Public Document Pack

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

Belfast City Council

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Friday, 7th December, 2018 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. Apologies
2. Declarations of Interest
3. Belfast Agenda - Progress Briefing
4. Community and voluntary sector and private sector representation in community planning (Pages 1 - 14)
5. Inclusive Growth Update (Pages 15 - 42)
6. Monitoring and Reporting for Community Planning (Pages 43 - 48)

Belfast City Council

STRATEGIC POLICY AND RESOURCES COMMITTEE

Subject:	Community and voluntary sector and private sector representation in community planning
Date:	7 December 2018
Reporting Officer:	John Tully, Director of City and Organisational Strategy
Contact Officer:	Christine Robinson, Strategy Policy & Partnerships Manager, ext 6248 David Cuthbert, Community Planning Officer, ext 3320

Restricted Reports

Is this report restricted? **Yes** [ ] **No** [X]

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** [X] **No** [ ]

1.0	**Purpose of Report or Summary of main Issues**
1.1	This report is to update Members on proposals to strengthen representation of the community and voluntary, and business sectors in community planning.
2.0	**Recommendations**
2.1	Members are asked to: a) Agree the proposed approach to strengthen community and voluntary sector representation via the development of a CVS Forum, including upcoming engagement with stakeholders; b) Agree the proposed next steps for strengthening business sector representation; c) Note the update on work to develop a Community Planning Partnership engagement strategy to ensure wider citizen involvement/civic voice in community planning.

3.0	**Main report**
	Background
3.1	The Community Planning Partnership has a duty to involve the community in community planning. The Statutory Guidance for Operation of Community Planning (DoE, 2015) highlights that this can take the form of representation of community and voluntary sectors, and also more broadly in terms of seeking views of citizens in relation to community planning objectives and actions.
3.2	At the Community Planning Partnership meeting in February 2018, partners and Elected Members present highlighted the importance of ensuring the views of communities are heard via both forms of involvement referred to above, and it was agreed that the Partnership would progress work to consider how best to address these areas going forward. A background paper (Appendix 1) summarising a review of current practice and work undertaken to date was subsequently tabled at the Community Planning Partnership meeting on 9th October 2018 This highlighted the need for further work to develop: - Wider engagement strategy, harnessing innovative tools and methods to facilitate wider input from citizens across the Belfast Agenda; - Proposals for community and voluntary sector representation in community planning.
	Community and voluntary sector representation in community planning
3.3	To ensure an effective approach to CVS representation in community planning the following issues need to be considered: - Improving information sharing within the CVS, and between it and community planning. - Reflecting and taking account of the rich diversity of the CVS in the Belfast City Council area (communities of geography, interest & practice). - Ensure representation is reviewed and refreshed at appropriate intervals. - Provide transparency and accountability between the agreed reps and the wider sector. - Ensure sustainability.
3.4	Furthermore it is important that we consider how our approach reflects the diversity of CVS in Belfast: - There are over 1,600 organisations operating across communities of interest, communities of identity, and communities of geography; and - existing representation and participation mechanisms across other city partnerships that also feed in to the Belfast Agenda
3.5	Alongside these broad issues, a number of specific considerations are emerging from Belfast City Council's own perspective, particularly in relation to corporate changes towards neighbourhood working within City and Neighbourhood Services Department. These include: - Ensuring locality based representation - Council funding and support for community development/capacity development - Future role of BAPs and relationship with Department for Communities - Area governance/planning frameworks incl, role of Neighbourhood Management

Emerging proposal – Community and Voluntary Sector Forum

3.6 Notwithstanding the considerations above, building on previous engagement with the sector in Belfast during 2016, the emerging model (which is similar that which exists elsewhere in Northern Ireland) suggests a Community Forum or Panel. At this time it is proposed that the forum would be comprised of CVS organisations across communities of interest (thematic), communities of identity (s75 groups), and communities of geography (area based). The forum (or panel) would then provide a smaller number of representatives to sit on the Community Planning Partnership and other structures (e.g. Boards) as required.

3.7 As outlined above there are a some technical considerations that need to be fully worked through this includes:

- Options for populating a forum or panel could include an open call, nominations or election; views on these methods were sought from the sector in 2016 however no definitive preferred view was identified at that time.
- Effective communication mechanisms for ensuring effective representation of views across the sector, and for disseminating information from the CPP are vital to successful implementation. The panel would therefore need to deploy macro communication methods such as annual conferences and sectoral events.

3.8 Now that the Belfast Agenda has been published and community planning structures are beginning to establish, it is timely to further develop the model.

CVS Representation next steps

3.9 Next steps for development of the forum, including engagement with CVS stakeholders are outlined the following table. Note that it is proposed that the Forum will be established in the 2nd quarter of 2019.

Internal engagement to scope related BCC issues and interrelated dependencies	Dec 2018 – Jan 2019
Ongoing engagement with CP Partners and CVS to refine approach	Jan – Feb 2019
CVS Stakeholder engagement workshops (N, S, E & W) to test options and inform final proposals	March 2019
Proposal to CPP to agree model	Spring 2019

Wider civic voice/engagement strategy development

3.10 Alongside this timeline, development of a wider engagement strategy to include proposals for wider community involvement will be progressed. A further update on this work will be brought to committee and the CPP in early 2019.

Private sector (business) representation in community planning

3.11 It is also necessary to consider the arrangements for how the private/business sector is represented and involved in the process.

3.12 To date, representation from this sector to the Community Planning partnership has included the Belfast Chamber of Commerce and CBI (NI), and also various engagements with organisations such as the NI Chamber of Commerce Trade and Industry, Institute of Directors and others. However the current model does not provide a fully robust mechanism for representation of views/communication across this sector.

3.13	In 2018, an Economic Forum was established, involving a wider range of business stakeholders to input views on economy related issues in respect of the Belfast Agenda.
3.14	To ensure a balanced and equitable approach to representation in the community planning process it is proposed to refresh the current private sector representation arrangements. Officers will work with the Economic Forum and through the CPP partnership in the coming months to further develop this model - at all times we will seek to ensure equality of representation between the CVS and the business sector in terns of CPP representation. <u>Financial & Resource Implications</u>
3.15	The proposed engagement workshops referred to above will utilise independent facilitation /expert support to ensure delivery of required workshop outcomes. Costs for this support along with other event costs are anticipated to be in the region of £4,000, however this will be met within existing budgets. <u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.16	There are no equality or good relations implications as a result if this report, however the proposals contained within the report will support enhanced consideration of equality and good relations issues by ensuring more robust community involvement via strengthened representation in the community planning process.
4.0	**Appendices**
	Appendix 1 – Community engagement background paper (tabled at Community Planning Partnership on 9 October 2018)

Subject:	Community engagement – background paper
Date:	09 October 2018

1.0 Purpose of the Report

This report presents initial research on how the community and voluntary sector (CVS) can be represented within the community planning process and additionally how the views of the residents or 'civic voice' can also be heard and taken into account. It is clear that a multi-faceted approach will be required to ensure that we effectively reflect the needs of all citizens and communities in the delivery of the Belfast Agenda. As a result, we must explore how we use a range of tools and platforms, such as direct representation, consultations, focused events and interactions and innovative online interactive tools. Whatever the approach or approaches adopted, it is vital that the people of Belfast feel connected and empowered by the ambitions of the Belfast Agenda.

This report is not intended to provide a definitive list of options or a conclusive recommendation as to how to strengthen CVS involvement in community planning. Rather it has been written to provide partners with initial research and areas for consideration.

2.0 Recommendations

The Community Planning Partnership are asked to consider the detail contained within the report and feedback any early views. It is proposed that this issue is considered in more detail at a workshop in early December. Comments on the make-up / attendees for the workshop are particularly welcome. All recommendations on the way forward will be brought before the CPP for final agreement.

3.0 CVS Representation

Background

The legislation and statutory guidance for community planning outlines the need for Community Planning Partnerships (CPPs) to ensure they seek to involve the 'Community' (in its widest sense) in the community planning process, to ensure that community has a voice into the process and that views are taken into account.

Additionally the guidance makes clear that CPPs can invite support partners (which may include representatives from Community Voluntary, Social Enterprise and business sectors) to participate in the Community Planning process – this may be at the strategic partnership level, or in other working groups or delivery partnerships etc. However the guidance suggests that where support partners are invited as representatives of others, they should have an accountable structure that mandates them to represent the views of others.

The Belfast Agenda CPP was formally established following its meeting on 20 February 2018. Up until this point, representation from the CVS to the Community Planning Partners Forum had been limited to a NICVA representative and latterly the Belfast Area Partnerships.

CVS within Belfast

NICVA's latest State of the Sector study reported that Belfast had the highest proportion (26.89%) of voluntary, community and social enterprise organisations in Northern Ireland. The study further suggests there are approximately 1,648 organisations within the CVS in Belfast.

Government agencies and departments increasingly recognise the important role of community forums and area-based partnerships (which have been formed in many areas of Belfast to help give direction to the regeneration of local communities throughout the city). The progress of community development has arguably not been consistent throughout the city and the level of knowledge and expertise differs significantly from area to area and from group to group.

CPP Engagement to date

In developing the Belfast Agenda, the Council and its partners embarked on an extensive consultation and engagement programme, known as the Belfast Conversation. Through this the CVS played an influential role helping to shape the Plan. For example, four 'Let your voice be heard' public consultation events were held across the city, specifically to engage communities of geography. In addition, further briefings, meetings, presentations and discussions were held with area based organisations and partnerships, including Area Partnership Boards, Neighbourhood Renewal Partnerships and Urban Villages.

Following the extensive public engagement that had informed the plan's development, further consultation was conducted to understand 'have we got it right', engaging with CVS stakeholders from key communities of interest and section 75 categories. This was vital to ensure the inclusiveness of the consultation. Over 60 stakeholder meetings, briefings, workshops and events took place across a range of communities of interest including: existing partnerships in the city (such as the Policing and Community Safety Partnership, Shared City Partnership and Belfast Strategic Partnerships); arts and culture stakeholders (including a workshop with Community Arts Partnership, and presentation at Belfast Festivals Forum); older people (the Healthy Ageing Strategic Partnership); children and young people (Belfast City Council Youth Forum and Play service); ethnic minorities (Belfast City Council's Equality Consultative Forum, Migrant Forum and a workshop discussion with migrant residents hosted by Lower Ormeau Residents Action Group); people with disabilities (Cedar Foundation's Belfast User Forum); LGBT community (Cara Friend, Rainbow Project and Hear NI); and gender specific (Women's Resource Development Agency).

Overall, 92 organisations and 244 individuals made responses to the consultation on the draft Belfast Agenda. Of the 92 organisations that responded, 59 were from the CVS.

Previous CVS Workshop

In May 2016, a CVS workshop was held in City Hall with over 120 representatives of Belfast's diverse community and voluntary sector. The workshop aimed to introduce and update attendees on the development of the community plan and commence the conversation about the potential roles and opportunities for the CVS to participate in community planning going forward. The event was facilitated by Colm Bradley of Community Places as part of their 'Representation, Engagement and Participation' (REP) project, funded by the Esmée Fairbairn Foundation.

There was a strong desire for a fair and transparent process to enable CVS represention within the various structures. In addition, there was further support for a proposed CVS forum or panel, from

which representation to the CPP and delivery structures would be drawn. The option to develop a CVS panel is further explored Section 4 below.

The feedback from the workshop was generally very positive, with the attendees advocating for CVS representation at all levels and as an equal partner in the community planning process. It is important to note that at this stage, the governance structures for the Belfast Agenda were still being developed and therefore the options could not be effectively tested, with a view to implementation.

4.0 Considerations for the CPP

In preparing considerations for the Community Planning Partnership, council officers have engaged internal colleagues, external partners (including CVS organisations), community planning colleagues from other councils and representatives from the NI Assembly. It is expected that engagement will continue to provide further research for discussion at the upcoming workshop.

Ensuring accountability and underpinning principles

When considering models for CVS representation, it is important that the following issues are explored and considered. Key questions that we will need to ask ourselves is how does our approach….

1. provide an effective means of communication and feedback between community planning governance structure and the CVS?
2. improve information sharing within the CVS and between it and community planning?
3. reflect and take account of the rich diversity of the CVS in the Belfast City Council area?
4. ensure representation is reviewed and refreshed?
5. provide transparency and accountability between the agreed reps and the wider sector?

Furthermore it is important that we consider how our approach takes cognisance and has regard to of the diverse CVS in Belfast. This includes:

- communities of geography – specific to particular areas of Belfast (for example, North, South, East, West and smaller neighbourhoods);
- communities of interest – e.g., section 75 categories (for example, gender, age, disability, sexual orientation, race) ; and
- communities of practice – e.g., the arts, health partnerships, youth sector etc.

Examples of existing models

The development of an accountable structure such as a 'CVS panel' is by far the most prevalent approach adopted by CPPs (in Northern Ireland and elsewhere) to ensure that the CVS are represented within the community planning process. There are however a number of options by which such a panel is developed and populated and how representatives are identified and agreed.

A summary of the approaches adopted other CPPs is presented in Table 1 below.

Table 1: CVS Models across the CPP network	
Council	Summary of approach for CVS representation in community planning
Antrim and Newtownabbey	No formal CVS representation on CPP; identified CVS represented invited to participate in thematic working groups.
Ards and North Down	3rd sector community planning forum, council secretariat – nominate themselves onto thematic groups (open door policy). NICVA, National Trust and Chair of 3rd sector forum on CPP.
Armagh Banbridge Craigavon	Wider CVS panel from which 2 reps on CPP and 2 on each action planning team. Eligibility for wider panel is ability to feed info and views in and out to wider CVS.
Causeway Coast and Glens	Developing an area wide community engagement consultative forum, led by Council, representative of CVS and geographical coverage of Borough.
Derry and Strabane	Eight local community planning chairs, North West Community Network and the Chair of the LAG (10). Currently engaging to review process.
Fermanagh and Omagh	CVS forum consisting of 40 members (10% of all groups). Two members sit on CPP (one the vice-chair of the Board) and there are 2 nominated to each thematic group based on interest.
Lisburn and Castlereagh	Exploring options for development of a community forum or network. Currently no CVS representation on CPP
Mid Ulster	CVS Panel – 10 members represented on 5 thematic groups based on interest. Voted onto these groups and CPP
Newry Mourne & Down	CVS Strategic Stakeholder Forum (SSF) – 2 co-chairs on CPP. SSF nominates 3 CVS reps to the 4 thematic groups based on interest. 7 DEA co-ordinators (council officers) are also allocated to thematic groups. Each DEA coordinator looks after a DEA forum (consisting of 5-7 councillors and up to 8 nominated CVS and business reps – who are nominated by networks and must represent more than one group). These reps are vetted by NICVAs Sector Matters

Principle of Representation

The method for recruiting and refreshing members to an accountable structure can take a number of forms, including:

1. Open call for CVS representatives – a transparent recruitment process facilitated by an independent third party based on set criteria such as ability to actively participate; inform and influence policy; and feedback to wider forums and networks. For example, the Shared City Partnership used such a method to recruit 4 members from the CVS that were representative of North, South, East and West Belfast and gender. In addition, NICVA use a similar method to populate their Joint Government Voluntary and Community Sector Forum. Similarly, the Northern Ireland Policing Board use a similar system to appoint independent members to the PCSPs and DPCSPs.

2. Nomination / voting – all CVS organisations within the city are asked to nominate members to represent them on an accountable structure. If nominations exceed the size of the agreed membership, a voting system would choose the successful candidates. The Forward South Partnership employed such a method to populate their Community Support Group which speaks on behalf of the CVS in South Belfast.

Other Considerations

Additional issues raised as part of early research included:

- Length of service – what would be the optimal duration that CVS representatives sit on community planning structures.

- Resourcing / expenses – how would an accountable structure be resourced / supported. Would statutory community planning partners be required to provide secretariat support to an accountable structure?

- Governance arrangements for an accountable structure – detailed terms of reference would be required covering membership, the recruitment and refreshment of representatives, appointing positions of responsibility, role of representatives on community and desirability for representation.

- Sustainability and vibrancy is a key issue – how do we ensure ongoing and effective participation?

Ongoing Communication

In addition to the principle of representation, good practice also suggests the need for ongoing communication with the wider sector. In 2006, the Northern Ireland Environment Link (NIEL) and Sustainable NI made suggestions for good practice in Community Planning, which focussed on developing and sustaining open, two-way communication and information sharing with the community.

Options for involving the CVS are primarily focused on governance and fitting within the existing structures that have been agreed to oversee and implement the Belfast Agenda. The CVS could also be engaged through CVS seminars or events. A regular (for example, annual) CVS conference (or alternatively a series of smaller events) would provide ongoing engagement and communication opportunities with the sector.

A CVS conference would therefore provide an opportunity to invite all members from the sector to communicate key messages and provide engagement opportunities for future priorities. This could also provide the forum to recruit and refresh members to an accountable structure.

5.0 Citizen Voice

Community engagement

Under the Local Government Act (NI) 2014, a council and its community planning partners must "seek the participation of and encourage [relevant] persons to express their views, and take those views into account" in connection with community planning. Those 'persons' are defined as residents, businesses, users of services provided by the council or its CP partners, voluntary bodies, housing associations and anyone else who has an interest in improving the social, economic or environmental well-being of the area. This is referred to in the legislation as community involvement.

There is a clear distinction between the role of CVS representatives on the community planning partnership (mandated to speak on behalf of the sector) and the involvement of the wider community or citizens within the community planning process. Considering the population of Belfast has grown in excess of 340,000 residents this is clearly a challenging task.

Research from the 2016 Northern Ireland Omnibus Survey showed that only 11% of residents across the region knew that a community plan was being developed within their district. The remainder of this report considers the role of community engagement and involvement in the community planning process.

Definitions

The terms consultation and engagement are often used interchangeably; however, there is a significant difference between them. Consultation is specific and time bound, with decisions made by the organisation initiating the consultation. Engagement, on the other hand, describes the wider and ongoing process of involving people - in discussions, deliberations and action planning - about issues that affect them or interest them.

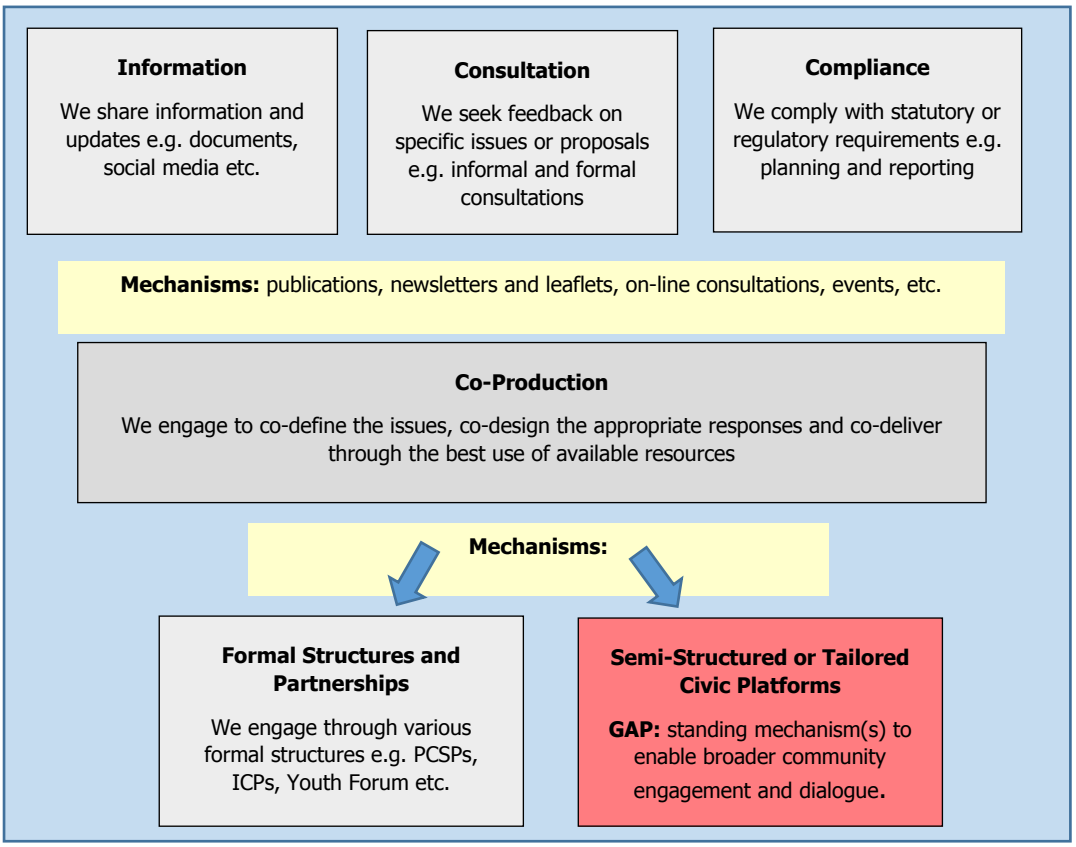
In relation to Belfast community planning, we could suggest that community engagement is defined as any purposeful and participative activity or process that:

"brings people together to help to understand issues facing Belfast and to influence and shape decisions, priorities and actions aimed at addressing those challenges or opportunities so as to improve local quality of life"

Community Engagement Framework

Given the breadth and scope of the Belfast Agenda, engagement will inevitably incorporate a wide spectrum of activity and interaction; this could be lead and initiated by an individual partner organisation or it could involve a coordinated approach on behalf of the partnership. It is important therefore that as a community planning partnership we can clearly articulate the engagement framework(s) that we will use to involve and engage people and the level of involvement that people will have in terms of the decision making processes. Figure 1 below provides an indicative framework for community engagement:

Figure 1: Indicative Engagement Framework



Mechanisms are already in place to enable the individual members of the Belfast CPP to consult and engage. Many of these have been established in response to specific legal requirements or in response to the increasing public expectations to be consulted.

Key Issues:

Although we can utilise the individual engagement mechanisms of our partners, the community planning partnership itself does not have a broad-based and representative mechanism for engaging with Belfast citizens. It would not be desirable or appropriate to rely on partner mechanisms given that organisation and service specific engagement needs must be balanced against the desirability for more strategic joined-up engagement. For example, whilst tenant forums might provide an 'easy' access to local people, they have a specific remit that must take precedence.

Earlier this year the CPP agreed that this was as a key gap that needed to be addressed. A number of options and tools could be commissioned (see indicative examples below) but they will require resources, clarity or purpose and open, fair and transparent governance.

In addition to the standing structures outlined below, there is also a wide range of engagement techniques that could be deployed to support meaningful dialogue, particularly around key developmental pieces. For example; future search, planning for real and participatory budgeting.

These tools tend to be used for specific issues or strategy development and would be tailored as needed. CPP partners have nominated reps to the Engagement Working Group; this group has been charged with developing a more strategic and joined-up approach to engagement and will make recommendations, as required, on the use of particular engagement tools moving forward.

The following paragraphs present a selection of potential approaches that could be considered:

Citizen Assembly / Citizen Juries

A citizens' assembly is a representative group of people (in terms of age, gender, ethnicity, social class) who are selected at random and brought together to discuss an issue or issues, and reach a conclusion about what they think should happen. Citizens' assemblies give members of the public the time and opportunity to learn about and discuss a topic, before reaching conclusions. Assembly members are asked to make trade-offs and arrive at workable recommendations. Citizens' assemblies, and other similar methods, have been used in the UK and other countries – including Australia, Canada and the United States – to tackle a range of complex issues.

A Citizens' Assembly for Northern Ireland is due to meet for the first time in October 2018 and is being designed to put people at the heart of decision-making on a range of important issues. The Assembly will consist of 50 to 100 citizens, selected to be broadly representative of Northern Ireland's population. It will meet over two weekends to consider what the public's aspirations are for a social care system fit for the future. It will give particular consideration to the respective roles played by the health service, communities and individuals. As well as helping to break the deadlock around the issue of social care, it is intended that the Citizens' Assembly pilot a model of deliberative engagement that may be adopted by the Northern Ireland Executive, the Northern Ireland Assembly and/or the Northern Ireland Office, to address further contested issues.

A citizens' assembly for Belfast could operate in a similar fashion to the Northern Ireland model, providing valuable engagement on issues relating to the Belfast Agenda and making subsequent recommendations for action.

These dialogue methods can be costly and can require a significant amount of work and therefore only tend to be used where detailed consideration of specific complex issues is required. To be practical, they tend to consist of small subset of the population and as a result their findings may lack credibility without other wider engagement.

BCC officers have initiated engagement with the Citizens Assembly and will ensure best practice is reflected in our ongoing considerations.

Citizen Panel

A citizen panel would operate in a similar fashion to the citizen's assembly, in that a representative sample of Belfast residents would answer questions on a range of topics and issues using an online consultation platform. There would however be no deliberation or debate amongst members as the individuals would answer questions individually and online. While open debate allows a group to come to consensus, this traditional method of engagement is directed mostly to those with an extroverted personality. Completing an online survey for example allows everyone to provide open and honest feedback, including views which participants may not wish to share in an open forum.

The benefit of a standing panel is that they can also be used to track changes in views and who thinks what and why. However, as the 'average' person may not volunteer effort is needed to ensure representativeness. Panels also need to be refreshed periodically to ensure participants do not become over familiar with the subject or issues. Similar panels can also be constituted by area or interest; usually referred to as neighbourhood or user panels.

On-line Engagement Platforms

In addition to standing forums or panel, there is a growing number of on-line public engagement options available and which could be used but the Partnership. These platforms are open to any individual or group and provide an open and participative dialogue with local people as opposed to consultations that tend to be one-way and individual. The platforms enable individuals to comment and respond to ideas and submissions from other citizens; they tend to be used at formative stages of discussions to generate a range of ideas or challenges and are intended to provide an open and transparent exchange of ideas. Some platforms are entirely open, whereby anyone can post a topic, proposal or debate, whereas others have control parameters whereby, the local authority, for example sets the topics for debate and discussion. The benefits of these platforms is that they provide a managed and cost-effective approach to open dialogue and debate that everyone can access and participate in as they choose. One example of this approach is CONSUL Open Participation (www.consulproject.org).

Other digital and innovative solutions

It is crucial that we maximise the use of digital technologies (such as social media) used by our citizens on a day-to-day basis. Individuals interface with us all using online technologies. Many organisations build on this interaction to inform strategy and shape service delivery. It is important that we consider this approach to remain relevant and adaptive to how our citizens interface with public services.

This page is intentionally left blank

Belfast City Council

STRATEGIC POLICY & RESOURCES COMMITTEE

Subject:	Inclusive Growth Update
Date:	7th December 2018
Reporting Officer:	John Tully, Director of City & Organisational Strategy
Contact Officer:	Christine Robinson, Strategy, Policy & Partnerships Manager Geoff Dickson, Policy Analyst

Restricted Reports				
Is this report restricted?	**Yes**		**No**	X
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**	X	**No**	

1.0	**Purpose of Report or Summary of Main Issues**
1.1	Members have expressed their desire to embed inclusive growth within the decision-making process of Council. As a result, the draft Corporate Plan 2017-21 includes a commitment to work to drive inclusive growth through the development and adoption of an inclusive growth decision making framework for the council.
1.2	This report provides Committee with a draft framework for discussion and outlines the next steps in refining and implementing the framework into the Council's decision making processes.

2.0	**Recommendations**
2.1	Strategic Policy & Resources Committee are asked to: • Note the working draft Inclusive Growth Decision Making Framework; • Agree that in the first instance that the ongoing development of the framework will focus on the four inclusive growth cohorts outlined in para 3.13; and • Note the next steps in developing the framework.
3.0	**Main Report**
	Agreed steps to developing a framework
3.1	At SP&R Committee on 20th April 2018, members agreed to a five step approach in developing an inclusive growth framework for the city: 1. ***Defining inclusive growth for Belfast.*** It is vital that that there is an agreed, and Belfast specific, definition of inclusive growth. To do this we must use data and evidence to determine challenges facing the city, and its population, and collectively develop a common narrative about the vision for change. Doing this will ensure a common framework is in place for all policy and decision makers. 2. ***Developing and adopting a Belfast City Council bespoke framework.*** Following the agreement of a specific definition of inclusive growth for Belfast, we will develop an inclusive growth framework to ensure that inclusive growth is placed at the heart of policy, capital and programme decisions. This will ensure that the Council has a practical and simple framework to use in future decision making to quantify the inclusive growth benefits of investments and interventions. 3. ***Assessing current interventions.*** This step will involve an assessment of whether the Council's and the actions of other agencies / partners are sufficient, along with the development of a plan to address deficiencies or build on strengths. 4. ***Measuring our progress.*** Members will be aware the Community Planning and Smart Cities teams are currently working with Community Planning Partners to pilot a City Dashboard; it is proposed that the agreed measurements of inclusive growth form part of this dashboard. This will enable Members to assess progress. 5. ***Ensuring Delivery.*** The Director of City and Organisational Strategy, via the Council's newly established Strategic Hub, will oversee the successful implementation and delivery of the Council's inclusive growth framework.
3.2	Metro Dynamics were appointed to assist with steps one and two. Following a series of one to one interviews with Party Group Leaders, Committee Chairs, Chief Officers and an

	all member workshop, as well as a detailed analysis of the data available in Belfast, a definition has been drafted and noted at SP&R Committee on 17th August (see Appendix One). Since August, Officers from the Strategic Hub and Metro Dynamics have been developing the decision making framework (see Appendix Two)
	The Framework
3.3	The framework is a tool to support Members and officers in decision making. It provides a consistent set of questions which start to look at the 'how' and 'who' will benefit from economic growth investments. There are many different models for project appraisal and for how places develop strategy and policy. This framework aims to bridge this gap with other models and embed inclusive growth in both policy appraisals and strategy and policy development.
3.4	The aim of the framework is to have a practical tool that will help budget holders determine if their decisions to invest or intervene will have a positive effect on predefined inclusive growth cohorts (ie those who do not currently benefit from economic growth).
3.5	Not only does the framework determine that there will be a positive impact, it also quantifies what this impact will be i.e., which cohorts will benefit and how many individuals, enabling corporate monitoring and reporting of inclusive growth impact.
3.6	Furthermore, if the framework does not identify any positive contribution, it provides the opportunity for the proposal to be re-scoped to make it beneficial to inclusive growth cohorts.
3.7	There are two tools to be considered within the framework: • ***Strategic Case Tool*** to determine whether the intervention or investment (IoI) supports inclusive growth. • ***Operational Considerations*** to apply to all projects. This means that even if a project is not designed to deliver economic growth, officers can start to think about inclusive growth benefits.
3.8	The **Strategic Case Tool** poses a set of waterfall questions to help assess whether an IoI will directly and substantively improve the economic well-being of underserved and/or low-earning populations. It is based on a qualitative assessment with a sliding scale in the

	worksheet, designed to create a dialogue with the applicant as opposed to a yes/no finite assessment.
3.9	The **Operational Considerations** provides a series of questions to apply to projects to challenge whether they can be managed in a way that ensures inclusive growth principles are supported. An example of a project type which could be assessed through this lens include community investments to address health inequalities.
3.10	If the assessment tool indicates that an investment, as currently constituted, does not support inclusive growth, further consideration may be given to restructuring the project to ensure the benefits of the project are shared more widely, or by the identified target groups.
3.11	It should be noted that this framework is not a replacement for the decision making processes that currently exist. It is an additional tool that complements the existing decision making processes and should be used alongside existing assessment frameworks.
	Inclusive growth cohorts
3.12	Our inclusive growth targets are focused on the narrative of the tale of two cities within Belfast's economy, and have been determined based on a review of the evidence and the consultation carried out with Members. They also align with the Belfast Agenda ambitions and priorities to ensure that these are complementary.
3.13	It is recommended that the following four cohorts are the target inclusive growth groups for Belfast City Council, in the first instance: 1. Workless residents 2. Residents with low skill levels 3. In work, low earning individuals 4. Young people not in education, employment or training (NEET)
3.14	The following table summarises the number of people in the recommended inclusive growth target groups in Belfast. Some residents will fall into one or more groups – this is important to consider as to avoid double counting.

Target group/sub-groups		No. in Belfast	Proportion in:		
			Belfast	Northern Ireland	UK
Workless residents	Unemployed residents	8,070	3.6%	2.7%	1.2%
	Economically inactive residents	57,378	26.2%	26.0%	22.3%
Residents with low skill levels	Working age residents with qualifications below NVQ Level 2	71,175	32.5%	29.0%	25.8%
In work, low earning residents	Residents earning below the Living Wage	42,000	18.1%	26.6%	22.7%
Young people not in education employment or training	Young people not in education, employment or training	230	6.7%	4.0%	6.0%[1]

Setting targets and report on our performance

3.15 As we move forward and embed inclusive growth, there are a number of ways in which we can sustain and promote our endeavours. This includes creating clear inclusive growth targets, publishing yearly impact statements and ensuring that the City Dashboard incorporates inclusive growth measures.

Next steps

3.16 Should SP&R agree to the continued development of the Framework, in order to operationalise it the following steps are recommended:

- **December 2018 - February 2019** - Staff engagement to share the framework and to work through the practical considerations as to how it could successfully be implemented;
- **February 2019** - Refine IG Framework and develop implementation plan based on feedback from staff engagement.
- **March 2019** – Bring revised framework to SP&R Committee for approval
- **April 2019** – Commence public consultation period
- **June 2019** – Bring final framework to new SP&R Committee for approval
- **August 2019** – Operationalise framework in pilot area(s) for one year.

[1] This figure is for England, not the UK.

	Financial & Resource Implications
3.17	There are no additional financial or resource allocations contained within this report.
	Equality or Good Relations Implications/Rural Needs Assessment
3.18	There are no equality, good relations or rural needs implications contained within this report. However, the framework, once refined will be screened to test its implications against these requirements.
4.0	**Appendices**
	Appendix One: Draft Inclusive Growth Definition for Belfast Appendix Two: Draft Inclusive Growth Decision Making Framework

Inclusive growth in Belfast

For Belfast City Council inclusive growth means writing a new chapter for Belfast, ensuring the success of the city reaches every citizen.

We have seen our city transform in recent years. We are creating new opportunities for many of our residents. We are creating a new chapter for our city, one which is optimistic and ambitious, aiming to be outward-looking and confident on the world stage with significant economic growth. But this is a tale of two cities; not everyone is part of this new story

Whilst our city has flourished for decades, some of our communities have been left behind, with unacceptable levels of persistent deprivation and inequality. Conflict compounded this deprivation, creating a city divided on religious and economic grounds. More than 56,000 residents in Belfast live in poverty, 28% children in Belfast grow up in poverty and over 7,000 NIHE applicants are in housing stress. These issues are concentrated in inner south, inner east, west and north Belfast with pockets across other parts of the city. Many residents in these areas are out of work. They are disengaged from new developments, even when these are on their doorstep. In short, many residents are not benefiting from new opportunities and prosperity.

We also have uneven education attainment levels. Some parts of Belfast are succeeding - in one area almost every pupil attained 5 GCSEs at A*-C (including Maths and English), whilst in another ward less than 3 in every 10 pupils achieve this. This variation is not good enough.

A new model of delivery: inclusive growth

For years we have helped tackle the symptoms of deprivation, now we need to go one-step further. We need to stop the symptoms occurring and connect all residents with economic growth to create vibrant communities where everyone has the opportunity and aspiration to succeed. To ensure our growth sectors and new jobs are accessible for all residents, we need to better target the opportunities to all residents and ensure everyone has the right support to take these opportunities.

The Belfast Agenda will ensure the right conditions are in place so that everyone can benefit from economic growth - improved housing conditions, improved skills levels, more jobs and a more developed city. As a Council we will take the lead, changing how we make investments, interventions and procurement decisions around geographic and demographic need.

We want all our residents to feel pride in their community, as such we will not only ensure our residents are supported but will ensure they can contribute and play a positive role in the city's future and help move people out of generational deprivation.

We will continue to work hard to secure business investment and growth, but we want businesses to create jobs with decent pay, fair contracts, training and career ladders which are accessible to all our residents. There will be no single way in which this can happen, and we will bring together areas such as skills, business, education, housing and transport to address this.

As a Council, we are committed to ensuring that all citizens of Belfast are part of, and feel pride in, this exciting chapter of Belfast's story.

This page is intentionally left blank

Belfast Inclusive Growth Decision Making Framework

For public sector practitioners to assess whether interventions and investments will support inclusive growth

DRAFT

November 2018

Metro Dynamics

Overview

This toolkit is designed to assess if an intervention or investment (IoI) will make a positive contribution to inclusive growth. It does this by focusing on identifying how the economic growth will be generated and on the number of beneficiaries likely to benefit from an IoI from amongst the target groups.

If the assessment tool indicates that an IoI, as currently constituted, does not support inclusive growth, further consideration may be given to restructuring the project to ensure the benefits of the project are shared more widely, or by the identified target groups.

If a project cannot be identified as directly supporting economic or inclusive growth, that does not mean that it cannot produce a wider inclusive growth benefit. In order to do this, a clear focus from the outset as to the potential to procure and manage the project in a way that will create those benefits is critical.

Belfast City Council has an existing Corporate Procurement Strategy. This can be used to manage and maximise the potential of the Council's procurement spend to support the local economy and environment. As part of this it can look to maximise the community benefits of a contract and provide ways of calculating the potential of a procurement contract to create, for example, direct employment and training opportunities.

Once the potential of an IoI to be procured in ways that will bring wider benefit to the community has been identified, it is important that the project is then managed and regularly monitored effectively to ensure that the benefits are being delivered.

Components of the Inclusive Growth Decision Making Framework

The Inclusive Growth Decision Making Framework has two tools:

- **Strategic Case Tool** to determine whether the IoI supports Inclusive Growth
- **Operational Considerations** to apply to non-inclusive growth specific projects

The Strategic Case Tool poses a set of waterfall questions to help assess whether an IoI will directly and substantively improve the economic well-being of the target groups.

Question one determines which areas are considered in Question two. The tools are structured as a flow diagram and instructions on how to complete are contained within this document. There is also a worksheet at the end that can be used.

The Operational Considerations section provides a series of questions to apply to projects that are not deemed inclusive growth projects, to challenge whether they can be managed in a way that ensures inclusive growth principles are supported. Examples of projects which could be assessed through this lens include Cultural and Community Investments.

What you need to complete evaluation

Inclusive Growth Tool	Evidence + Documentation required
Strategic Case Tool	• Details on how the IoI will operate • Details on the population that will be affected • Information on the data that will be collected as part of the IoI
Operational Considerations	• Information on the procurement process and/or likely contractors or providers

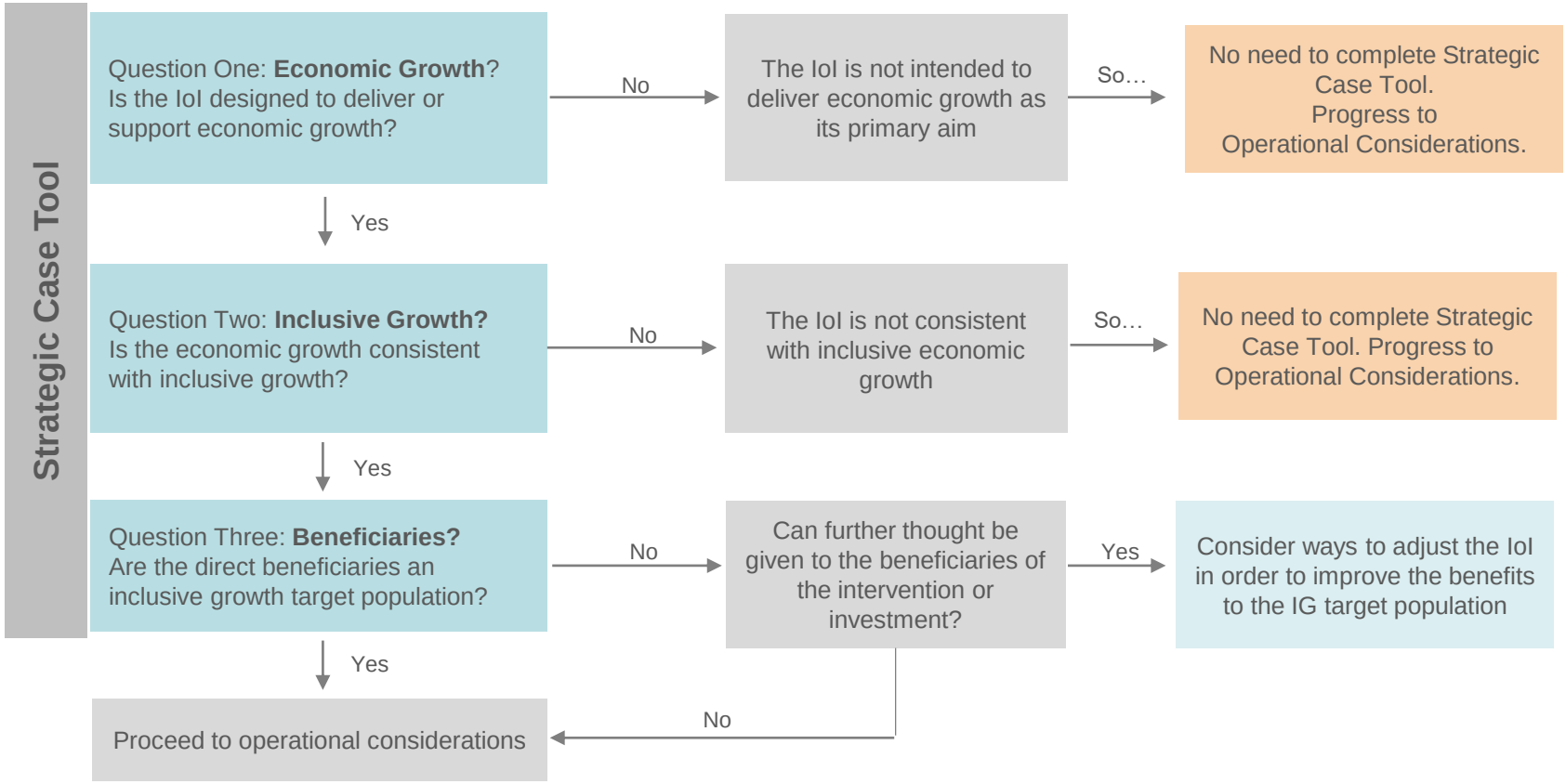
Tool 1: Strategic Case

Will the IoI support inclusive growth?

Strategic Case Assessment Tool

The first tool in the Inclusive Growth Decision Making Framework helps determine whether an IoI will directly and substantively support Inclusive Growth. There are three steps to completing this assessment, and they should be followed in sequence.

Please answer the questions with respect to your project and follow the guidance to determine whether the IoI will impact directly on Inclusive Growth.



Question One: Economic Growth?

Many different types of IoIs contribute to economic growth. However, our focus is on areas that have a primary focus on, and are traditionally associated with, economic growth.

So, the first question that needs to be answered is: Is the primary purpose of the project to deliver economic growth; that is, to increase the volume of goods and services produced per capita over a period of time? If so, it is important to work through both questions one and two in order to assess the project.

Please review the list of objectives below and mark those to be delivered directly by the project. You should consider how the project will deliver positive outcomes.

A worksheet is provided as the final page where you can record the information for each section.

Will this intervention deliver economic growth by:

Jobs

- [ ] Creation of net additional jobs

Business Growth

- [ ] Grants, guarantees or loans to businesses

Digital

- [ ] Investment in new or existing broadband infrastructure

Training &Skills

- [ ] Provision of stand-alone skills programme, skills up-skilling, in-work training, apprenticeships or adult further education

Planning & Regeneration

- [ ] Investment in regeneration or new buildings and public realm

Question Two: Inclusive Growth?

Through Question One, it has been established that the IoI's primary aim is to drive economic growth. In the following two questions you should only go through those areas which you checked as yes in Question One.

Through Questions Two and Three we will establish whether that economic growth is likely to be inclusive, that is, whether it will benefit those who are on the lower end of the income distribution, or who face specific economic barriers.

It is not possible to assume that the outcomes of economic growth will benefit these groups or individuals automatically. Through Question Two we seek to probe the nature and quality of those outcomes by reviewing operational plans in order to determine the mechanics of how the IoI will work.

The objective behind Question Two is to interrogate the logic chain behind the intended economic growth objective and the mechanics of how that growth will be delivered in a way which promotes inclusive growth. We have set out a set of evaluation criteria for each of the major inclusive growth objectives to provide suggested outcomes. It is important that different impacts on the same beneficiaries are not double counted.

Each of the five objectives should be assessed on whether it contributes to inclusive growth using a qualitative score - requires improvement, satisfactory, good – based on a set of evaluation criteria outlined in pages 7 to 11. The evaluation process should be carried out filling in the worksheet at the end of this document, together with a short note justifying the score for each objective.

Jobs	Page 7
Training & Skills	Page 8
Business	Page 9
Planning & Regeneration	Page 10
Digital	Page 11

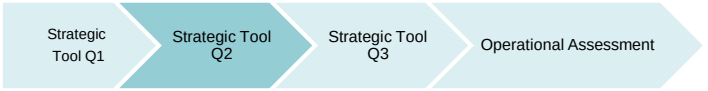
Jobs

Employment is an important contributor to inclusive growth. However, not all employment opportunities will have the same impact. Employment that pays a decent income and offers the potential for training and growth, in short, a quality job, will help drive economic growth at the macro level whilst also helping to improve the lives of individuals and households. But not all jobs will necessarily deliver inclusive growth – the creation of highly skilled opportunities is unlikely to target those in need.

To assess whether the jobs created through your IoI could be considered sustainable, quality jobs, further diligence may be required to check the nature of the jobs (type/length of contract, pay rates, etc.) and the likely employers. It will also be important to identify the net additional jobs. This will help to determine whether the final jobs are likely to support inclusive growth paying the real living wage and providing training, or contribute to cycles of precarious work with people moving between low-pay work and being out of work.

Inclusive growth objectives for 'good', sustainable jobs:

- Jobs that pay the real living wage or higher
- Jobs with employers that provide career ladders
- Employment that is accessible to young people as their first full time job
- An apprenticeship



Training & Skills

The provision of skills is an important measure to deliver inclusive growth. Training opportunities, whether in-work, or through a dedicated programme supporting people to transition into better quality work at better wages, also improve productivity at the macroeconomic level.

Some economic growth projects are dedicated skills projects, for instance, sector-based training. Infrastructure developments can consider access to up-skilling opportunities as part of their delivery plans.

Therefore we encourage all IoIs be assessed against the skills assessment, even when skills provision is not the primary aim.

There is a distinction between inclusive growth objectives for those individuals who are in-work and those who are out-of-work.

Inclusive growth objectives:

In-work

Increase the number of people receiving on-going, 'on-the-job' (informal) or formal training in the work place

Increase the number of people in-work with vocational qualifications

Out-of-work

Increase the number of unemployed people undertaking formal and soft skills training which meet the needs of local employers and lead to employment opportunities

Increase the number of people with vocational qualifications in sustainable employment

Reduce the number of NEETs through formal and soft skills training which meet the needs of local employers and lead to employment opportunities

Business Growth

There are a number of mechanisms whereby grants or loans can be made to small businesses to support growth. Often the case for funding is based on whether there is a market failure or opportunity for business growth, and/or innovation can be accelerated through public finance, in lieu of private sector finance, which is often not available.

These IoIs can also be assessed to determine whether they support inclusive growth. This should include factors such as whether the SME will provide goods or services for those at the lower end of the income scale; whether the SME will employ additional people from the lower end of the income scale as a direct result of the investment; or, whether the investment will provide additional capacity to train or upskill people.

Inclusive growth objectives:

Enable the business to provide goods or services to a wider customer base, including those at the lower end of the income scale.

Enable the business to create net additional jobs, which will target those at the lower end of the income scale.

Encourage alternative business models, such as social enterprises and co-operatives

Planning & Regeneration

Much locally available funding is focussed on developing and improving places. While it is clear that the aim of regeneration projects is to increase economic growth by changing the population and economic dynamics of a place, it is also possible to achieve these aims whilst also ensuring that the net additional growth created is shared throughout a community.

This can be achieved in two ways. First, through the actual physical construction and regeneration of a place, by ensuring large capital projects are opened up to local labour and by providing upskilling and training.

The second is by ensuring the regenerated environment is designed for all in the community, and not just those with the largest disposable income.

It is important not to double count the impact. Accordingly, if, for example, jobs have already been counted in the jobs assessment, they should not be counted here.

Inclusive growth objectives:

- Provide employment opportunities (including upskilling) for unskilled/low income people through the construction, including Apprenticeships
- Provide space for retailers and employers that provide jobs and hire locally
- Provide housing (if mixed development) that will be available at all income levels
- Involve the local community in planning physical developments including capital projects, the use of public space, etc.
- Ensure regeneration projects do not lead to displacement of local residents

Digital

World class digital infrastructure and innovation, together with smart utilisation of data, are increasingly ambitions for leading cities.

For this to be inclusive it is important that all residents both have access to, and the ability, to benefit from investment in digital infrastructure. This means a focus both on where the infrastructure is laid and on accessibility to kit and digital literacy.

This may include considering the ease of access to computers for those in target groups (for example in libraries), or it may include improving digital skills through targeted training.

Inclusive growth objectives:

Link underserved areas on low incomes with new and upgraded broadband

Provide space for free access to computers to those on low incomes

Deliver digital skills training courses to improve digital literacy

Question Three: Who will benefit?

At this stage it has now been established that the IoI should:

- Deliver economic growth (Question One)
- Deliver outcomes that are not inconsistent with inclusive growth (Question Two)

It is now necessary to assess whether the IoI is targeted at groups who are not as likely to benefit from macroeconomic growth.

We have identified four priority groups for Belfast at this point. These are:

1. Workless residents
2. Residents with low skill levels
3. In work, low earning individuals
4. Young people not in education, employment or training (NEET)

For more detailed analysis on the impact of an IoI on different segments of the population a full distributional analysis, following the Green Book, could be undertaken.

Identifying who will benefit

We suggest that you assess each IoI by:

i) Identifying the groups who may benefit; and,

ii) estimating the number of people who will benefit.

This information may be available in sources including:

- IoI project documentation.

As part of work undertaken for existing appraisal frameworks, such as the Treasury's Green Book.

it is unclear from the project documentation who would benefit, you may need to consider the type of IoI and assume who is likely to benefit. For example, an investment focused on high skilled/high growth activities that will require highly skilled staff is unlikely to target people in the lowest income quintile.

This may also be an opportunity to consider how an IoI could be shaped to support inclusive growth. For example, would a retail academy that supports unemployed people to gain the skills needed to access jobs in a new retail development help increase the inclusive growth dimension? If so, how can this be put in place?

In the longer-term, you may want to consider ensuring project documentation contains the types of information needed to assess whether an IoI has an inclusive growth dimension.

Beneficiaries should not be double counted.

Even if there are multiple impacts (such as jobs that pay above minimum wage *and* are with an employer that provide career ladders *or* jobs that pay above minimum wage *and* are accessed through improved transport links) the number of beneficiaries identified should be the total number of individuals who will be positively affected.

Intervention A

Worklessness	100
Low / no skilled	200
Low earnings in work	300
NEETS	400
Total Beneficiaries	1000

Tool 2: Operational Considerations

How can the procurement process be used for inclusive growth?

Using procurement to support the community

If a project cannot be identified as directly supporting inclusive growth, that does not mean that it cannot produce a wider benefit to the community. In order to do this, a clear focus from the outset as to the potential to procure and manage the project in a way that will create those benefits is critical.

As part of this framework there are a number of operational considerations which can be considered to enhance the inclusive growth potential of procurement. If grants can be used to fund staff costs, this leads to questions such as who is being employed there and are the jobs paying the living wage or higher?

The following section contains five questions which can be asked of all IoIs. The questions are designed to help aid the identification of how the IoI could have a secondary positive effect on inclusive growth. They are not conclusive. Indeed, it is possible to include a range of potential other benefits with both short and long-term positive consequences.

There is already a wide-range of material available on how to use procurement in this way. What is critical is this is considered at the very start of the process, not after it has commenced. *It will also require active contractual management and effective reporting, and monitoring, to ensure that the project's benefits are being delivered.*

The number of beneficiaries in the inclusive growth target groups can be quantified using Strategic Case Tool Question 3.

Can this IoI be managed so that:

There is an increase in the number of people in the local area who receive sustainable employment opportunities?

Any staff members funded are paid at the living wage or higher?

There is an increase in the number of people who receive work placements, training or apprenticeships?

Zero-hours contracts are precluded?

There is a stipulated proportion of the total contract costs awarded to local SMEs?

Worksheet

Worksheet Strategic Tool

Question One: Is the IoI designed to deliver or support economic growth? If yes, it will be through (tick all areas where direct economic growth objectives will be achieved as a result of the IoI):

	Yes	No
Jobs		
Training & Skills		
Business Growth		
Planning & Regeneration		
Digital		

Question Two: Is the economic growth consistent with inclusive growth?

You should refer back and identify if, and how, there will be inclusive growth benefits under these headings. Indicate those areas where objectives consistent with inclusive growth can be identified.

	Requires improvement	Satisfactory	Good
Jobs			
Training & Skills			
Business Growth			
Planning & Regeneration			
Digital			

Question Three: Will it target beneficiaries in the priority groups?

Identify the number of beneficiaries:

Beneficiary Group (jobs)	
Beneficiary Group (skills)	
Beneficiary Group (other)	
Total Beneficiaries	

Supported by: JRF JOSEPH ROWNTREE FOUNDATION

Metro Dynamics

LONDON
3 Waterhouse Square
138 Holborn
EC1N 2SW

(+44) 0203 865 3082

MANCHESTER
Elliot House
151 Deansgate
M3 3WD

(+44) 0161 393 4364

This page is intentionally left blank

Belfast City Council

STRATEGIC POLICY AND RESOURCES

Subject:	Monitoring and Reporting for Community Planning
Date:	7 December 2018
Reporting Officer:	John Tully, Director of City and Organisational Strategy
Contact Officer:	David Cuthbert, Community Planning Officer (ext 3320) Jamie Uprichard, Policy Analyst (ext 6248)

Restricted Reports				
Is this report restricted?	**Yes**		**No**	X
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**	X	**No**	

1.0	**Purpose of Report or Summary of main Issues**
1.1	This report provides an update for Members on requirements for the Community Planning Partnership to make arrangements for monitoring and reporting, including publication of a Statement of Progress in November 2019, and application of Outcomes Based Accountability approaches in development of the performance framework for the Partnership.
2.0	**Recommendations**
2.1	Members are asked to: a) note the statutory requirements for the CPP to make arrangements for monitoring and reporting, including publication of a Statement of Progress in November 2019;

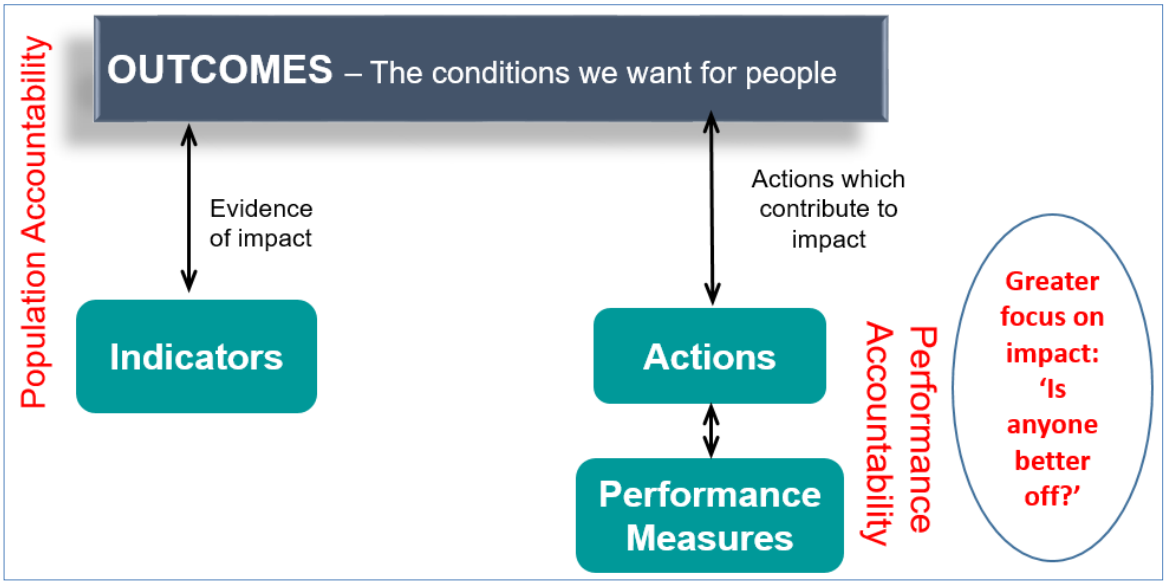
	b) agree to apply a pragmatic approach that focuses application of Outcomes Based Accountability to the priority areas for attention/collaborative action as identified by the CPP and the relevant delivery boards; and c) note that a proposal confirming this approach will be brought to the Community Planning Partnership meeting in February 2019 for agreement.
3.0	**Main report**
	Key Issues
3.1	The Local Government Act (NI) 2014 requires the council and its community planning partners to make arrangements to monitor progress against meeting the objectives of community plans and the effectiveness of the actions taken in aiming to achieve these objectives. The legislation also requires council to publish a statement of progress on progress towards the outcomes, and actions taken every two years.
3.2	The Department for Communities will shortly issue new guidance (expected by early December 2018) focused on the practical requirements for councils and their CP Partnerships to report on progress made on community planning. The guidance will cover two distinct aspects: a) The expectation that the CPP arrangements for monitoring and reporting on community planning outcomes and actions should follow an outcomes based approach (particular reference is made to use of Outcomes Based Accountability); and b) What should be contained within the first Statement of Progress that CP Partnership must publish by 30 November 2019.
3.3	The general move in both local and central government in NI, wider GB and beyond is to use an outcomes based approach, in particular to drive performance improvement and efficient use of resources towards the achievement of tangible outcomes and impact for citizens.
3.4	The approach taken by the NI Executive in development of the draft Programme for Government and associated monitoring has been based specifically on Mark Friedman's Outcomes Based Accountability™ (OBA) model. As a result, NI Departments and their delivery bodies, many of which are Community Planning Partners (e.g. Public Health Agency, Education Authority) are also now using, or beginning to use, the OBA methodology to frame their corporate planning, monitoring and reporting on the effectiveness and impact of services and activity.
3.5	It is therefore unsurprising that DfC's guidance recommends that councils and community planning partners adopt the OBA performance framework.
3.6	The use of OBA is not unfamiliar to council. The undernoted notice of motion was moved by Alderman Convery (and seconded by Councillor Attwood) at council on 03 January 2017: *"Belfast City Council notes that the Programme for Government has been developed under the Outcome Based Accountability (OBA) principles. Belfast City Council notes that two Outcome Based Accountability (OBA) pilots have been taken forward in Whiterock and Inner East, as part of the Belfast Agenda. Belfast City Council agrees*

	to embed the OBA principles in all Council decision making processes in the Council to make sure we achieve outcomes which show measurable improvements for people and communities in every part of the city."
3.7	The Council has been using the OBA methodology with partners in a variety of ways as follows: • Workshop facilitated by Mark Friedman (developer of the OBA methodology) with Members and partners (September 2014); • OBA Capacity building training programme with officers and partners (Spring 2015); • Briefings for Area Working Groups on the OBA approach and discussion of outcomes for local areas as part of AWG workshops (November 2015 and January 2016); • Belfast Agenda: development of a long-term citywide outcomes framework seeking to improve the quality of life over the next 20 years and align with Programme for Government population outcomes and indicators. • Locality planning: testing the use of OBA across the city in locality settings with communities and partners to help local people shape targeted interventions; • A number of Council service delivery areas (which are funded by central government) have developed (or are in process of developing) frameworks that apply OBA concepts for monitoring impact including: o (D)PCSP Action Plans - DoJ; o Community Festivals Funding framework (in development) - DfC; o Peace IV programme monitoring – SEPUB. • As a result, monitoring and reporting arrangements for a small number of service delivery areas could be considered to align to the OBA performance management framework highlighted in the NI Audit Office Good Practice guide for performance management for outcomes.
	<u>Implications for the Belfast Community Planning Partnership</u>
3.8	The next meeting of the Community Planning Partnership is scheduled for February 2019. At this meeting we plan to bring a paper to partners outlining the "monitoring and reporting" considerations and suggested practical arrangements that the CPP should adopt for monitoring and reporting and production of the first Statement of Progress (due by November 2019). This paper will include suggested arrangements to adopt the Performance Monitoring framework outlined in the DfC guidance document and the Northern Ireland Audit Office's good practice guide.
3.9	It is important to note that officer feedback to DfC (during development of the guidance) highlighted concerns that to fully implement OBA monitoring and reporting approaches across the entire Community Plan (Belfast Agenda) would immediately create an administrative heavy approach. It is also unlikely that there would capacity within the Partnership to robustly implement this across the entire Belfast Agenda within the next 2 years.
3.10	Accordingly, the proposal to the CPP will be to implement a more pragmatic approach in the first instance, that embeds the principles of the new guidance (OBA approach) within the small number of priority areas of work/actions identified as areas for collaborative focus of

the CPP and its delivery Boards. In practice this will mean that Action leads and key partners will need to identify, monitor and report on performance measures that identify:

a. How much did we do? (quantity of effort)
b. How well did we do it? (quality of effort)
c. Is anyone better off? (quantity and quality of effect/impact)

Summary of key elements of Outcomes Based Accountability™



3.11 As the Living Here Board (and shortly the Working & Learning Board) are already progressing detailed action planning and delivery in a number of focused areas, we will work with the Action leads/ key partners to ensure the detailed action plans consider and utilise the OBA approach where appropriate. This will seek to identify appropriate performance measures that more clearly demonstrate the contribution to Belfast Agenda outcomes as a result of actions taken by the Partnership.

Proposed Next Steps

3.12 To ensure the CPP's responsibilities relating to monitoring and reporting are addressed, the following next steps and indicative timeframes are proposed:

- Dec – Feb 2019 (and ongoing thereafter): Support Boards and relevant Task groups in development of Action plans to apply OBA principles for monitoring and reporting of their impact
- Feb 2019, Paper to CPP on new DfC guidance and implications – CPP to agree to apply to the small number priority areas of focus
- Spring 2019 Develop appropriate monitoring and reporting framework for CPP going forward
- Spring/Summer 2019 - Development of reporting systems and tools for partnership reporting
- November 2019 – Publish Statement of Progress

	Financial & Resource Implications
3.13	There are no additional resource implications as a result of this report. Alignment of resources to the delivery of the Belfast Agenda is part of the ongoing organisational and financial planning processes.
	Equality or Good Relations Implications/Rural Needs Assessment
3.14	The Belfast Agenda has been subject to an Equality Impact Assessment at a strategic level and a Rural Needs impact statement at the time of its publication. Application of an outcomes based approach, particularly in relation to monitoring of outcomes at a population level, impacts on s75 groups, along with more emphasis on monitoring of impact of actions taken by the Partnership will assist future equality assessments and strategic planning/decision making.
4.0	**Appendices**
	None

This page is intentionally left blank