%

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years may extend for up to 50 years into the future. The Director of Finance and Resources is satisfied that the proposed capital programme is prudent, affordable and sustainable because due to the processes in place to scrutinise any plans coming forward and are designed to highlight not only the ongoing financing costs but also the recurring running costs to ensure they remain within the affordability limits identified and agreed by the Council.

6. **Knowledge and Skills**

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Director of Finance and Resources is a qualified

accountant with 30 years' experience and the Director of Property and Projects is a qualified surveyor. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, ACT (treasury), ACCA, etc.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Annual Treasury Management Strategy 2019/20

1. Introduction

Belfast City Council's Treasury Management Policy is based on the Chartered Institute of Finance and Accountancy (CIPFA) Treasury Management Code of Practice. The policy requires the Director of Finance and Resources to submit an annual Treasury management Strategy to the Council.

This strategy covers the following issues in respect of 2019/20:

- Outlook for interest rates
- Capital Financing Plans
- Establishing the Borrowing Requirement
- Borrowing strategy
- Debt rescheduling
- Investments
- Treasury Management Indicators

2. Outlook for Interest Rates

The Monetary Policy Committee (MPC) again increased the Bank Rate in August 2018 to 0.75%. However, with the uncertain political situation surrounding Brexit, the MPC bias towards tighter monetary policy remains, but appears to have eased a little on the back of slower global and UK growth/inflation expectations.

The MPC has maintained expectation of a slow rise in interest rates over the forecast horizon with the likelihood of it raising rates to 1% in the last quarter of 2019 after an extended period of uncertainty or a delay to Brexit. This is likely to be followed by a further 0.25% increase in the summer of 2020.

3. Capital Financing Plans

It is essential that the level of borrowing is considered within the context of the Council's capital expenditure and plans, as is required by the CIPFA Prudential Code for Capital Finance.

Figure 2 below shows how the reduced capital expenditure and financing plans will impact on the net cash requirement of the Council. It should also be noted that movement to and from reserves will impact on the cash requirement (i.e. if there are net transfers from reserves, this will create an additional need for cash).

Figure 2
Net Cash Requirement

	2019/20 £'000	2020/21 £'000	2021/22 £'000
Capital Expenditure	64,490	49,328	10,910
Financed from "other" sources (e.g. grants, contributions, revenue, capital receipts etc)	11,256	3,580	2,780
Remainder to be "borrowed"	53,235	45,748	8,130
Notional Repayment of Principal (MRP)	7,737	10,403	11,374
Increase / (decrease) in CFR	45,497	35,345	(3,244)

Transfers (to) / from reserves	6,891	(1,470)	(1,470)
Net Cash Requirement	52,389	33,875	(4,714)

The way in which this total funding requirement of £125m for 2019/20-2021/22 is met, is a key consideration of the treasury management strategy. This requirement will increase the net borrowing position of the Council and consideration needs to be given to whether this is met by increasing borrowing, or reducing investment balances.

4. Establishing the Borrowing Requirement

The starting point for ascertain the appropriate level of borrowing is the Capital Financing Requirement (CFR). The CFR is derived from the Balance Sheet and represents the Council's underlying need to borrow for a capital purpose, as it takes account of all capital expenditure incurred which is resourced from borrowing.

However, in addition to the debt position created by historic capital expenditure met from borrowing, the Council also has significant values of reserves, provisions and balances supported by cash, which reduce the net indebtedness of the Council. These positive cash flows allow the Council to consider utilising this cash to support capital expenditure in lieu of external borrowing.

If external borrowing is higher than the CFR, this indicates borrowing in advance of immediate need (permitted within the Prudential Code) and borrowing below CFR would indicate internal borrowing (i.e. the level of cash used in lieu of external borrowing)

The relatively high levels of reserves and balances on the Council's balance sheet have therefore enabled the Council to benefit from not having to borrow externally to the full extent of the underlying need. However, it cannot be assumed that this position can continue into perpetuity and needs to be given active consideration.

In order to create a framework around the extent to which the council's reserves and balances can continue to be used, the Director of Finance and Resources is recommending an internal limit to be placed on the level of internal borrowing, based on CIPFA Treasury management Code of Practice that can be used before having to borrow externally. This is known as the Allowable Internal Borrowing limit. This limit has regard to the components of reserves and balances and the estimated longevity of these balances. The Director of Finance and Resources has assessed that of the £57m that existed on the balance sheet at 31st March 2018, at least £16m will remain for the foreseeable future and that this amount may therefore be used in lieu of external borrowing. From the internal borrowing, the proposed amount of external borrowing to be held, known as the Liability Benchmark can be determined.

Figure 3
External Borrowing Requirement

	2019/20 £'000	2020/21 £'000	2021/22 £'000
Projected closing CFR	164,618	199,963	196,719
Internal Borrowing	16,000	16,000	16,000
Liability Benchmark	148,618	183,963	180,719
Projected closing borrowing	91,103	138,254	176,290
Borrowing maturing in year	(12,018)	(10,364)	(7,674)

Additional Borrowing Required	57,516	45,709	4,429
(Increase) / Decrease in Investment Balances	6,891	(1,470)	(1,470)

It should be noted that, in the event of slippage within the capital programme, the CFR may not increase as much as has been forecast and therefore if the external borrowing had been undertaken as planned, internal borrowing would be lower than the limit specified.

5. Borrowing Strategy

In terms of meeting the external borrowing requirement identified above, one of the most important considerations is the timing, in terms of the potential to save significant interest costs and it is key that this position is proactively managed using all information available to inform decisions. It is essential therefore that the considerations of timing of borrowing form a key element of the borrowing strategy.

It is of course not possible for all borrowing to be undertaken at the lowest rates of interest available, as unforeseen events can significantly alter the path of rates. It is therefore essential that the risks to adverse movements are fully understood and actively managed.

One of the key borrowing objectives is to achieve certainty around interest costs, and there is therefore little appetite to undertake variable rate borrowing. It is unlikely that long term interest rates will fall over the medium term and therefore to reduce the risk of rising interest rates, officers will seek to carry out the external borrowing in the financial year to which the expenditure relates.

It is recognised that whilst the capital expenditure and financing plans will be a driver of borrowing costs, the management of risk is the prime objective of the borrowing strategy and reduction of interest rate risk and refinancing risk within the portfolio is essential.

Therefore, the Council remains prepared to undertake the potential borrowing ahead of immediate need (up to three years in advance), if it results in a reduction of interest rate risk within the portfolio. The Council recognises that this may temporarily increase investment balances, and increase net interest costs in the short term, and that these factors will form part of the decision making process when the strategy is executed. It would be necessary to demonstrate value for money when making a decision in respect of borrowing in advance of need, therefore it will only be undertaken if there is a strong view that rates may rise.

It is expected that requirements for long term borrowing will be met from the Government Loans Fund as this remains the lowest cost fixed rate borrowing. However, recourse may be made to utilising money market brokers to facilitate borrowing from other local authorities for short to medium term borrowing.

6. Debt Rescheduling

The prime objective of any restructuring is to reduce risk in the portfolio, whether that be interest rate or refinancing risk. Any savings that may be created as a result will be considered in the context of the overall risk profile.

Debt restructuring opportunities will be kept under constant review, however the penalties of premature redemption of loans at higher rates than prevailing interest

rates mean that there may be significant costs associated with this, which will reduce the attractiveness of opportunities.

7. Investments

Annual Investment Strategy

The Council has regard to the Guidance for Local Government Investments for District Councils in Northern Ireland (the Guidance) as cited under Section 25(1) of the Local Government Finance Act (Northern Ireland) 2011 (the Act) when setting the Investment Strategy. The Department recommends that each local authority produce and publish an Annual Investment Strategy, approved by the Council and revised in year as required. This sets out the Council's policies for managing investments and for giving priority to the security and liquidity of those investments. This investment strategy states which instruments the Council may use for investment purposes, making a distinction between specified and non-specified investments. This strategy also determines limits in respect of their overall levels.

The prime objective of the Council's investment strategy is to ensure prudent investment of surplus funds. The Council's investment priorities are the security of capital, liquidity of investments and, within those objectives, to secure optimum performance.

All investments will be made in accordance with the Council's investment policies and prevailing legislation and regulations.

7.1 Specified Investments

An investment is a ***specified investment*** if:

- The investment is denominated in Sterling and all payments or repayments are payable only in Sterling,
- The investment is not a long term investment (i.e. due to be repaid within 12 months of the date in which it was made or one which the Council may require to be repaid within that period),
- The making of the investment is not defined as capital expenditure by virtue of regulation 12 of the Local Government (Capital Finance and Accounting) (Northern Ireland) Regulations 2011; and
- The investment is made with a body which has been awarded a high credit rating, or is made with one of the following:
 - a) The United Kingdom Government;
 - b) A District Council; or
 - c) A Local Authority in England and Wales, or a similar body in Scotland;

The following categories of investments may be used under the definition of specified investments:

- Short term cash deposits
- Call accounts
- Certificates of Deposit (with maturity dates < 1 year)
- UK Government Gilts
- Treasury Bills
- Money Market Funds

The Council considers a high credit rating for money market funds to be those with a long term Fitch Rating of AAA (or the equivalent highest rating from Standard and Poors or Moodys).

The Council will have regard to all 3 rating agencies and considers a high credit rating for other investments to be as follows:

Fitch Credit Rating	Minimum level
Short Term Rating	F1
Long Term Rating	A

Fitch defines these ratings as follows:

A: High credit quality.

'A' ratings denote expectations of low default risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.

F1: Highest short-term credit quality.

Indicates the strongest intrinsic capacity for timely payment of financial commitments

7.2 Non-specified Investments

In respect of **non-specified investments**. The following instruments have been identified by the Council.

Category of Non-specified investment
Sterling denominated Foreign Government Securities
Sterling medium term Deposits or Certificates of Deposit
Floating rate Certificates of Deposit
Highly rated Corporate Bonds (including investments in a Corporate Bond Fund)
Sterling Reserve Funds
Index-linked structured deposits
Collateralised deposits
Foreign Currency denominated investments
Deposits with non-rated Building Societies

The Council do not intend on making any investments in the 2019/20 year which meet the definition of non-specified investments and therefore there is no limit set on this within the Investment Strategy.

The CIPFA Code of Practice recommends that the Investment Strategy sets out the maximum period over which investments will be made.

The Director of Finance and Resources recommends that a maximum duration of 2 years should be set, although it is only expected that investments over 12 months will be made in exceptional circumstances.

Regulation 12(1) (d) of the Local Government (Capital Finance and Accounting) Regulations (Northern Ireland) 2011 states that some categories of investment are defined as Capital Expenditure. This relates to the acquisition of share or loan capital

in any body corporate. However, in the event that this expenditure is made as an investment for the prudent management of the Council's financial affairs, it shall not be treated as capital expenditure.

The impact of investing in instruments of this nature are such that, unlike other investment instruments, either capital or revenue resources would have to be applied to this expenditure, and once the investment was sold or matured, the income would be a capital receipt.

The Council do not intend on making any investments which meet the definition of capital expenditure and therefore there is no limit set on this within the Investment Strategy.

7.3 *Investment Risk*

The prime consideration of risk within investments is the loss of capital invested. Therefore investments will only be made with bodies with a high credit rating defined above. Credit ratings will form the primary driver for assessing credit quality, although it is recognised that this is not the only means of assessing credit quality.

Caution will be exercised in determining the creditworthiness of investment counterparties, even if they meet the minimum criteria above.

In the event that any institutions are at the minimum criteria and are on negative rating watch, monies will not be placed with that organisation until such time that the negative outlook is revised.

Geographical limits will be considered to ensure an appropriate spread of risk. Sovereign ratings will be taken account of when placing funds with institutions outside of the UK.

Credit ratings for existing investment counterparties will be monitored on a monthly basis, as well as immediately before new deposits are placed.

Market intelligence will also be considered before entering into any investments with proposed counterparties meeting the minimum criteria.

7.4 *Treasury Management Advisers*

The Council currently utilise the services of external advisers, Arlingclose, when determining the credit quality of its investment counterparties. The Council recognise that responsibility for the decision to invest with a counterparty rests with the Council as the principle undertaking the transaction.

Credit ratings will be obtained directly from the rating agencies' websites, and officers will regularly read the financial press for information relevant to the credit-worthiness of counterparties.

7.5 *Investment Training*

The Council recognises that investments, as well as wider treasury management issues require a high level of specialist knowledge. Officers undertaking the decisions are all qualified accountants with many years of experience. However, the Council recognises the need for officers to be kept up to date with developments and through the annual appraisal system will identify any training needs to further enhance the current skills base.

In the event of new Officers joining the function, they will be provided with significant on the job training as well as being provided with the opportunity to attend relevant external training courses.

The Council recognises that although there may be costs involved with sending officers to training courses, when these costs are considered in the context of the size of the portfolios being managed, and the amount of the Council's money at risk, investment in training is a worthwhile area of expenditure.

In addition to the training of officers, in order for elected members to provide effective scrutiny of the strategy and to have the knowledge to make informed decisions regarding the strategy, it is also important that training is provided to Members of the Council.

7.6 Other Investment Considerations

The level of investment balances is not specifically targeted in the strategy; it will be a consequence of the net spending plans of the Council, and the level of external borrowing to be undertaken. To date, balances have remained relatively stable over recent years. However, the introduction of the Prudential Code, and the self regulation of borrowing limits and capital financing strategies, may result in higher or lower levels of balances going forwards as the level of external borrowing is given active consideration.

It should also be noted that the investments are largely as a result of the level of reserves and provisions that the Council has at any one point in time. In addition, there is an amount of working capital (excess of creditors over debtors) as well as being a factor of the extent to which investment balances have been used in lieu of external borrowing.

Section 4 of this report explained the concept of setting a limit on the level of balances and reserves that can be used to support capital expenditure, and as a result, investment balances are expected to decrease as further investment balances are used in lieu of external borrowing.

The remaining cash balances that will not be used in lieu of external borrowing will primarily exist to manage cash flow volatility within the Council. It is therefore not expected that investments of a long term strategic nature will be made. Instead the duration of new investments will remain relatively short in order to meet liquidity demands.

The Council recognises that a consequence of short dated investments is that it exposes the portfolio to interest rate risk, which would otherwise be reduced if investments were made of a long term nature. The current historical low short term rates will limit the risk of further falls in investment rates. The budget for investment income takes a prudent approach to expected returns from investments.

8. Treasury Management Indicators

The CIPFA Treasury Management Code of Practice requires various indicators to be set within the strategy. This section of the report sets these out in the format required by the Code. Whilst they are required to provide boundaries within which the treasury management operations will be managed, it is also important that there is sufficient flexibility to enable officers to react to unforeseen favourable movements in the financial markets which may present beneficial opportunities to the Council.

8.21 Interest Rate Exposures

The Council is required to set upper limits for both fixed and variable exposures for the forthcoming years. The purpose of this indicator is to contain the Council's exposure to unfavourable movements in interest rates. The indicators are expressed as Fixed Rate Borrowing less Fixed Rate Investments and Variable Rate Borrowing less Variable Rate Investments. The Council defines variable rate investments as including those instruments maturing within each year, as the replacement of those instruments will be subject to prevailing rates of interest. The following table shows the upper limit of fixed rate exposure and the upper limit of variable rate exposure for the forthcoming four years.

	Estimate 2019/20 £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000
Upper limit of fixed rate exposure	148,618	183,963	180,719
Upper limit of variable rate exposure	11,503	9,142	886

8.2 Maturity Structure of Fixed Rate Borrowing

The Council is required to set upper and lower limits of fixed rate borrowing maturing within certain periods, in order to contain the exposure to re-financing risk which may arise if significant proportions of borrowing were maturing within a short period of time. The Council has set the following limits for the forthcoming financial year.

	Lower Limit	Upper Limit
Under 12 months	0.00%	20.00%
12 months – 24 months	0.00%	20.00%
24 months – 5 years	5.00%	40.00%
5 years – 10 years	5.00%	40.00%
10 years and above	5.00%	40.00%

8.3 Total Principal Sums invested for periods longer than 364 days

The purpose of this indicator is to contain exposure to the possibility of loss that may arise as a result of the Council having to seek early repayment of sums invested.

The Council would not, through its normal course of investment activities, expect to make investments beyond 12 months. However, there may be exceptional circumstances which may result in investments being made up to 2 years in duration, as is referred to within the Annual Investment Strategy.

	Estimate 2019/20 £2m	Estimate 2020/21 £2m	Estimate 2021/22 £2m
Total principal sums invested for longer than 364 days			



Subject:	Contracts for Award
Date:	22 March 2019
Reporting Officer:	Ronan Cregan, Deputy Chief Executive and Director Finance and Resources Gerry Millar, Director of Property and Projects
Contact Officer:	Noleen Bohill, Head of Commercial & Procurement Services Valerie Cupples, Procurement Manager

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
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> Seek approval from Members to allow the advancement and award of tenders as outlined in Appendix 1, Table 1 in accordance with the Scheme of Delegation. Seek approval from Members to allow the advancement and award of direct award tenders as outlined in Appendix 1 Table 3 in accordance with Standing Orders.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> Approve the public advertisement and acceptance of tenders as listed in Appendix 1, Table 1 through the Council's electronic procurement system. Members are advised that these tenders will only be advertised when they have gone through the

	<p>Councils internal governance process which include demonstrating strategic alignment with the Belfast Agenda</p> <ul style="list-style-type: none"> • Grant delegated authority to the appropriate Director using pre-agreed criteria the most economically advantageous tender. • Agree to accede to Standing Order 55(b) exceptions in relation to contracts by direction of the council acting on recommendation of a Chief Officer that the exception is justified in special circumstances for the contracts laid out in 3.6 and Appendix 1 Table 3.
3.0	Main report
3.1	<p><u>Key Issues</u></p> <p>Section 2.5 of the Council's Scheme of Delegation outlines that under Standing Order 60(a) any contract that exceeds the statutory amount (currently £30,000) needs to be made under the Corporate Seal. Under Standing Order 51(b) the Corporate Seal can only be affixed when there is a resolution of the Council.</p>
3.2	<p>The tenders submitted for approval in Appendix 1, Table 1, have been forwarded by Departments for approval. Departments have been required to provide assurance that provision for the expenditure has either been made within their departmental budgets or approval has been sought from the Director of Finance and Resources that this expenditure has been provided for within a corporate budget.</p>
3.3	<p>Members should note that they are being asked to approve tenders in principal, after which the internal governance process demonstrating strategic alignment with the Belfast Agenda will be applied. As part of this process, Departments have also provided assurance that appropriate resources are available within their departments in order to effectively administer and manage any contract(s).</p>
3.4	<p>In accordance with Standing Orders these tenders shall comply with the relevant requirements of national legislation and European directives and be overseen by Corporate Procurement Services.</p>
3.5	<p>This report relates to corporate and departmental supplies and services contracts only. The procurement of services and works contracts relating to the capital procurement is dealt with under the Capital Programme reports in accordance with the approved stage approval process.</p>

3.6	<p><u>Direct Award Contracts</u></p> <p>Members are asked to accede to Standing Order 55 (b) exception in relation to contracts allowed by a Chief Officer certifying that the exception is justified in special circumstances for the following and as per Appendix 1 Table 3</p> <ul style="list-style-type: none"> • In 2014 the council entered into an energy management contract in support of a cost avoidance strategy for the procurement of energy. The contract was for 4 years and savings for the period were estimated to be £1,098,607. The recruitment of new posts in the Commercial and Procurement Service will enable provision of resources to support a full review of the energy contract, the market place and the development of a procurement strategy to continue to maximise efficiencies. • As part of the Belfast Region City Deal outline business case's (OBC) are being developed for 4 regional digital projects with a value of c£150million. Critical to the initiation of the OBC is the development and implementation of an agreed value model for a digital innovation ecosystem among city partners. The value model requires the development of a number of different integrated elements to ensure the objective of fostering an interconnected 'ecosystem'.
3.7	<p><u>Financial & Resource Implications</u></p> <p>The financial resources for these contracts will be met within departmental budgets.</p>
3.8	<p><u>Equality or Good Relations Implications</u></p> <p>No specific equality or good relations implications.</p>
4.0	<p>Appendices - Documents Attached</p>
	<p>Appendix 1 Schedule of Tenders for Consideration / Notation</p> <p>Table 1 – New tenders</p> <p>Table 3 – Direct Award Contracts (Single Tender Action)</p>

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Appendix 1 - Schedule of tenders for consideration

Table 1 - New tenders

Title of tender	Senior Responsible Officer	Proposed contract duration
Employee Counselling Service (T1953)	John Tully	1+1
Occupational Health Physician Services (T1954)	John Tully	1+1
Corporate Mobile Phone Contract	Ronan Cregan	3 years
City Matters	John Tully	3+1
Customer Focus – Technical Delivery Partner	Ronan Cregan	2 years
Integration Platform	Ronan Cregan	2+1+1
Corporate CRM Licensing	Ronan Cregan	Annual

Table 2 - Contracts for extension of contract period

Title of Tender	Director Responsible	Proposed Extension

Table 3 - Direct Award Contracts (Single Tender Action)

System/Product	Supplier	Annual estimate
Management of the Corporate Energy Management Contract	M&C Energy Group Ltd (Schneider Electric)	£51,000
Construction of a scalable Value Model for Digital Innovation Ecosystem	Fraunhofer Institute for Industrial Engineering	£222,000

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Subject:	Procurement Contract Award Criteria
Date:	22 nd March 2019
Reporting Officer:	Gerry Millar, Director of Property & Projects Ronan Cregan, Deputy Chief Executive and Director of Finance and Resources
Contact Officer:	Noleen Bohill, Head of Commercial & Procurement Services Valerie Cupples, Procurement Manager

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	This report updates Members on the basis on which the Council awards contracts i.e. the Contract Award Criteria
2.0	Recommendations
2.1	The Committee is asked to <ul style="list-style-type: none"> note the contents of this report.

3.0	Main report
3.1	All procurement exercises carried out by officers on behalf of the Council are subject to, and must comply with, all the statutory requirements of public procurement legislation and with corporate governance. The legal framework in relation to procurement is made up of a number of different elements including EU legislation (<i>EU Public Contract Directive 2014</i> implemented in the UK by the <i>Public Procurement Regulations 2015</i> (' <i>The Regulations</i> ')), Northern Ireland legislation and the general law of contract. The Council's corporate procurement processes and governance is compliant with the legislation and follows best practice.
3.2	Evaluation or Award criteria are the criteria used to assess procurement submissions to decide which supplier best meets the council need and thus which supplier is awarded the contract. Officers ensure that Council need is clearly and concisely detailed on the specification, which, in line with Council governance ¹ must also include award criteria. This criteria, and only this criteria is used to then assess and award the contract.
3.3	As per <i>The Regulations</i> , and the Department of Finance (NI) procurement guidance ² , the Council had adopted, and embedded in corporate governance ³ that contract award criteria is based on the <i>Most Economically Advantageous Tender (MEAT)</i> . The application of <i>MEAT</i> enables the Council to take account of quality criteria i.e. those that reflect qualitative, technical and sustainable aspects of the bid as well as cost, and is done using a Price: Quality Ratio, where 'weighting' is applied to each element. The weighting is influenced by a number of factors including the complexity of the procurement exercise, the state of the market place, the importance of the supplies/ service, and the degree of creativity or flexibility that is required in its execution. For example the more complex the project, the more difficult the project will be to manage and control; the more unusual the project the harder it will be to make predictions about resource levels and the skill required of the supplier. Experience, technical competence, management skill and management systems will take on a far more significant level of importance for complex projects. For the price/quality mechanisms to reflect this, quality should carry a heavier weight than price.
3.4	Because of the individual nature of procurements there is no hard and fast rule in relation to ratios however Appendix 1 provides examples based on best practice and HM treasury guidance ⁴ and should be applies based on specific contract requirements.
3.5	<u>Financial & Resource Implications</u> There are no financial or resource implications

¹ Belfast City Council Financial Regulations 2015 K4

² Department of Finance Procurement Guidance Note 04/2016

³ Belfast City Council Financial regulations 2015 K7

⁴ http://www.audit-scotland.gov.uk/foi/docs/procurement_handbook.pdf

3.6	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> There are no direct equality implications
4.0	Appendices – Documents Attached
	Appendix 1 – Examples of Indicative Price Quality Ratio

Appendix 1 Indicative Price Quality Ratio

Table 1

Indicative Price Quality Ratio Goods & Supplies		
Type of Good/ Service	Description of product/ State of Market	Price : Quality
Routine	Low Spend High Volume, Many sources of supply	10:90/ 30:70
Leverage	High Spend Many sources of supply	40:60 / 30:70
Strategic	High Spend Necessary for operation Few sources of supply Specification may be complex	60:40
Bottleneck	Few sources of supply Few alternatives available Complex specification If supply fails impact on the organisation will be significant	90:10 / 70:30

Table 2

Indicative Price Quality Ratio Consultancy Services ¹		
Type of Good/ Service	Description of Service	Price : Quality
Consultancy Services	Feasibility studies/option appraisal	20:80 / 10:90
	Innovative projects	30:70 / 15:85
	Complex Projects	40:60 / 20:80
	Straightforward projects	70:30 / 40:60
		90:10 / 70:30

¹ Procuring Goods and Service for Audit Scotland December 2014



Subject:	Minutes of Shared City Partnership Meeting on 11 th March 2019
Date:	22nd March 2019
Reporting Officer:	Nigel Grimshaw, Strategic Director of City & Neighbourhood Services
Contact Officer:	Nicola Lane, Good Relations Manager

Restricted Reports

Is this report restricted?

Yes

☐

No

☒

If Yes, when will the report become unrestricted?

After Committee Decision

After Council Decision

Some time in the future

Never

☐
☐
☐
☐

Call-in

Is the decision eligible for Call-in?

Yes

☒

No

☐

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to report to committee on the key issues discussed at the Shared City Partnership meeting held on 11th March 2019.
2.0	Recommendations
2.1	<p>That the Strategic Policy and Resources Committee approve the minutes and the recommendations from the Shared City Partnership Meeting held on 11th March 2019 including:</p> <ul style="list-style-type: none"> authorise the rescope of BPR5 Supporting Communities – Roma element; and agree the areas selected for the BPR3 Transform for Change project on the basis of the Belfast Interface Project and approve the selection criteria for the remaining areas. agree that officers would submit a report to a future meeting of the Partnership regarding potential programmes which supported the research findings of the research into the experiences of the Muslim community in Belfast

	<ul style="list-style-type: none"> • in relation to the recommendation regarding civic leadership, a subgroup comprising of Elected Members, Independent Members of the Partnership, the Lord Mayor, the Council's Corporate Communications and a representative from the Executive Office should be established to consider how this aspect could be strengthened. • that the matter on the notice of Motion on anti-Semitism would be deferred to enable officers to obtain advice from the Northern Ireland Human Rights Commission and the Equality Commission for Northern Ireland as to whether it would be appropriate for the Council to specifically adopt a definition in respect of one particular group and not other minority groups living in Northern Ireland. • a letter be sent to the PSNI from the Chairperson of the Shared City outlining the importance of its representation on the Partnership and seeking a nominee to fill the current vacancy; • correspondence be sent to Belfast Chamber of Trade and Commerce to establish if it was still wishing for representation on the Partnership and, if so, seeking a nomination; and • letters be sent to each of the four main church leaders relating to Belfast requesting confirmation that each was content with the arrangement, as previously agreed by the Council, and seeking views on the sequence in which each church should be represented. The leaders would be advised that nominees should be aware of and involved in good relations work which would be relatable to Belfast. This approach would enable the four-year cycle to commence in June to be aligned with the beginning of the new four-year term for Council. • To commence work on the good relations audit 2019 using the approach outlined in the report and; • To note that initial work will commence prior to receiving a Letter of Offer from The Executive Office in respect of the District Council Good Relations Programme 19/20 to allow for timescales to be met developing estimates for next year's plans. • adopt the proposed model for a 2019 Bonfire and Cultural Expression Programme and the Review Panel's recommendation in respect of the 2018 programme; • that consideration be given to adopting a protocol in relation to the appointment of the individual assessor on the review panel ; • officers submit an update in respect of the Council's current governance arrangements around the Bonfire and Cultural Expression Programme to a future meeting; and • that officers engage in discussions with the Council's Corporate Communications Section, with a view to formulating a communications plan around the positive outcomes of the Bonfire and Cultural Expression Programme. • note the overall indicative amounts for Tranche 1 of the Good Relations Small Grants Programme and the Summer Intervention Programme which would be subject to the delegated authority of the Strategic Director of City and Neighbourhood Services and further clarification from TEO regarding the level of funding being awarded for 2019/20 for Summer Intervention Funding.
3.0	Main report
3.1	<p><u>Key Issues</u></p> <p>The Shared City Partnership (formerly known as the Good Relations Partnership) is a Working Group of the Strategic Policy and Resources Committee which consists of Elected members and representatives from various sectors across the city. The minutes from the Partnership are brought before the Committee for approval on a monthly basis.</p>

3.2	<p>The key issues on the agenda at the March meeting were:</p> <ol style="list-style-type: none"> 1. Presentation on NILT/YILT Research Update – understanding attitudes towards asylum seekers and refugees. 2. Update on PEACE IV 3. Islamophobia Research 4. Motion on Anti-Semitism 5. Update on review of Shared City Partnership 6. Good Relations Audit 2019 7. Bonfire and Cultural Expression Programme 2019 8. Update on Opportunities for Interface funding 9. Update on GR Small Grants Tranche 1/Summer Intervention 10. Update on Christmas Goodwill Events 2018 11. Upcoming Events 2019 <p>More details regarding the above issues and recommendations are included in the minutes of the meeting attached as an appendix.</p>
3.3	<p><u>Financial & Resource Implications</u></p> <p>All financial implications are covered through existing budgets pending confirmation of the allocation of funding from The Executive Office.</p>
3.4	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>The recommendations of the Partnership promote the work of the Council in promoting good relations and will enhance equality and good relations impacts.</p>
4.0	Appendices
4.1	Appendix 1 Copy of the minutes of the Shared City Partnership of 11 th March 2019.

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SHARED CITY PARTNERSHIP

MONDAY 11th MARCH, 2019

MEETING OF SHARED CITY PARTNERSHIP

Members present: Councillor Kyle (Chairperson); Alderman Sandford and Councillors Attwood, Johnston and Walsh.

External Members: Mrs. B. Arthurs, Community and Voluntary Sector;
Mrs. O. Barron, Belfast Health and Social Care Trust;
Mr. A. Cole, Good Relations, TEO;
Mrs. G. Duggan, Belfast City Centre Management;
Ms. J. Irwin, Community Relations Council;
Mr. I. McLaughlin, Community and Voluntary Sector; and
Mr. P. Scott, Catholic Church.

In attendance: Miss. N. Lane, Good Relations Manager;
Mrs. D. McKinney, Programme Manager;
Mrs. M. Higgins, Senior Good Relations Officer;
Mr. R. Black, Neighbourhood Services Area Manager; and
Mrs. S. Steele, Democratic Services Officer.

Apologies

Apologies were recorded on behalf of Councillor Armitage, and Mr. J. Currie, Mr. J. Donnelly, M Yousuf Hannore, Mrs. J. Hawthorne, Mr. P. Mackel, Mr. M. O'Donnell and Ms. A. M. White.

Expression of Sympathy

The Chairperson advised the Members of the death of the wife of M Yousuf Hannore and it was agreed that a letter of sympathy would be forwarded on behalf of the Partnership.

Minutes

The minutes of the meeting of 11th February, 2019 were taken as read and signed as correct.

Declarations of Interest

Mrs. B. Arthurs declared an interest in agenda item 4, viz Peace IV Update, as she was associated with possible bids in respect of the re-scope of the BPR5 Supporting Communities project - Roma element under Peace IV. She took no part in any discussion.

Presentation - 'A Welcoming Northern Ireland'

The Partnership was reminded that the Northern Ireland Life and Times (NILT) and Young Life and Times Surveys (YLTS) each year carried out surveys and documented public opinion on a wide range of social issues. The surveys were a joint project of the two Northern Ireland universities and provided an independent source of information in regard to public attitudes.

The Good Relations Manager advised that in November 2018 a research update was provided based on the NILT and YLTS findings on attitudes to asylum seekers and refugees this was entitled 'A Welcoming Northern Ireland?'. The research had provided some interesting figures in relation to how welcoming Northern Ireland was for asylum seekers and refugees and, as previously agreed, a representative from Ulster University had been invited to share the findings.

Accordingly, Dr. L. Michael, a Lecturer in Sociology at the Ulster University, was welcomed to the meeting and she proceeded to review the data from the report as follows:

- the data recorded the opinions of over 1,200 adults and 1,100 young people from Northern Ireland aged 16 and over;
- only half of adults believed that Northern Ireland was a welcoming society for refugees;
- this was particularly apparent amongst young people as just a quarter of 16 year olds felt this way;
- it found that almost two-thirds of respondents believed Northern Ireland had a duty to provide protection to refugees escaping persecution in their own country;
- support was strongest for those living in religiously-mixed areas and those living in urban areas;
- more than half agreed that people from Syria should be allowed to come to Northern Ireland;
- young people who socialised with those from minority ethnic backgrounds showed the highest level of support;
- the report also found that attitudes to immigrants were strongly associated with thinking that we have a duty to protect refugees; and
- most respondents who believed immigration should be increased felt this obligation, while less than a third who favoured a decrease in immigration agreed.

Dr. Michael advised that the findings had revealed that people in Northern Ireland were largely hospitable to refugees, despite ongoing concerns about racism and discrimination. This was an important finding in the context of increasing numbers of refugees globally and indications of emerging anti-refugee politics in the rest of the world.

During discussion, Dr. Michael highlighted that it was important to understand the isolated nature of hostility and the need to work to ensure that it would not over shadow the wider welcome. She stated that the broad support across a range of age groups, political affiliations and national identities was encouraging, even if a few small groups were distinctly unsupportive.

Dr. Michael concluded the presentation by thanking the Shared City Partnership for permitting her to provide it with an update in respect of the findings.

The Chairperson thanked the representative for her informative presentation and she left the meeting.

Several of the Members welcomed the positive nature of many of the findings but noted that in many cases there was an absence of capacity and support for new refugee families arriving in Northern Ireland, therefore, there was a need not to be complacent and to try, where possible, to support positive relations between refugee families and other communities in Belfast.

The Good Relations Manager provided an overview of ongoing initiatives that Belfast City Council was involved with currently, many of which were directly funded from the District Council Good Relations and Peace IV Programmes. She highlighted that there was similarities in the research that had been conducted in relation to the experiences of people from the Muslim community in Belfast which was an agenda item for discussion later in the meeting.

Following discussion, the Partnership noted the information which had been provided and agreed that the survey results would be circulated, via e-mail, to all Elected Members.

Update on Peace IV

The Partnership considered the following report:

“1.0 Purpose of Report or Summary of Main Issues

To provide the Shared City Partnership (SCP) with a progress report in respect of the PEACE IV Local Action Plan.

2.0 Recommendations

Members are requested to note the contents of the report and to recommend to the Strategic and Policy Resources Committee to:

- **agree to the rescope of BPR5 Supporting Communities – Roma element**
- **confirm the areas selected for the BPR3 Transform for Change project on the basis of the Belfast Interface Project and agree the selection criteria for the remaining areas.**

3.0 Main report

Key Issues

Implementation and delivery of the Belfast PEACE IV Local Action Plan is progressing as outlined in Appendix I.

Revised Letters of Offers for all three themes were received from SEUPB on 25 February 2019, as attached. Members previously agreed to accept the additional funding. The detail in the LoOs is currently being reviewed by PEACE IV Secretariat and Legal and any issues will be highlighted to members.

Children and Young People (CYP)

Equipment for the CYP1 TechConnects has been purchased by Council, and as per the Letter of Offer Condition, the devices have been added to the Council’s Asset Register. The equipment is now out on loan to the delivery agent.

The Young Advocates cohort are launching their first campaign, focusing on crime and its impact on young people in the Duncairn Centre on 7 March 2019.

Building Positive Relations (BPR)

Following pre-market engagement sessions, the tender opportunities for the Traveller project opened on 1 March 2019.

Following nil submissions to tender opportunities, SCP members agreed for officers to re-scope BPR5 Supporting Communities project - Roma element. Following pre market engagement and discussion with TEO, it is proposed that participant numbers for the capacity building and mediation training is reduced from 200 to 85 participants, with increased contact from 26 to 45 hours. TEO has indicated support for the project elements and the re-scope. SEUPB is currently reviewing the proposed content of the rescope. As such, we would seek member's approval for the rescoped level of activity as outlined above.

To date mobilisation of BPR3 Transform for Change leadership project has included briefings to Council Area Working Groups and a pre-market engagement session with prospective delivery agents.

The project targets 15 community cluster areas from across the city. Target areas for the delivery of the project were identified through the Belfast Interface Project cluster / locations, as follows:

1. Suffolk – Lenadoon
2. Upper Springfield Road
3. Crumlin Road – Ardoyne – Glenbryn
4. Falls - Shankill
5. Ligoniel
6. Limestone Road-Alexandra Park
7. Lower Oldpark-Manor Street
8. The Village-Westlink
9. Whitewell Road-Longlands
10. Inner Ring (Millfield, Peters Hill & Carrick Hill).
11. Short Strand-Inner East
12. Duncairn Gardens
13. Lower Ormeau

The proposed criteria for selection of the remaining community clusters is proposed as follows:

- Areas with significant issues racism, hate crime and hotspot areas (as evidenced by Policing Board & PCSP's statistics; flags; emblems and graffiti);
- High levels of disengagement - communities where service providers meet challenges in the delivery of services at a local level
- Areas at risk/affected by disadvantaged
- Outside of current funding streams such as Urban Villages and Neighbourhood Renewal and where need is identified

- **Commitment to work and engage with other areas on a cross community basis**

Recruitment will involve a significant element will involve inter-community engagement aiming to improve the capacity of disengagement and marginalised communities.

It is requested that the SCP confirm the areas selected for the BPR3 on the basis of the Belfast Interface Project and agree the above criteria for the selection of the remaining areas.

Shared Space and Services (SSS)

Following the community engagement workshop, analysis and programming planning is being developed. Engagement is continuing with key partnerships and groups/organisations, raising awareness and sharing information on the capital project proposals and programming ideas.

As part of the rebid, a Resource Allocation of £72,000 (£6,000 per site) has been agreed under the SSS theme. This allocation will be used to support 36 post-construction community activities, across the inter-connected sites. A protocol detailing the eligibility, criteria and process for the allocation of this funding is being developed and will be presented to members in a further report in due course.

Financial and Resource Implications

SEUPB provided approval on 26 February 2019 to submit claim periods 16 and 17, 1st August 2018 – 31st January 2019, The submission of the Period 16 claim, totalling £97,958.86 on eMS is currently ongoing. The claim total for period 17 is being finalised.

Equality or Good Relations Implications/Rural Needs Assessment

The draft plan has been equality screened and discussed at the Equality Consultative Forum on 13 May 2015.”

The Programme Manager advised the Members of the following two events scheduled to take place during March:

- **Belfast Peace IV Additional Funding Launch, at the Girdwood Community Hub, on Friday, 22nd March from 1.00 p.m. – 3.00 p.m.; and**
- **Active Communities Network launch of ‘Playing our Part in the City’ event, at the Olympia Leisure centre, on Thursday, 21st March from 4.00 p.m. – 6.00 p.m.**

The Partnership recommended to the Strategic Policy and Resources Committee that it:

- **authorise the rescope of BPR5 Supporting Communities – Roma element; and**
- **agree the areas selected for the BPR3 Transform for Change project on the basis of the Belfast Interface Project and approve the selection criteria for the remaining areas.**

Islamophobia Research

The Partnership was reminded that it had previously approved the commissioning of research on the experiences of people from the Muslim community in Belfast. She advised that, following a quotation exercise, the Institute for Conflict Research had subsequently been commissioned to carry out the research and she proceeded to provide an overview of its finding and recommendations, as follows:

- Belfast City Council to consider the benefits of developing a programme to build the confidence and capacity of 'bystanders' to respond to hate crimes by reviewing similar programmes, such as Nottingham's #StandByMe;
- as there was little published data on the number of hate crimes against people from a Muslim background it was recommended that the PSNI could publish a broader sub-categorisation of recorded hate crimes, including annual figures for sub-groups and nationalities who were victims of racist and religiously motivated hate incidents and crimes;
- Belfast City Council could engage with Belfast Islamic Centre and the PSNI to explore ways to extend its working relationship to other areas of Belfast. This should aim to encourage victims of hate crime to report incidents to the police and to increase cultural competencies and awareness of Muslim culture and traditions among police officers;
- the PSNI could consider re-running its Islamic Awareness Course for police officers on the back of the growing population of people from a Muslim background in Belfast;
- Belfast City Council to take a lead in monitoring and reporting online hate abuse;
- Belfast City Council to consider ways it could encourage and support relationship building and cultural awareness programmes and activities involving local community organisations and groups representing the Muslim community as part of a process of reducing hate crimes and hate speech;
- Belfast City Council could convene a small working group to bring together people working on issues of hate crime in the City to review existing hate crime campaigns and initiatives and explore how such work might be developed and extended in the future;
- Belfast City Council to review work its work on the DiverseCity project to ensure it was better tailored to the varied demography of the city.
- Belfast City Council to discuss with organisations within the Muslim community and explore how it might support and widen participation in the Eid celebrations;
- the report noted that Belfast City Council had taken many steps to show leadership and such activity needed to be sustained and expanded through continued participation in public events or by providing Civic Leadership through issuing media statements in response to acts of prejudice and bias;
- the report noted that Belfast City Councils Shared City Partnership was one established framework that could consider and promote more effective responses to hate crime against individuals of Muslim background in the City. As a partnership of the six main political parties, alongside statutory, voluntary, business, trade-union and faith stakeholders it feed into the Strategic Policy and Resources Committee,

and ultimately to the monthly meeting of the full Council. It thus provided a vehicle for achieving a co-ordinated response to the challenges identified in the research;

- it noted that sport provided another potentially inclusive space for socialising. More could be done by Northern Ireland's sporting bodies to engage with and offer opportunities to children and young people of Muslim background to take part through, for example, providing free equipment or waiving club membership fees.
- Belfast City Council could expand its participation within European wide networks, such as the Intercultural Cities network. This would be a further statement of its commitment and would expose it to the best practices in the management of cultural diversity which had evolved across Europe in the last decade.

Several of the Members welcomed the report and its level of detail regarding the research findings and stressed the importance of these being further explored and progressed.

The Good Relations Manager provided a brief overview of comments that had been received from Ms. A. M. White, who unfortunately had been unavailable to attend the meeting.

Following discussion, it was agreed that officers would submit a report to a future meeting of the Partnership regarding potential programmes which would support the research findings. It was further recommended that, in relation to the recommendation regarding Civic Leadership, a subgroup comprising of Elected Members, Independent Members of the Partnership, the Lord Mayor, the Council's Corporate Communications and a representative from the Executive Office would be established to consider how this aspect could be strengthened.

Motion - Anti-Semitism

The Partnership considered a report which detailed a draft proposed programme which would ensure that the Members had an opportunity to explore the definition of anti-Semitism and to recognise the practical implications for the role of the Council within the discussion.

The Members considered the proposed programme, along with the definition in respect of anti-Semitism that had been referenced in the original motion and which was published by the International Holocaust Remembrance Alliance and used by the UK Government, Scottish Government and the Welsh Assembly.

During discussion, once again, it became apparent that the Members felt that this matter should not be considered in isolation and expressed concern at being asked to specifically form an opinion in relation to one minority group.

It was agreed that the matter would be deferred to enable officers to obtain advice from the Northern Ireland Human Rights Commission and the Equality Commission for Northern Ireland as to whether it would be appropriate for the Council to specifically adopt a definition in respect of one particular group and not other groups living in Northern Ireland.

Update on Review of Shared City Partnership

The Good Relations Manager advised that, following the review of the Shared City Partnership last year, its membership had undergone significant change and she referred to its current composition.

The Partnership was asked to note that Mr. Mark Baker's role within the Education Directorate had changed in that he was no longer responsible for shared education and, as a result, Mr. John Unsworth, Assistant Director, had been nominated as the Education Authority's new representative.

The officer advised that a new nomination had been sought from the PSNI following Superintendent Murdie's move to a new role within the organisation, however, a replacement nominee had, as yet, not been received.

She further advised that, in addition, whilst Belfast Chamber of Trade and Commerce had accepted a nomination to sit on the Partnership, the representative had never attended any Partnership meetings to date.

A Member advised that a new Chairperson had recently been appointed to the Belfast Chamber of Trade and Commerce and she undertook to forward the details to the Good Relations Manager.

In respect of the Faith Sector, the officer reminded the Members that the current composition included two representatives from the faith sector, one which had been filled by the Interfaith Forum. It had been agreed that, in relation to the second representative, one representative from the faith sector would be decided on a rotational basis by the four main Churches.

The officer advised that, whilst discussions had been held with some of the relevant church leaders, given the timeframe, permission was being sought from the Partnership for officers to forward correspondence to each of the four main church leaders in an attempt to try and progress the nomination process.

The Partnership recommended to the Strategic Policy and Resources Committee that:

- a letter be sent to the PSNI from the Chairperson of the Shared City outlining the importance of its representation on the Partnership and seeking a nominee to fill the current vacancy;
- correspondence be sent to Belfast Chamber of Trade and Commerce to establish if it was still wishing for representation on the Partnership and, if so, seeking a nomination; and
- letters be sent to each of the four main church leaders relating to Belfast requesting confirmation that each was content with the arrangement, as previously agreed by the Council, and seeking views on the sequence in which each church should be represented. The leaders would be advised that nominees should be aware of and involved in good relations work which would be relatable to Belfast. This approach would enable the four-year cycle to commence in June to be aligned with the beginning of the new four-year term for Council.

Good Relations Audit

The Partnership considered the following report:

“1.0 Purpose of Report or Summary of main Issues

1.1 The purpose of this report is to provide members of the Shared City Partnership with information in relation to the audit of Good Relations issues in Belfast 2019 and to seek feedback on any key issues for consideration in this piece of work.

2.0 Recommendations

- 2.1 To recommend to the Strategic Policy and Resources Committee that Officers commence work on the good relations audit 2019 using the approach outlined in the report and;**

To note that initial work will commence prior to receiving a Letter of Offer from The Executive Office in respect of the District Council Good Relations Programme 19/20 to allow for timescales to be met developing estimates for next year's plans.

3.0 Main report

3.1 Key Issues

T:BUC District Council Good Relations Programme

Belfast City Council submits a Good Relations Action plan to the Executive Office (TEO) on an annual basis to secure funding for good relations activity through the District Council Good Relations Programme (DCGRP). This plan must be needs based and there is a requirement on council to carry out an audit of good relations need in Belfast every three years.

- 3.2 Members will be aware that Council has been asked to submit a 3-year plan covering the financial years from 19/20 to 21/22 under the District Council Good Relations Programme. As the last audit was taken in 2016, to keep within our terms and conditions, an allocation towards an audit was included within the plan for Year 1. Council had then submitted a Plan for Years 2 and 3 subject to these audit findings.**
- 3.3 It is worth noting that the information gathered through this exercise is also useful to inform other policy and practice within Belfast City Council and other organisations working in the city.**
- 3.4 The findings of the audit will be used to further develop the DCGRP Action plans 20/21 and 21/22. A draft action plan will be developed by January 2020 and presented to the Shared City Partnership. This timeline is in keeping with customary TEO submission deadlines.**
- 3.5 Members will be aware that SJ Cartmin was appointed to carry out the audit following a quotation exercise in 2016. An executive summary of those audit findings are attached at Appendix 1 for member's information.**
- 3.6 The last audit took place in the context of the emerging Belfast Agenda and sought to identify ways in which the Programme could be developed and aligned to the T:BUC themes as the priorities within the Belfast Agenda. It also sought to provide recommendations regarding any amendment to the Programme which would assist to best meet good relations outcomes.**
- 3.7 Members will also be aware that since the last audit was produced, an extensive report on monitoring outcomes has been produced which has demonstrated the impact of the Programme and further**

measures have been put in place to assist groups to demonstrate the same.

- 3.8 A draft Good Relations Strategy has recently been developed and is currently out for consultation. It further reinforces the strategic nature of good relations and its links to not only the Belfast Agenda but also to the Local Development Plan and Resilience Strategy.
- 3.9 In the meantime, the area-working model has been developed within the City and Neighbourhood Services Department. While change is still ongoing, 4 new Area Managers have been appointed for the North, South, East and West of the City. In addition, Boards such as the Living Here Board have recently been established to explore the practical detail of how community planning can be used to its best advantage to add value to work within the City.
- 3.10 Therefore, it would make sense that while the strategic alignment element of the audit could be refreshed, this audit should concentrate on the good relations needs across Belfast broken down through the lens of area working i.e. North, South, East and West. This would mean that our interventions could be planned meaningfully over these areas taking into account, funding and projects already in place. It would also help to contribute to place shaping and place making at a local level and identify priorities.
- 3.11 It would provide robust statistical and analytical information regarding good relations issues in relation to each of the 4 areas, thus giving a sound basis for evidence of need.
- 3.12 The audit would also involve a number of mechanisms to seek views and to engage in the most effective way, particularly those involved in on the ground delivery and with the area working groups to allow for agreed interventions.
- 3.13 It would also be cognisant of thematic issues which are not particular to one area and therefore, we would ensure these would also be reflected in the audit. Members will be aware that one of the questions in the current public consultation asks what are the main issues which could contribute towards good community and race relations within Belfast and we would expect that the findings would be used to supplement this aspect of the audit, along with appropriate focussed consultation.

Financial & Resource Implications

Members are advised that an application has been made in respect of the District Council Good Relations Programme for 19/20 which is 75% funded by the Executive Office (TEO) and 25% funded by Belfast City Council. Members are advised that Officers may commence initial work while waiting on a Letter of Offer from TEO to ensure timescales can be met for developing estimates for next years plans.

Equality or Good Relations Implications

The audit of good relations aims to identify key issues that will support the development of good relations and will have a positive impact on good relations.”

The Partnership adopted the recommendations.

Bonfire and Cultural Expression Programme 2019

The Partnership considered the following report:

“1.0 Purpose of Report or Summary of Main Issues

- 1.1 To seek feedback on the delivery of a 2019 Bonfire and Cultural Expression Programme and the Review Panel’s recommendation in respect of the 2018 programme.**

2.0 Recommendations

- 2.1 The Partnership is requested to recommend to the Strategic Policy and Resources (SP&R) Committee that they approve the SCP’s proposed model for a 2019 Bonfire and Cultural Expression Programme and the Review Panel’s recommendation in respect of the 2018 programme.**

3.0 Main Report

3.1 2019 Bonfire and Cultural Expression Programme

Council approved a draft District Council Good Relations Programme (DCGRP) Action Plan in February 2019. This included a Cultural Expression Programme under which engagement on the issue of bonfires could be delivered.

- 3.2 Officers are seeking feedback on the terms of delivery for the 2019 Bonfire and Cultural Expression programme. The following model, which is in line with the 2018 model agreed by council, is proposed:**

- 3.3 Council will deliver a Bonfire and Cultural Expression Programme which seeks to promote positive cultural expression through better bonfire management and cultural celebrations.**

Constituted groups can access funding for community events and activities that promote engagement on issues of cultural expression and diversity. The programme will be open to groups generally. Groups who do not have traditional bonfires or beacons

will be eligible to be part of the 2019 programme, where their event replaces a bonfire.

Those who are awarded funding will agree to take practical steps to ensure that sites which are linked to funded events will be managed in accordance with the following criteria:

1. No collection of materials before 1 June 2019.
2. Tyres or other hazardous materials should not be collected or burnt on the bonfire
3. Groups should not display paramilitary trappings flags or symbols on bonfires or at any funded activities.
4. Bonfires should be sited in a clear unenclosed space at a safe distance from buildings and overhead cables and should conform to a 1:5 ratio. Safety risks should be assessed and managed, and appropriate advice and guidance sought from the NIFRS and other relevant agencies.
5. Groups should not burn or display any items such as flags, emblems or election posters which are likely to cause offense or could be considered a hate crime.
6. Groups must comply with council health and safety and events management guidance, as well as meeting relevant licensing and insurance requirements.

3.4 Council will provide the following resource through the programme:

- 14 bonfire beacons which will be allocated on agreed criteria (or more if requested subject to availability/deliverability)
- Up to £1,750 for community events and activities that promote engagement on issues of cultural expression and diversity (£500 will be ringfenced for engagement activity following July events)

3.5 Those applications which score highest in relation to the agreed criteria will be awarded funding. This is in line with the approach in other grant programmes.

3.6 An incentivized approach for delivery of the programme should be adopted in line with the 2017 and 2018 models. This means that groups can access an initial £1,250 with a second award of £500 available following July activities for those groups who met the framework outlined above. This additional £500 will be available for activities that promote engagement on issues of cultural expression and diversity.

3.7 As in 2017 and 2018, the future participation of groups who do not meet the aims of the programme will be considered by a review panel. It is proposed that the panel composition remains the same as in previous years; that is the Chair and Vice Chair of the Shared City Partnership, an independent member of the Shared City Partnership (in previous years NIHE) and an independent member to verify a fair and equitable approach. Members are asked to agree

to retain the independent assessor who participated in 2017 and 2018.

- 3.8 Due to the fact that SCP will not meet until June 2019, officers would like to finalise timescales to allow for the timely administration of the programme. The following dates are proposed:

Opening date	Monday 1 April
Information sessions	w/c 1 April
Closing date	Friday 19 April (Good Friday)
Assessment	29 April – 3 May
Letters of Offer issued	by Friday 17 May 2019

Members should note that the closing date will be strictly applied and the programme will operate as other grant aid programmes.

- 3.9 In light of the local government elections, members are asked to recommend that the Strategic Director of City and Neighbourhood Services be granted delegated authority to approve funding awards. The Director has approved awards to the programme through delegated authority in the previous three years. A full list of successful applicants will be brought to the June meeting of the Shared City Partnership.
- 3.10 Members may wish to note that 70% (£875) of the £1,250 award will be paid initially to groups. This will be followed by the subsequent payment based on provision of appropriate receipts and delivering activity in line with the framework.
- 3.11 Members should note that there are challenges in monitoring how participants have complied with the guidelines. For health and safety reasons, monitoring cannot be carried out during the lighting of the bonfires themselves. Members are asked to approve that, as in previous years, Council should seek to appoint an independent contractor to review sites. In 2018, officers sought to ensure that 2 staff from the appointed company carry out this work but the company advised that only one staff member was available. As members will appreciate this is very sensitive work and there are a limited number of companies willing to carry it out.
- 3.12 2018 Review Panel
- An independent consultant was appointed to visit all participating sites on the 2018 Bonfire and Cultural Expression programme up to 8pm on 11 July. The findings of this report were presented to the

Shared City Partnership in August 2018. The report identified the following:

- the majority of sites on the programme were well maintained and met the aims of the framework
- the majority of sites on the programme were not fully constructed by 10 July
- prior to 8.30pm on 11 July no sites on the programme had any paramilitary displays
- prior to 8.30pm on 11 July no sites had tyres on the bonfire
- prior to 8.30pm on 11 July only one site, had items such as flags, emblems and election posters on the bonfire.

3.13 The Review Panel met with the group on 28 February 2019. Following consideration of the monitoring report and the previous engagement of the group on the programme the panel have agreed the following recommendations in respect of three considerations:

1. This group should receive the final 30% of the first stage payment for activity already undertaken subject to receipt of all relevant documentation.
2. This group should not be able to access the additional funding available for cultural activity for groups who met the aims of the programme.
3. This group should be eligible to take part in a 2019 programme.

Members are asked to recommend the panel's findings to the Strategic Policy and Resources Committee (SP&R).

3.14 Finance and Resource Implications

Officers are liaising with a range of partners to secure finances for this programme. All activities outlined in this report will be delivered in line with available resources.

3.15 Equality or Good Relations Implications

The Bonfire Programme aims to promote the positive celebration of culture which will have a positive impact on good relations. The programme is delivered through the 19/20 District Council Good Relations Programme which is currently being equality screened."

After discussion, the Partnership recommend to the Strategic Policy and Resources Committee that:

- it adopt the Shared City Partnership's proposed model for a 2019 Bonfire and Cultural Expression Programme and the Review Panel's recommendation in respect of the 2018 programme;

- that consideration be given to adopting a protocol in relation to the appointment of the individual assessor on the review panel;
- officers submit an update in respect of the Council's current governance arrangements around the Bonfire and Cultural Expression Programme to a future meeting; and
- that officers engage in discussions with the Council's Corporate Communications Section, with a view to formulating a communications plan around the positive outcomes of the Bonfire and Cultural Expression Programme.

Update on Opportunities for Interface Funding 2019/20

The Good Relations Manager reminded the Partnership that the Good Relations Unit had ring-fenced £40,000 from the District Council Good Relations Action Plan for the Interface Expression of Interest exercise in 2019/20. She advised that the exercise would be delivered using the same process used in 2018/19, with invitations to apply for funding being extended across a three-year period, in line with the new guidelines from the Executive Office (TEO).

The officer explained that the aim of the funding would be to invite submissions from interface communities to develop long-term projects and annual events that would provide opportunities for engagement across the interface.

Following a query as to whether the Council had any ability to influence policy in respect of barrier removal, the Good Relations Manager advised that the Strategic Director of City and Neighbourhood Services currently represented the Council on the Department of Justice led Interface Programme Board which provided advice at a strategic level, with particular focus on addressing social, community, physical and economic regeneration in interface areas.

A number of the Members noted that community engagement was central to the delivery of barrier removal. The physical barrier was itself a manifestation of the lack of communication between two communities and it was vitally important that good relations community engagement across the interface was promoted which would help to achieve maximum impact and ultimately assist with the long term barrier removal aim.

The Partnership recommended to the Strategic Policy and Resources Committee that that the Interfaces Funding 2019/20 be awarded using the delegated authority of the Strategic Director City and Neighbourhood Services.

Update on GR Small Grants Tranche 1/Summer Intervention Good Relations Grant Aid 2018/19 Tranche 1

The Partnership was reminded that the Good Relations Small Grant Fund was funded jointly by the Executive Office (TEO) (75%) and the Council (25%), through the District Council Good Relations Programme. The Summer Intervention Fund was 100% funded by TEO and the Good Relations Unit administered the fund on its behalf.

The Good Relations Manager reported that the first call for applications for funding under the 2019/2020 Fund, to undertake activities between April and September, 2019, had closed on 11th January. She explained that, by that date, the Good Relations Small Grant Fund had received forty-two applications, requesting in total £201,370. This represented a decrease on the 2018/19 figures. She advised that Feedback from applicants had highlighted that the following factors might explain the reduction in applications:

- uncertainty of core staff funding which might impact on the capacity to make project applications;
- the ability to access funds from larger programmes such as TEO Central Good Relations Fund, Camps Programme and/or Urban Villages; and
- organisations focusing on other areas of programming.

The Summer Intervention Fund had received 27 applications totalling £109,016. This represented a small increase on last year when 24 applications, requesting a total of approximately £106,744, had been received.

The Partnership was reminded that the Council had previously approved the Good Relations Action Plan which had requested total funding of £734,500. which included £220,400 towards grant aid costs. As the Summer Intervention Fund was 100% funded by TEO, it would issue a letter of offer to cover the awards made by Belfast City Council following the scoring process.

The Partnership was advised that, as the total available budget for projects during 2019/20 available for distribution across the two tranches was £220,400, it was recommended that Tranche 1 grants to the value of £111,000 be awarded. It was further recommended that the Summer Intervention allocation would not exceed £85,000.

The Good Relations Manager reminded the Partnership that, to date, the letters of offer from TEO had not been received, therefore, if funding for grants under Tranche 1 and the Summer Intervention Fund were awarded in advance of a Letter of Offer being received from TEO the funding would be awarded 'at risk'.

The Officer reminded the Partnership that the Strategic Policy and Resources Committee, at its meeting on 17th February 2017, had adopted a recommendation by the Partnership that, in line with the findings contained with an independent audit of the Council's Good Relations function, authority should be delegated to the Strategic Director of City and Neighbourhood Services to approve grants administered by the Good Relations Unit.

Accordingly, the Partnership recommended to the Strategic Policy and Resources Committee that it note the following overall indicative amounts for Tranche 1 of the Good Relations Small Grants Programme and the Summer Intervention Programme which would be subject to the delegated authority of the Strategic Director of City and Neighbourhood Services and further clarification from TEO regarding the level of funding being awarded for 2019/20 for Summer Intervention Funding:

- £111,000 to support 29 organisations to deliver Good Relations projects from April – September 2019 through Good Relations Small Grants Funding; and
- £77,066 to support 21 organisations to deliver diversionary projects from June – August 2019 through Summer Intervention Funding.

Update on Christmas Goodwill Events 2018

The Partnership was asked to note that, as previously agreed, funding of £3,000 had been allocated to this programme of works and she reported that the following groups had received funding:

- Duncairn Community Partnership – cross-community Christmas event held on 8th December, in McCrory Hall, Duncairn Gardens;
- Shankill Women's Centre – cross-community Christmas Market, including children's play area at Lanark Way, held on 1st December;

- Forthspring Inter Community Group – 2 shared Christmas events during the week commencing December 17th, for children, young people and adult community members resident on both sides of our local interface wall that separates the Shankill/Woodvale and Clonard/Springfield communities;
- Greater Whitewell Community Surgery – cross-community ‘Santa’s Adventure Trail’ with 26 youth participants from the Whitewell area,
- North Belfast Interface Network - cross-community Christmas Event held on 15th December in the Ambulance Station, Crumlin Road; and
- Springfield Star – A cross-community youth football tournament which attracted 6 youth teams.

A Member stated that she felt it would be useful if a regional breakdown of the funding awarded through the various Council streams was available as this would help to provide an overall picture of the financial resources allocated to each Council area.

The Good Relations Manager advised that the adoption of the new area working model would help to focus on good relations needs across the City. This approach would ensure that interventions would be planned meaningfully over these areas, taking into account the funding already in place and new opportunities available. It would also help to contribute to place shaping and place making at a local level and to identify priorities.

Noted.

Upcoming Events 2019

The Good Relations Manager advised the Members that a visit to the City Cemetery had been organised on Thursday, 11th April from 11.00 a.m. – 1.00 p.m. as part of the District Council Good Relations Programme, delivered through the DiverseCity Programme.

Noted.

Chairperson

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Subject:	Equality and Diversity: Quarter 3 Equality Screening and Rural Needs Outcome Report
Date:	22 March 2019
Reporting Officer:	John Walsh, City Solicitor/Director of Legal and Civic Services
Contact Officer:	Lorraine Dennis, Equality and Diversity Officer Lisa McKee, Democratic Services Officer

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	To provide members with a summary of equality screenings and rural needs impact assessments for Quarter 3 (October to December 2018).
2.0	Recommendations
2.1	The Committee is asked to <ul style="list-style-type: none"> note the contents of the report.
3.0	Main report
	<u>Key Issues</u>
3.1	One of the main requirements of the Council's Equality Scheme is to carry out the screening of new and revised policies. This allows any impacts related to equality of opportunity and/or good relations to be identified and addressed.

3.2	In addition, the Council also has a statutory duty under the Rural Needs (NI) Act 2016 to consider rural needs in the development of new policies, plans or strategies or in any service design/delivery decisions and is required to ensure that annual reporting returns are submitted to DAERA.
3.3	An equality screening and rural needs impact assessment template is completed by the relevant officer, in collaboration with the Equality and Diversity Unit. On a regular basis, the Unit collates all completed templates into a screening outcome report and publishes onto the Council's website along with the relevant completed templates. The current screening outcome report for October to December 2018 is attached at Appendix 1 .
3.4	<p><u>Financial & Resource Implications</u></p> <p>None</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p>
3.5	The actions outlined contribute to our legal compliance regarding the promotion of equality, good relations and rural needs.
4.0	Appendices – Documents Attached
	Appendix 1 - Screening outcome report and rural needs impact assessments



Belfast
City Council

**Equality Screening Outcome Report and Rural Needs Impact
Assessment**

October to December 2018

Introduction

Legislation – An Overview

Section 75 Statutory Equality Duties

Section 75 of the Northern Ireland Act 1998 requires the Council, when carrying out its functions in relation to Northern Ireland, to have due regards to the need to promote equality of opportunity between nine categories of persons, namely:

- between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- between men and women generally;
- between persons with a disability and persons without; and
- between persons with dependants and persons without.

Without prejudice to its obligations above, the council must also have regards to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

The Council's Revised Equality Scheme was formally approved by the Equality Commission in March 2015. The revised Scheme outlines how we propose to fulfil our statutory duties under Section 75. Within the Scheme, the council gave a commitment to apply the screening methodology below to all new and revised policies and where necessary and appropriate to subject new policies to further equality impact assessment.

- What is the likely impact of equality of opportunity for those affected by this policy/proposal, for each of the Section 75 equality categories?
- Are there opportunities to better promote equality of opportunity for people within Section 75 equality categories?
- To what extent is the policy/proposal likely to impact on good relations between people of different religious belief, political opinion or racial group?

- Are there opportunities to better promote good relations between people of different religious belief, political opinion or racial group?

In keeping with the Council's commitments in its Equality Scheme, the Council has applied the above screening criteria to new policies and proposals. Screening identifies policies that are likely to have an impact on equality of opportunity and/or good relations.

Screening identifies the impact of the policy/proposal as major, minor or none.

- If major – an Equality Impact Assessment may be carried out.
- If minor – consider mitigation or alternative policy and screen out.
- If none – screen out and give reasons.
- Ongoing screening – for strategies/policies that are to be put in place through a series of stages – screen at various stages during implementation.

The council also committed within its Revised Equality Scheme to prepare and publish for information regular reports on its screening exercises. This is screening report providing details on all screenings undertaken from the period October t2017 to March 2018.

Rural Needs Impact Assessments

The Council also has a statutory duty under the Rural Needs (Northern Ireland) Act 2016 to consider rural needs in the development of new policies, plans or strategies or in any service design/delivery decisions. The Council must therefore engage with rural stakeholders in relation to policy development when it is relevant and appropriate. The Equality and Diversity Unit is responsible for reporting to the Strategic, Policy and Resources Committee and for ensuring that annual reporting returns are submitted to DAERA.

To further promote openness and transparency, there is a link to each completed screening and rural needs impact assessment template on the Council's website.

www.belfastcity.gov.uk

The templates details all policies screened over this period and includes decisions reached.

Consultation

The development of new policies and proposals will be supported by effective engagement processes to ensure that staff, service users and all interested parties are fully involved.

Planning for, and delivering safe and cost effective services requires close collaboration at many levels.

If you have any queries about this document, and its availability in alternative formats (including Braille, disk and audio cassette, and in other languages to meet the needs of those who are not fluent in English) then please contact:

Lisa McKee
Equality and Diversity Unit
Belfast City Council
9 Adelaide Street
Belfast
BT2 8DJ

Direct Line 02890 270555
or 028 90 320202 ext 6310
email: equality@belfastcity.gov.uk or McKeeL@belfastcity.gov.uk

Screening Outcome

The screening outcomes are outlined in the table below. Three possible outcomes are recorded:

If **Major** – an Equality Impact Assessment may be carried out. **EQIA** - subject to further scrutiny under Section 75 of the NI Act 1998 to determine the impact upon

those directly affected, which in turn will require informal and formal consultation with a wide range of stakeholders.

If **Minor** – consider mitigation or alternative policy and screen out.

If **None** – screen out and give reasons.

Screening Outcome Options

Major= In

Minor= Out with mitigation

None= Out without mitigation

Rural Needs Impact Assessment Options

Does the policy, plan, strategy or service design/delivery impact on the social and economic needs of people in rural areas?

Belfast City Council Equality Screening Outcome Report and Rural Needs Impact Assessment

This report includes published screenings and Rural Needs Impact Assessments for the period October to December 2018. Copies can be found at:

<http://www.belfastcity.gov.uk/council/equality/eqia.aspx>

Description of Policy/Proposal	Rural Needs Impact Assessment	ECNI Screening Decision and Contact
Decision to approve an application by Radius Housing Association for a Dual Language Street Nameplate to be erected in Rose Street	Rose Street is located within an urban area and not within one of the Council's designated rural settlements. Therefore the provision of dual language street signs in Rose Street would not have any impact	Screened Out –Mitigating Actions (minor impacts) Contact: Ian Harper, ext 2430
Development of a Belfast Planning Service Structural Review Voluntary Alignment Process for Staff on NICS Terms and Conditions	This is an employment process developed to facilitate organizational change in a unique set of circumstances affecting a small group of staff volunteers and will therefore have no impact on residents living in rural areas.	Screened Out - Mitigating Actions (minor impacts) Contact: Helen Devlin, ext 6462

Language Strategy Action Plan – October 2018 – March 2020	This strategy has considered the impacts on a range of existing and potential stakeholders. It is considered that this will not have any relevance to the social and economic needs of persons in rural areas.	Screened Out –Mitigating Actions (minor impacts) Contact: Colm McGuigan, ext 2317 and Michael Johnston, JohnstonM@belfastcity.gov.uk
Amateur Boxing Strategy for Belfast 2012-2022 – additional funding to IABA to deliver action plans for 17/18 and 18/19	This strategy was published during 2012 and, whilst rural stakeholders were not targeting at that time, the consultation was citywide and include a 14 week public consultation.	Screened Out – Mitigating Actions (minor impacts) Contact: Claire Sullivan, ext 3782
Illuminate Project – Colour wash facilities on City Hall Façade for International Day of Human Rights (Irish Language)	City Hall illuminates are only visual lighting displays which have no economic or social impact on rural areas.	Screened Out – No EQIA necessary (no impacts) Contact: Peter McKay, ext 6233



Subject:	Request to use the City Hall Grounds for Orangefest
Date:	22 nd March 2019
Reporting Officer:	John Walsh, Director of Legal & Civic Services Department
Contact Officer:	Peter McKay, Facilities Manager

Restricted Reports

Is this report restricted?

Yes

☐

No

☒

If Yes, when will the report become unrestricted?

After Committee Decision

After Council Decision

Some time in the future

Never

☐
☐
☐
☐

Call-in

Is the decision eligible for Call-in?

Yes

☒

No

☐

1.0	Purpose of Report
1.1	Members will be aware that requests for the use of the City Hall grounds are normally dealt with under the authority delegated by the Committee to the Director of Legal & Civic Services, using criteria agreed for this purpose. Occasionally however, it is necessary to place such requests directly before the Committee, and the request set out below falls into this category.
1.2	Members will recall that in 2015 approval was given to the Grand Orange Lodge to have an Orangefest event in the City Hall Grounds on the 12 th July for a 3 year period up to 2018.

1.3	A request has now been received for a similar event to take place on Friday 12th July 2019 from 11am to 7pm. The proposed event would be similar to previous years and involves “a mini-market, catering demonstrations in marquees, and a small open-air children’s entertainments programme”. The organisers’ estimate of attendance is 3,000 to 5,000 people. The event would take place on the front lawns only and consequently areas such as the Titanic garden and Cenotaph would remain open to the public.
1.4	To save bringing another report back to Committee, Members are also asked to give consideration to allowing this event to take place in 2020 and 2021.
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • approve this event in 2019, 2020 and 2021
3.0	Main report
	<u>Key Issues</u>
3.1	The organisers would be providing all stewarding/marshalling staff and would of course have to comply with the usual conditions including indemnities for damage and submission of a formal event-management plan etc. The organisers have requested that they have access to electricity and water supplies as has been granted in previous years.
3.2	As with the previous event the organisers’ stated intentions are both to widen the appeal of the traditional Twelfth celebrations by attracting a more family-oriented and diverse audience and, secondly, to maximise the commercial opportunities for the city-centre presented by the presence of thousands of onlookers in the area.
3.3	The City Hall exhibition will be open as normal between 9.30am and 5.30pm and public tours will be available at 10am, 11am, 2pm, 3pm and 4pm on the 12 th July.
3.4	The Orange Order has indicated that it may also seek to launch ‘Orangefest 2019’ at the City Hall a few weeks prior to the event, using either the office of one of the civic dignitaries or one of the prestige function rooms if available.

3.5	Members will also be aware that for many years the Orange Order has been facilitated in using the Cenotaph for a short commemorative ceremony on the morning of the main parade, following which participants re-join the main parade, and this would be the case again in 2019. In previous years a small PA system has also been made available for the service.
3.6	In most respects this 'Orangefest' event is very similar in scale, scope, purpose and layout to the previous events.
3.7	<p>The key issues in respect of this report are:</p> <ul style="list-style-type: none"> • whether the Committee is minded to approve this request again in 2019. Previous events were characterised by the organisers as a "huge success" and from the council's perspective it passed off without any logistical or other difficulties or damage. • whether the Committee also wishes to approve for 2019 and 2020 • whether it wishes to allow use of one of the City Hall function rooms for the Press Launch of the event
3.8	<p><u>Financial & Resource Implications</u></p> <p>There are some limited cost implications with providing a small in-house PA system for the commemoration event at the Cenotaph and the electricity supply for some of the activities taking place in the grounds. These can be met from existing departmental budgets.</p>
3.9	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>The relevant equality and good relations implications have been taken into consideration, as a screening form was previously forwarded to the Equality and Diversity Officer and the event was screened out in June 2013.</p>
4.0	Appendices – Documents Attached
	None

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Subject:	Request for use of City Hall grounds – Belfast Photo Festival Photographic Exhibition
Date:	22 nd March 2019
Reporting Officer:	John Walsh, Director of Legal & Civic Services
Contact Officer:	Peter McKay, Facilities Manager

Restricted Reports

Is this report restricted?

Yes ☐ No ☒

If Yes, when will the report become unrestricted?

After Committee Decision

After Council Decision

Some time in the future

Never

☐
☐
☐
☐

Call-in

Is the decision eligible for Call-in?

Yes ☒ No ☐

1.0	Purpose of Report
1.1	Members will be aware requests for the use of the City Hall grounds are normally dealt with under the authority delegated by the Committee to the Director of Legal & Civic Services, using criteria agreed for this purpose. Occasionally however, it is necessary to place such requests directly before the Committee, and the request set out below falls into this category.
1.2	A request has recently been received from the organiser of the Belfast Photo Festival (BPF) to have a photographic exhibition in the grounds of the City Hall from 1 st to the 23 rd June 2019. The BPF is the visual arts festival of Northern Ireland and one of the leading photography festivals in the UK. Launched in 2011 the festival attracts 85,000 visitors across 24 city centre venues and is one of the city's major art events.

2.0	Recommendations
2.1	<p>The Committee is asked to;</p> <ul style="list-style-type: none"> • approve this request to hold the exhibition in the City Hall grounds between the 1st and 23rd June 2019
3.0	Main report
	<u>Key Issues</u>
3.1	The key issues in respect of this report are whether or not the Committee wishes to grant permission for the exhibition to take place over a 3 week period in the City Hall grounds.
3.2	Each year the city wide festival includes the grounds of Belfast City Hall as a primary location for both photographic exhibitions and other events. Previous exhibits have included the DeLorean Print Project in 2015 which proved to be very successful and brought a real spectacle to the City Hall lawns. In 2018 the exhibition looked at music & photography and ‘the camera’s role in capturing individuality within the music industry and the industry’s influence on the formation of identity’.
3.3	For the 2019 exhibition the theme is “Truth” reflects on the question if the camera never lies. History is full of icons, stars which reflect the spirit of time in form, media, content, cementing the time in history. After 2001, the medium of photography lost authenticity when it became digital, which allows for an every changeable structure.
3.4	You can now trust the pictures less than before, reality can also be constructed. This photography exhibition will show images of meticulous scale models recreating iconic photographs in history such as 9/11; Concorde, first steps on the moon, Titanic, Pearl Harbour.
3.5	Good Relations have reviewed the exhibition images and confirmed that although the exhibition includes a range of images, some of which relate to sensitive events such as the 9/11 Twin Towers attack. These images may challenge the perceptions of the audience but Good Relations cannot see any negative good relations implications that should stop the exhibition being hosted at City Hall.

	<u>Financial & Resource Implications</u>
3.6	There are no direct resource implications in terms of staff time or additional costs associated with this request
	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.7	Good Relations has been consulted in respect of this application and has read and viewed the exhibition content. Although some of the content relates to sensitive events such as the 9/11 Twin Towers attack and may challenge the perceptions of the audience they cannot see any negative good relations implications that should stop the exhibition being allowed in the City Hall grounds
4.0	Appendices – Documents Attached
	None

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Belfast
City Council

Subject:	Requests for use of the City Hall and the provision of Hospitality
Date:	22 March 2019
Reporting Officer:	John Walsh, City Solicitor
Contact Officer:	Peter McKay, Facilities Manager

Restricted Reports

Is this report restricted?

Yes

☐

No

☒

If Yes, when will the report become unrestricted?

After Committee Decision

After Council Decision

Some time in the future

Never

☐
☐
☐
☐

Call-in

Is the decision eligible for Call-in?

Yes

☒

No

☐

1.0	Purpose of Report
1.1	This paper, together with the attached appendix, contains the recommended approach in respect of each of the requests by external organisations for access to the City Hall function rooms received up to 11 March 2019 which appear to the Civic HQ Unit to comply with the criteria previously established by the Committee and are recommended for approval.
2.0	Recommendations
2.1	The Committee is asked to: <ul style="list-style-type: none"> approve the recommendations made in respect of applications received up to 11 March 2019 as set out in the attached appendix.
3.0	Main report
	<u>Background Information</u>

3.1	Members will be aware that the Committee, at its meeting of 6th January 2017, agreed to modify the criteria governing access to the City Hall function rooms for external organisations.
3.2	The Committee also agreed to the implementation of room-hire charges for some categories of function, and also revised the approach to the provision of civic hospitality for functions on foot of the agreed efficiency programme. Some further modifications to this approach were agreed at the Committee's meetings of 24th March 2017 & 23 rd June 2017.
	<u>Key Issues</u>
3.3	The existing revised criteria and scale of charges have been applied to the various requests received and the recommendations herein are offered to the Committee on this basis for approval.
3.4	The schedule attached at Appendix 1 covers a number of applications for functions, which are scheduled for 2019, 2020, 2021 and 2022 and are included in order to permit the organisers to commence their event planning and communications activity as early as possible.
3.5	There is one function recommended uses of the once-in-three-years rule in respect of the applications referred to in this report and appendix. Belfast Media Group for the Best of the North Awards 2019. We have hosted this event for many years in City Hall but in line with the once in three rule as if not accommodated in the City Hall, could avail of private sector facilities and pay a full commercial rate.
3.6	<u>Financial & Resource Implications</u> The implementation of charging for external functions has commenced, in line with the Committee's decisions in the matter.
	<u>Equality or Good Relations Implications</u>
3.7	There are no direct good relations or equality implications arising from this report.
4.0	Appendices – Documents Attached
	Appendix 1 - Schedule of Function requests received up to 11 March 2019.

MARCH 2019 CITY HALL FUNCTION APPLICATIONS

NAME OF ORGANISATION	FUNCTION DATE	FUNCTION DESCRIPTION	CRITERIA MET	ROOM CHARGE	HOSPITALITY OFFERED	CIVIC HQ RECOMMEND
2019 EVENTS						
Queen's University Belfast Ladies Boat Club	11 May 2019	Ladies Boat Club 50th Anniversary Dinner – dinner to mark 50 years since inception of the ladies boat club at Queens, reflecting on clubs history, local athletes and what the club offers student. Numbers attending –150	C	No - Charity	No	Approve No room charge No hospitality
Belfast Media Group	31 May 2019	Best of the North Awards 2019 – celebratory event for the services, businesses, products and people based in North Belfast and their contribution to North Belfast and the community. Numbers attending 350	B & C 1 in 3 rule	Yes - £825	No	Approve Room charge No hospitality
Belfast Pride	26 July 2019	Belfast Pride Awards – LGBT Community awards ceremony. Drinks reception followed by presentations. Numbers attending 300+	A, C & D	No - Charity	No	Approve, No Charge No hospitality
Travel Trade Corporation with support from Tourism NI	18 August 2019	Trafalgar Awards Evening for senior personnel in the TTC. This ceremony will awards presentation, drinks and refreshments. It is part of a large programme of events for the Travel Trade Corporation Global Conference. Numbers attending 130	A, B & C	No <i>(£300 waived as linked to Tourism NI)</i>	Yes, wine reception	Approve No Charge Wine Reception
Patient and Client Council	10 October 2019	10 Year Anniversary Relaunch Event to celebrate contribution of public to local health and social care services. Launch of new support service. Numbers attending 300+	C	Yes £300	No	Approve Room charge No hospitality

MARCH 2019 CITY HALL FUNCTION APPLICATIONS

The Chartered Institute of Building (CIOB)	23 November 2019	Graduation Ceremony for Chartership Qualifications for construction management and leadership. The event will be a ceremony, reception and networking. Numbers attending 130	C	No - Charity	No	Approve No charge No hospitality
JCI (Junior Chamber International) Belfast	23 November 2019	JCI UK National Convention Awards and Gala Dinner 2019 – award ceremony and dinner reception to close the 3 day conference. Numbers attending 250	A & B	No <i>(£825 waived as linked to Visit Belfast)</i>	Yes, Wine Reception <i>(linked to Visit Belfast)</i>	Approve No charge Wine Reception
Flax Trust	5 December 2019	Flax Trust Inter-Community School Choirs Award; competition event of 9 choirs from 18 schools to win a trophy and monetary award. Numbers attending - 550	C & D	No - Charity	No	Approve No Charge No Hospitality
2020 EVENTS						
British Association for Music Therapy	3 April 2020	BAMT Conference 2020 Reception and Launch – Opening reception with speeches, buffet and dancing as part of a 3 day conference taking place in Queens University Belfast. Numbers attending –300	A & B	No - Charity	Yes, Wine Reception	Approve No charge Wine Reception
Pharmaceutical Society of Australia (PSA)	21 May 2020	Welcome Reception for the 45th PSA Offshore Refresher Conference - conference reception as part of a 4 day conference taking place in Belfast. Numbers attending –300	A & B	No <i>(£300 waived as linked to Visit Belfast)</i>	Yes, Wine Reception <i>(linked to Visit Belfast)</i>	Approve No charge Wine Reception
International Association of Gaming Advisors (IAGA)	16 June 2020	2020 International Gaming Summit & GREF Annual Conference Cocktail Reception – Welcome reception as part of a 3 day conference taking place in Belfast. Numbers attending –300	A & B	No <i>(£300 waived as linked to Visit Belfast)</i>	Yes, Wine Reception <i>(linked to Visit Belfast)</i>	Approve No charge Wine Reception

MARCH 2019 CITY HALL FUNCTION APPLICATIONS

2021 EVENTS						
Ulster University, UK Psychological Trauma Society	17 June 2021	Welcome Reception for the ESTSS 2021 Conference —reception for international delegates as part of a 4 day conference taking place in Belfast. Numbers attending – 400	A & B	No <i>(£300 waived as linked to Visit Belfast)</i>	Yes, Wine Reception <i>(linked to Visit Belfast)</i>	Approve No charge Wine Reception
2022 EVENTS						
Lions Club International	13 March 2022	Opening Board of Directors Dinner – this is the first board meeting in 101 year history to take place in Ireland and Belfast was chosen. This dinner will mark the beginning of 6 day events programme. Numbers attending –150	A & B	No <i>(£825 waived as linked to Visit Belfast)</i>	Yes, Wine Reception <i>(linked to Visit Belfast)</i>	Approve No charge Wine Reception

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Subject:	Audit & Risk Panel Report and Minutes of meeting of 4 March 2019
Date:	22 March 2019
Reporting Officer:	Ronan Cregan, Deputy Chief Executive and Director of Finance and Resources
Contact Officer:	Claire O'Prey, Acting Head of Audit, Governance and Risk Services (AGRS)

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 purpose of this report is to provide a summary to Committee of the key issues that were considered and discussed by the Audit & Risk Panel at its March 2019 meeting and present minutes of the last meeting of the Panel for approval.
2.0	Recommendations
2.1	That the Strategic Policy and Resources Committee; <ul style="list-style-type: none"> Notes the key issues arising at the meeting and approves the minutes of the Audit & Risk Panel of 4 March 2019 at Appendix 1.

3.0	Main report
3.1	Key Issues <u>NIAO</u>
3.1.1	<p>The Audit & Risk Panel received the draft NIAO Audit Strategy for the audit of the Council's financial statements for 2018/19, which sets out the audit approach, materiality levels and the timetable for the audit. The deadline for certifying the accounts is 27 September 2019. Alongside their usual work, the NIAO have indicated that they will be testing; potential for fraud and whistleblowing; capital projects; reserves; continued organisation change; and non–recurrent funding (including diversionary funding and the Bank Buildings fire).</p>
3.1.2	<p>In addition to auditing the financial statements, the NIAO also provide assurance to the Panel that the Council's arrangements to monitor performance of the delivery of its improvement objectives for 2018 have complied with the legislative requirements of Part 12 of the Local Government (NI) Act 2014 and the associated guidance as issued by the Department for Communities. In this respect, the Panel noted the Auditor's unqualified opinion that the Council has discharged its performance improvement and reporting duties. The Panel also noted that there are no formal recommendations contained within the report but rather a number of 'proposals for improvement', which would be monitored by the Panel on a regular basis.</p>
3.1.3	<p>The report on the exercise of the Local Government Auditor's functions in the year to 31 March 2018 made 3 recommendations relating to the Audit & Risk Panel; training for members who are decision makers on Planning matters; and training for staff involved in procurement processes. The Panel noted that management updates indicate that good progress is being made to fully implement these recommendations within the council and that the NIAO will monitor progress and may report on their findings in future annual reports or Reports to those charged with Governance.</p> <p><u>Audit and Risk Panel</u></p>
3.1.4	<p>The Panel agreed the Audit and Risk Panel's purpose and terms of reference, which had been updated in line with CIPFA 2018 best practice to include the Panels role in:</p> <ul style="list-style-type: none"> ▪ considering the assurances available on whether partnership and / or collaboration arrangements are satisfactorily established and are operating effectively; and ▪ reviewing the Councils ethical framework.

3.1.5	<p>The Panel also agreed the programme of business for 2019, with the dates for future meetings being set after the elections.</p> <p><u>Key reports</u></p>
3.1.6	<p>The Panel approved the Internal Audit and Risk Management Plan for 2019/20 which sets out the role of AGRS as an assurance provider and advisory service which directly assists the Council in meeting relevant statutory obligations in relation to internal control, risk management and good governance. The Plan sets out the specific assurance and consulting assignments that will be undertaken in addition to other bodies of work around implementation of the Corporate Fraud Risk Assessment and the updated Risk Strategy.</p>
3.1.7	<p>The Panel noted the progress being made against the annual audit plan, with 7 audits finalised in the period December – February 2019, and received an update from the Director of Economic Development regarding Visit Belfast. The Panel asked for AGRS to undertake follow-up work at Visit Belfast and to update them at their June meeting. The Panel agreed to defer the audit of Procurement and Contract Management to 19/20 given the recent appointment of the Head of Commercial and Procurement Services.</p>
3.1.8	<p>The Panel noted the corporate risk updates for quarter 3 and that a corporate risk workshop was to take place on 14 May with CMT and tier 3 management, to take a fresh look at the key risks facing the Council. The Panel asked that the Director of Planning and Building Control to attend the June meeting to provide the Panel with an update on the management of the corporate risk on the Local Development Plan and to provide the Panel with a progress update on the Planning Improvement Plan.</p>
3.1.9	<p>The Panel also received quarter 3 reports on corporate health and safety, absence management and performance improvement.</p> <p><u>Financial & Resource Implications</u></p>
3.2	<p>None</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p>
3.3	<p>None</p>
4.0	Appendices – Documents Attached
	Appendix 1 - Minutes of Audit & Risk Panel 4 March 2019

Audit and Risk Panel

Monday, 4th March, 2019

MEETING OF AUDIT AND RISK PANEL

Members present: Councillor Craig (Chairperson);
Alderman Rodgers and Councillor Hutchinson; and
Mrs S. Hetherington.

In attendance: Mr. R. Cregan, Strategic Director of Finance and Resources;
Mr. J Greer, Director of Economic Development;
Mrs. C. O'Prey, Acting Head of Audit, Governance and Risk
Services (AGRS);
Mr. M. McBride, Head of Finance and Performance;
Mr. T. Wallace, Financial Accounting Manager;
Mr. L. Mulholland, Audit, Governance and Risk
Services Manager;
Mr. M. Whitmore, Acting Audit, Governance and Risk
Services Manager;
Mrs. E. Eaton, Corporate Health and Safety Manager;
Ms. C. Christy, Human Resources Manager;
Mrs. C. Kane, Director, Northern Ireland Audit Office; and
Miss C. Donnelly, Democratic Services Officer.

Apologies

Apologies for inability to attend the meeting were reported for Councillors Carson and Heading.

Minutes

The minutes of the meeting of 4th December were taken as read and signed as correct.

Declarations of Interest

No Declarations of Interest were reported.

Audit Panel Terms of Reference and Annual Programme of Work

The Panel considered the following report:

“1.0 Purpose of Report or Summary of main Issues

- 1.1 The purpose of this paper is to present the Audit and Risk Panel's purpose and terms of reference statement and 2019 programme of business for approval.

2.0 Recommendation

- 2.1 That the Audit and Risk Panel approves the Audit and Risk Panel's purpose and terms of reference statement.**

That the Audit and Risk Panel approves its indicative programme of business for 2019.

3.0 Main report

**Audit and Risk Panel – Purpose Statement and
Terms of Reference**

- 3.1 In line with good practice, the purpose statement and terms of reference for the Audit and Risk Panel are reviewed on an annual basis. The purpose statement and terms of reference of the Panel are important because they set out the role of the Panel in the context of the Council's governance structures. They are based on the recommended CIPFA model (2018 edition) for audit committees tailored, where, appropriate to Belfast City Council.**
- 3.2 The terms of reference were last updated in March 2018, following a recommendation arising from the external review of AGRS, to better reflect the assurance role of the Panel regarding risk management.**
- 3.3 As Members may recall, at the December 2018 meeting the Panel considered the results of the 'self-assessment' of the effectiveness of the Audit and Risk Panel against CIPFA guidance. This concluded that arrangements are largely compliant with the guidance, with the key issues relating to expanding the terms of reference of the Audit and Risk Panel so that there is explicit reference to the Panels role in:**
- considering the assurances available on whether partnership and / or collaboration arrangements are satisfactorily established and are operating effectively.
 - reviewing the Councils ethical framework.
- 3.4 The terms of reference have been updated to take account of the above issues and the changes have been tracked for ease of review.**

Audit and Risk Panel – Programme of Business 2019

- 3.5 In line with good practice the quarterly meetings of the Panel (dates to be confirmed following the elections in May) have been aligned with an indicative programme of business, designed to ensure that the Panel demonstrably addressed /**

**Audit and Risk Panel,
Monday, 4th March, 2019**

discharges its roles and responsibilities as set out in its purposes statement / terms of reference.

- 3.6 As Members may recall, following Audit and Risk Panel training in November 2018, the Panel decided that they would not hold an additional meeting each year to focus on the management of corporate risks. Rather, the Panel agreed to seek concise updates from management on how they are managing key corporate risks, with 1 – 2 risks being considered per meeting, on a rolling basis. This change has been reflected in the indicative programme of business for 2019.**

- 4.0 Financial and Resource Implications
None.**

- 5.0 Equality or Good Relations Implications/
Rural Needs Assessment
None.”**

The Panel approved the Audit and Risk Panel’s updated purpose and terms of reference statement, and the indicative programme of business for 2019.

Absence Rates for Quarter Ending December 2018

(Ms. C. Christy, Human Resources Manager, attended in connection with this item.)

The Human Resources Manager advised the Panel that at the end of quarter three, sickness absence was 10.23 days, an increase of 0.47 days compared to absence for the same period the previous year (9.76). This meant that the end of year target of 10 days would not be met. The HR Manager pointed out that there had been a slight increase in the number of staff with no recorded absence for the period and there had been an increase in absence classified as long term (20 days +) (69.67%) compared to the same time the previous year (67.74%).

She provided information on the use of discretion by managers and disability related absence, and highlighted that there had been a noticeable reduction in the number of cases where discretion had been used since attendance management training commenced in August 2018.

The Human Resources Manager also provided the Panel with a summary of the ongoing actions that were being taken to address high absence levels including health and wellbeing actions and absence management training, support and communications.

The Panel expressed concern at the absence figures and hoped that the new Head of Service, when appointed, would focus on this issue. A Member thanked the Human Resources Manager for the illustrative nature of the report and added that it was

**Audit and Risk Panel,
Monday, 4th March, 2019**

extremely helpful to the Members to have the information presented in chart and graph form. He requested that the information continued to be portrayed in the same manner to future meetings.

After discussion the Panel noted the contents of the report.

Corporate Health and Safety Performance Report

The Corporate Health and Safety Manager provided the Panel with an update on corporate health and safety performance and activities for the quarter ending 31st December, 2018.

She reviewed the progress against health and safety key performance indicators for quarter three (31st December, 2018) which showed that the compliance rate for the implementation of health and safety actions was 72 percent, falling short of the target of 80 percent, whilst the implementation of fire safety actions exceeded the target of 80 percent.

The Corporate Health and Safety Manager reported a reduction in the number of employee and non-employee accidents in the period.

The Corporate Health and Safety Manager advised the Panel of progress that had been made to implement the key health and safety priorities for 2018/19. She also advised on the enquiries and correspondence that had been received from the Northern Ireland Fire and Rescue Service (NIFRS) during quarter three. The Corporate Health and Safety Manager answered a query that a Member had raised regarding the arrangements for fire extinguishers at community centres.

In response to question that a Member had raised at the December meeting of the Panel, the Corporate Health and Safety Manager confirmed that the outstanding actions regarding fire extinguishers at Barnett's Demesne Service Yard have been closed to the satisfaction of the Council's fire advisor.

After discussion, upon a request made by a Member, the Strategic Director of Finance and Resources agreed that a report would be presented to the next meeting of the Panel regarding the number and cost to the Council of compensation claim settlements as a result of accidents.

The Panel noted the report.

AGRS Progress Report (February 2019)

The Acting AGRS Manager gave the Panel an overview the Service's activity, including summaries of specific internal audit reports which had been finalised in the period December 2018 – February 2019.

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He highlighted that a number of audits had been completed in the three month period including, Leisure Estates Programme (Corporate Risk Review), Digital Information Security (Corporate Risk Review), Visit Belfast, Planning, GLL Partnership Management, Belfast Bikes and Insurance.

The Acting AGRS Manager provided the Panel with a summary of the key findings of each audit and in particular the audit of Visit Belfast, which had resulted in an audit assurance level of “major improvement needed”.

He further advised the Panel that the Service had undertaken a number of other pieces of work including work with management on the implementation of the new HR/Payroll system and an audit of the Chief Executives Forum.

The Acting AGRS Manager drew the Panels attention to a number of audits which are in progress relating to:

- Capital Programme;
- Economic Development;
- PEACE IV;
- Building Control;
- Health & Safety – Corporate Risk Review; and
- Births, Deaths, Marriages & Civil Partnerships.

The Panel was reminded that there were a number of vacancies and that management would continue to review the plan on an ongoing basis to ensure that resources were directed to the areas of highest priority.

The Director of Economic Development provided the Panel with an update on the action that had been taken in response to the Visit Belfast internal audit and explained that the organisation is fully committed to implementing the recommendations by the end of March 2019. He also assured the Panel that internal control matters would be included as a standing agenda item at the monthly performance meetings with Visit Belfast.

The Panel agreed to defer the audit of Procurement and Contract Management to the 2019/20 audit plan, to allow time for the resources to be put in place to drive forward improvements to the control environment and to allow the recently appointed Head of Commercial and Procurement Services to settle into the role.

After discussion, the Panel also agreed that the Acting Head of Audit, Governance and Risk Services would bring a report back to the next meeting, to update the Panel on the follow-up work which was due to be carried out in April and that the Acting Head of AGRS bring the outcome of the audit to the attention of the Councillors who sit on the Visit Belfast Board.

After considering the key findings from the internal audit of Planning and some queries that Members had on this area, Members further agreed to invite the Director of Planning and Building Control to the next meeting of the Panel to provide the Panel with an update on the Improvement Plan.

The Panel noted the contents of the report.

Corporate Risk Management

The Panel considered the following report:

“1.0 Purpose of Report or Summary of Main Issues

1.1 The purpose of this report is to apprise the Audit and Risk Panel regarding:

- a) the Council’s key corporate risks, as identified and assessed by senior management;**
- b) the action management has taken in quarter 3 in terms of reviewing these risks and related actions and the key issues pertaining to each of these corporate risks; and**
- c) business continuity management arrangements.**

2.0 Recommendations

2.1 The Audit and Risk Panel is asked to note the report and to note that CMT will review the corporate risks and assessments in light of the updated Risk Management Strategy (see separate paper) and corporate plan at a later date.

3.0 Main report

Key Issues

3.1 Summary of BCC Risk Management Arrangements

3.1.1 Senior management has identified 18 corporate risks. These risks are considered by management to present the greatest threat to the achievement of corporate objectives and / or compliance with key statutory requirements. These risks have been assessed by management in terms of the likelihood of them occurring and the impact if they did, using a 5x5 scoring matrix, with 5 being ‘high’ and 1 being ‘low’. They are assessed at current and target levels. The ‘gap’ between the current and target risk assessments reflects action that management considers it needs to take before it can be satisfied that the risk is managed to the appropriate level.

3.1.2 Audit, Governance and Risk Services (AGRS) monitors compliance with this process and audits the management of key corporate risks as part of its audit plan. The Audit and Risk

Panel has an important role in seeking assurances regarding both the process and the management of key risks.

3.2 Risk Reporting for the quarter-end December 2018

3.2.1 The Council's corporate risks the management assessment of these risks provides:

- details of the controls, oversight and audit / review arrangements in relation to each risk – the three lines of defence, where these specifically relate to the risk
- the key issues that need to be addressed to manage the various risks
- whether review of the risk / actions took place at the end of quarter 3 ('compliance').

3.2.2 Key points arising from the quarter 3 exercise are as follows:

- No new corporate risks were identified and no risk assessments changed this quarter.
- City Centre Regeneration, Local Development Plan and Managing Performance at the Belfast Waterfront and Ulster Hall - Management have indicated that the corporate risks for the Place and Economy Department, will be incorporated into the monthly performance, programme and project board meetings to ensure that there is appropriate read across and that the corporate risks are correctly focussed.
- Safeguarding - the Safeguarding Panel has initiated work to develop a new policy framework, however due to a resource gap, the revised timeline for reporting to CMT and Committee is now April 2019. Recruitment of a Safeguarding Compliance Officer has been approved and recruitment will be initiated.
- Externally funded physical projects risk – In October 2018 CMT agreed the formal handover process and future monitoring requirements for any Council physical project which has received external funding. While not yet in place, the Programme Management Office intends to include an update on compliance with letter of offer conditions in the Physical Programme dashboard, with quarterly updates to be brought to Corporate Management Team (CMT) and an overview reported into Strategic Policy and Resources Committee.

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- **Asset management strategy – as reported last quarter, the Director of Property and Projects has indicated that there is a need to determine the work and resource required to develop a corporate approach to asset management and maintenance and that this has not been taken forward due to resource issues in the department. The next steps will be considered by the Finance / Property and Projects Oversight Group.**
- **Procurement and contract management risk – the Head of Commercial and Procurement Services took up post in February 2019 and will lead improvements in this area. Recruitment of 3 manager posts has commenced.**
- **Information Governance, management are continuing to implement GDPR, with the Information Governance Board in January, receiving an update and agreeing a number of actions in relation to procurement, contracts, data protection impact assessments, legal sign off etc.**
- **Health and Safety, management indicated that in the main the necessary structure, policies and frameworks are in place and that in the next quarter, they would consider whether the risk needed to be re-focused around improving the quality of risk assessments and the health and safety culture.**
- **Waste management, management have indicated that the corporate risk will be reviewed to ensure that there is appropriate focus on waste collection and that key actions to manage the risk are agreed.**
- **Physical investment programme – the Director of Property and Projects continues to highlight a concern re reduced capital finance available and staffing issues related to the extent of change in the department. The Director also highlighted that the Budget Panel had indicated that it was appropriate to use the time to focus on planning capital projects.**
- **Community Plan / Belfast Agenda – new governance arrangements are being implemented, with the Living Here Board having met on three occasions and the Working and Learning Board having had their inaugural meeting in December.**
- **The risk profile presented is significant and presents considerable challenges.**

**Audit and Risk Panel,
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- **AGRS audit work planned for 2018/19 has included considerable focus on management of these risks. We have and will be presenting audit opinions / assessment of the management of these risks to the Audit & Risk Panel, in particular focusing on the strength of oversight arrangements (the so called, 'second' line of defence').**

3.3 Compliance with process

3.3.1 The following table summarises compliance with the risk review process for the quarter-end December 2018. While the quarterly review process is an agreed part of Council governance arrangements some issues of non-compliance have been noted, these are detailed in the following table.

Chief Officer	Assurance regarding compliance with the risk management process
Deputy Chief Executive and Director of Finance and Resources	Full compliance for the corporate risks, with the exception of the corporate risk on corporate frameworks, which needs to be redefined
Director of City and Neighbourhood Services	Full compliance for the corporate risks and the majority of all departmental risks. The Director has highlighted that given the department is in a transition change process with a live working functional structure but interim reporting and accountability line structures, the governance of many of the areas where there are corporate and departmental risks, is fluid. On a positive side, the tier 4 managers are in place from December 2018 and following a period of bedding in, they will be able to take ownership to support the Director in providing the level of assurance required for the governance of the departments risk management process.
Director of Place and Economy	Full compliance. The Director has indicated that a full review of the department's risks will be undertaken following the CMT risk workshop.
City Solicitor	Full compliance for the corporate risks. Departmental and service risks will be reviewed as part of the annual business planning process.
Director of Property and Projects	Full compliance for the corporate risks. Further review of departmental risks

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	required. The Director has highlighted a particular risk within the Department relating to the loss of senior managers and the number of staff in temporary roles. These changes will need to be managed and communicated to avoid any adverse impact on staff.
Director of City and Organisational Strategy	Full compliance for the corporate risks. Following the transfer of Human Resources to the Department in November 2018, management have indicated that there is a need to review these risks. In addition, following the transfer of Innovation to the Department and the recruitment of the Innovation Team, management have indicated that there is a need to identify and assess risks in this area.

3.4 Updated Risk Strategy

- 3.4.1** The updated Risk Strategy has been approved by Council and AGRS has developed an implementation plan which includes comprehensive review of the corporate risk register by CMT, briefings to departmental management teams and increased support to / challenge of the risk management process in departments by AGRS. CMT have indicated that the risk workshop should be held in May 2019.

3.5 Briefings from Management on Key Corporate Risks

- 3.5.1** In relation to one of the improvement actions arising from the Audit and Risk Panel annual self-assessment, the Panel requested that management attend and brief the Panel on the management of corporate risks, with 1-2 risks covered at each meeting. At the December 2018 meeting, the Panel selected the following risks for future briefings; the Local Development Plan (LDP); City Deal and; Managing Performance at the Belfast Waterfront Ulster Hall Ltd. In this regard, the Director of Planning and Building Control had prepared an update for the Panel on the management of the LDP corporate risk, however he is no longer able to attend the Panel as there is a clash with the Departmental Away Day. The Director has asked that his apologies are passed on to the Panel and has indicated that he will attend the June meeting to provide an update on the management of the LDP risk.
- 3.5.2** AGRS will liaise with the relevant risk owners regarding future briefings to the Panel on the City Deal and Managing Performance at the Belfast Waterfront Ulster Hall Ltd.

3.6 Business Continuity Management (BCM)

- 3.6.1 Business Continuity Management is about being able to respond and continue with the delivery of key services in the event of disruption or in an emergency. To this end, the Council has identified a number of critical services and they are required to have BCM plans and test these each year. AGRS checks to see that plans are in place, tested annually and BCM contacts receive training. AGRS does not however, manage or coordinate the implementation of plans either, when activated in one specific service or across a number of services in the event of an emergency.**
- 3.6.2 All services are asked to plan their business continuity exercise by July 2018, with the actual exercise itself to be completed by the end of March 2019. As at 18 February 2019, all 15 critical services had confirmed that they had properly planned their business continuity exercise for the 2018-19 year, and 5 services had undertaken and reported on their annual exercise. At the recent round of quarterly meetings, AGRS has reminded Directors of the need for the remaining critical services to undertake and report on their annual BCM exercise by the end of March 2019.**
- 3.6.3 AGRS is working with key officers to ensure that the Council is prepared for, and can continue to deliver critical services, in the event of any disruption that may result from a ‘no deal’ Brexit. All critical services have been asked to set out the resilience measures that they will take before the end of March 2019 to ensure continued service delivery and to review and update their BCM plans to ensure that it guides them in dealing with any service delivery issues that may arise post Brexit.**

Financial and Resource Implications

None.

**Equality or Good Relations Implications/
Rural Needs Assessment**

None.”

The Panel noted the contents of the report and further noted that the Corporate Management Team would review the corporate risk and assessments in light of the updated Risk Management Strategy and Corporate Plan at a workshop planned for 14 May 2019.

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Internal Audit and Risk Management Plan for 2019/20

The Acting Head of Audit, Governance and Risk informed the Panel that the Internal Audit and Risk Management Plan for 2019/20 set out the role of Audit, Governance and Risk Services as an assurance provider and advisory service which directly assisted the Council in meeting relevant statutory obligations in relation to internal control, risk management and good governance.

She pointed out that the plan provided a clear link between audit activity, strategic objectives and corporate risk and that, in addition to specific assignments, the plan included provision for continuous support to the organisation in fraud prevention, detection and investigation, whistleblowing, risk management and business continuity management along with corporate governance.

The Acting Head of Audit, Governance and Risk added that the plan was achievable on the basis that the Audit, Governance and Risk Service returned to its full complement of staff and that, if unforeseeable demands on resources arose during the 2019/20 financial year, the Service would prioritise the completion of high priority assignments and that any requests for deferrals would be brought to the Audit and Risk Panel for consideration.

The Chairperson asked the Non-Executive Member for her opinion on the proposed plan and she informed the Panel that she approved the report and commended the plan's links to the Council's strategic objectives, corporate risks and to the Belfast Agenda.

The Panel approved the Internal Audit and Risk Management Plan for 2019/20.

NIAO Audit Strategy

The Director of the Northern Ireland Audit Office (NIAO) reminded the Members that, as the Council's independent external auditor, the NIAO was required to examine, certify and report on the financial statements of Belfast City Council and that its annual Audit Strategy provided the Council with a clear understanding of how it planned to carry out the audit of the Council's financial statements.

She gave the Panel an overview of the Audit Strategy and highlighted the following key messages:

- how the NIAO, on behalf of the Local Government Auditor (LGA), planned to audit the financial statements for the year ending 31 March 2019, including how it would be addressing significant risks of material misstatement to transactions and balances;
- how the NIAO, on behalf of the LGA, planned to audit the proper arrangements that were in place for securing economy, efficiency and effectiveness in the use of resources for the year ending 31 March 2019;

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- how the NIAO, on behalf of the LGA, planned to conduct an improvement audit and assessment;
- matters of interest and developments in financial reporting and legislation;
- the planned timetable, fees and audit team; and
- matters which, under International Standards on Auditing (ISAs), it was required to communicate to the Council, including the scope of the audit, respective responsibilities, and how it maintained independence and objectivity.

The Director of the NIAO informed the Panel that it should consider the following items:

- whether the NIAO assessment of the risks of material misstatement to the financial statements was complete;
- whether management had plans in place to address the risks identified by NIAO and whether those plans were adequate;
- the NIAO proposed audit response to address those risks; and
- whether the financial statements could be materially misstated due to fraud, and communicate any areas of concern to management and the audit team.

She further provided the Members with an overview of the NIAO's definition of materiality, its audit approach, a number of risk factors it had identified and the proposed audit timetable.

Upon a question from a Member in relation to "other risk factors" in the Audit Strategy, the Director of the Northern Ireland Audit Office (NIAO) confirmed that it would be following up on a query regarding diversionary summer funding.

The Panel noted the draft NIAO Audit Strategy for the audit of the Council's financial statements for 2018/19.

NIAO Performance Audit and Assessment Report 2018/19

The Panel considered the following report:

1.0 Purpose of Report

To provide assurance to the Panel that the Council's arrangements to monitor performance of the delivery of its improvement objectives for 2018 have complied with the legislative requirements of Part 12 of the Local Government (NI) Act 2014 and the associated guidance as issued by the Department for Communities.

2.0 Recommendations

The Panel is asked to:

- Note that the NIAO undertook its annual audit and assessment of the Council's arrangement to secure continuous improvement from September to November 2018
- Note the Auditor's unqualified opinion that the Council has discharged its performance improvement and reporting duties, including its assessment of performance for 2017-18 and its 2018-19 improvement plan, and has acted in accordance with the Guidance.
- Note that there are no formal recommendations contained within the report but rather a number of 'proposals for improvement' suggested by NIAO for consideration
- Approve the Council's suggested actions to address the 'proposals for approval'
- Note the next steps for development of the 2019-2020 Improvement Plan.

3.0 Main report

Audit and Assessment of BCC Planning and Performance Arrangements 2017-18

BCC's Corporate Plan 2018-19 was agreed by Council in June 2018. Taking account of the previous year's feedback from NIAO the Council's commitment to securing continuous improvement through the delivery of 6 improvement objectives in line with Part 12 of the Local Government (NI) Act 2014 was contained as a distinct part of the document entitled Corporate Improvement Plan 2018-19.

Part 12 of the Act includes a requirement for the NIAO to determine and report each year on whether:

- a) The Council has discharged its duties in relation to improvement planning, published the required improvement information and the extent to which the Council has acted in accordance with the Department's Guidance in relation to those duties (a retrospective assessment – for which this was the first year) and;
- b) The Council is likely to comply with the requirement to make arrangements to secure continuous improvement in the exercise of its duties (a forward looking assessment).

The NIAO issued its conclusions following a period of audit during which time evidence of compliance was compiled by the Performance Unit and face-to-face interviews were carried out. In the course of the Audit and Assessment the NIAO looked specifically at the general duty to improve, the underpinning governance arrangements, the agreed improvement objectives and related activities, our consultation arrangements, the Improvement Plan itself and performance against seven statutory and other self-imposed indicators.

As was the case in previous years BCC was considered to have complied in all respects. In particular, NIAO noted that the Council has well established governance arrangements and has designated responsibility for oversight of its performance improvement framework to the Strategic Policy and Resources Committee (SP&R). A strategic oversight summary is reported to the Committee twice a year which covers all major areas of work. The Audit and Risk Panel has the responsibility to ensure that arrangements for good governance are in place and operating effectively and has performance improvement as a standing agenda item at every meeting.

Following the audit the NIAO concluded in its final report, issued on November 30th that BCC has complied and stated that the Council has as far as possible discharged its duties under Part 12 of the Act and has acted in accordance with the Department for Communities' Guidance.

Four new proposals for improvement were included in the report.

The Panel may wish to note that given that the improvement duty is still in relative early days there are some differences of interpretation and understanding between the DfC and local Councils. Insofar as these are likely to affect the audit process it is important that they can be resolved and the 11 Councils, acting through SOLACE, continue to work together to address these issues.

Next Steps – developing the 2019-20 Plan

As a result of feedback from this year's audit report, the improvement objectives have been refocused so that they better articulate the specific actions and outcomes that will be delivered over the next year. A detailed assessment of current improvement objectives to assess their continued appropriateness was informed by service data, project level evaluations and feedback from the Belfast Agenda Boards and Community Planning Partnership meetings. As a result, it is

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recommended that the improvement objectives from last year be re-focused slightly to highlight the council's specific contribution. A small number of additional objectives is also being considered. The draft improvement objectives were submitted to SP&R in February after which an 8-week consultation commenced.

Key Dates

Initial review of Improvement Objectives (CMT)	5 th Feb 2019
Review of Improvement Objectives (SP&R)	22 nd Feb 2019
Improvement Objectives - 8 week consultation period opens	22 nd Feb 2019
Improvement Objectives 8 week consultation period ends	19 th Apr 2019
CMT approve draft Council Improvement Plan	May 2019
Committee approval of the committee plans	June 2019
SP&R approve Council Improvement Plan for online publication	21 st June 2018
Publish Improvement Plan 2019 - 20 and Committee Plans	30 th June 2018

Finance and Resource Implications

The Council is required to cover the cost of the Performance Improvement Audit and the 2018 fee, which is calculated on the basis of time spend by NIAO on BCC's audit and on the levels and skill and responsibility that were involved, was £24,000. Officers made great efforts to minimise these costs by providing all required information in an accessible format at the outset.

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Equality and Good Relations Implications
None.

After discussion, the Panel noted the contents of the report and approved the Council's suggested actions to address the proposals for improvement including how the Panel would be provided with regular updates on the work that is being undertaken to implement these proposed improvements.

Performance Improvement – Q3 Update 2018-19

The Strategic Director of Finance and Resources gave the Panel an overview of the Quarter 3 status update on progress made against activities contributing to the following six improvement objectives contained within the Corporate Plan 2018/19:

- build the city's position as a magnet for foreign direct investment;
- make Belfast a great place to do business by supporting entrepreneurs and business starts;
- deliver an integrated approach to employment and skills;
- design and deliver programmes to address health inequalities in the city;
- increase numbers of leisure and business tourists; and
- deliver city centre regeneration and investment projects.

Upon a question from a Member regarding the Integrated Tourism Strategy 2015-20 and delays associated with resources which had been re-directed to support city centre recovery following the fire at Bank Buildings, the Strategic Director of Finance and Resources informed the Panel that a Programme Manager was to be assigned to take over the unforeseen workload associated with the fire at Bank Buildings and to allow staff who were currently undertaking the aforementioned work to return to their normal duties.

The Panel noted the contents of the report.

Local Government Auditor's Report 2018 – Follow-up of Recommendations

The Panel was reminded that, in its 2018 Local Government Auditor's Report, the NIAO included a number of recommendations for Councils. The NIAO had indicated in a letter to the Chief Executive that it had commenced work on its 2019 report and, accordingly, was seeking updates on the actions taken to implement the recommendations.

The Head of Finance and Performance provided the Panel with an overview of the actions which were being undertaken to implement the recommendations relating to the Audit and Risk Panel, training for Members who were decision makers on planning matters and training for staff involved in procurement processes.

The Panel noted the report.

Chairperson

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