



# People & Communities

Committee Plan 2025- 2026

Six Month Update



**Belfast**  
City Council

# Introduction

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The People and Communities Committee is responsible for the development and implementation of strategies, policies, programmes and projects aimed at improving life at a local level in the context of the outcomes agreed in the community and corporate plans and other corporate strategy.

Its specific functions include:

- Developing and delivering programmes, events, and activities to promote health, safety and wellbeing at a local level
- Developing and delivering programmes, events and activities to promote health, safety and well being at a local level.
- Administering and enforcing the Council's powers and duties under the Public Health Acts and all environmental health and building related legislation and regulations.
- Securing and providing adequate provision for the recycling, treatment and disposal of commercial and domestic waste including bulky waste and the collection and disposal of abandoned motor vehicles.
- Exercising the Council's powers for improving local environmental quality in relation to housing legislation, managing controlled waste, emergency planning and community safety and anti-social behaviour, clean neighbourhoods and other environmental or regulatory issues not falling within the remit of any other Committee.
- Managing, maintaining, and maximising the benefit of the Council's parks, pitches, playgrounds, and other public spaces as well as community centres and other indoor facilities
- Developing and implementing activities to ensure the delivery of corporate strategies and initiatives in respect of the promotion of health and physical activity, environmental protection, community safety and other such areas under the domain of this Committee.
- Overseeing the delivery of the Council's frontline services and associated community assets including:
  - Environmental Health Services
  - Cleansing
  - Waste Management
  - Parks and Leisure Service (excluding Zoo, Malone House and Belfast Castle)
  - Neighbourhood and Development Services
  - Community Services,
  - Community Safety
  - Emergency Planning
  - Building Control

Ref: Standing Orders – December 2021

## People & Communities Committee Members



Councillor Ruth Brooks (Chairman)  
**Party:** DUP  
**Ward:** Titanic



Councillor Matt Garrett  
**Party:** Sinn Fein  
**Ward:** Collin



Councillor Micky Murray  
**Party:** Alliance Party  
**Ward:** Balmoral



Councillor Christina Black  
**Party:** Sinn Fein  
**Ward:** Court



Councillor Christine Bower  
**Party:** Alliance Party  
**Ward:** Ormiston



Councillor Nicola Bradley  
**Party:** Sinn Fein  
**Ward:** Oldpark



Councillor Sarah Bunting  
**Party:** DUP  
**Ward:** Balmoral



Councillor Claire Canavan  
**Party:** Sinn Fein  
**Ward:** Court



Councillor Fred Cobain (Deputy Chair)  
**Party:** DUP  
**Ward:** Castle



Councillor Micheal Donnelly  
**Party:** Sinn Fein  
**Ward:** Black Mountain



Councillor Joradh Doran  
**Party:** DUP  
**Ward:** Old Park



Councillor Róis-Máire Donnelly  
**Party:** Sinn Fein  
**Ward:** Black Mountain



Councillor Nicola Verner  
**Party:** DUP  
**Ward:** Court



Councillor Anthony Flynn  
**Party:** Green Party  
**Ward:** Ormiston



Councillor JJ Magee  
**Party:** Sinn Fein  
**Ward:** Oldpark



Councillor Jenna Maghie  
**Party:** Alliance Party  
**Ward:** Ormiston



Councillor Gary McKeown  
**Party:** SDLP  
**Ward:** Botanic



Councillor Sonia Copeland  
**Party:** UUP  
**Ward:** Titanic



Councillor Hedley Abernethy  
**Party:** Alliance Party  
**Ward:** Ormiston



Councillor Michael Collins  
**Party:** People Before Profit  
**Ward:** Collin

# Our People and Communities

| Progress Status |                                |
|-----------------|--------------------------------|
| R               | Behind / Requires intervention |
| A               | At Risk / Change required      |
| G               | On Track                       |
| B               | Target Met / Delivered         |

## Build capacity within our communities.

Senior Responsible Officer: Jim Girvan, Director City & Neighbourhood Services

| Action                                                                                                                                                                                                                                                     | Expected end date | Mid-year RAG status      | Mid-year progress update                                                                                                                                                                                             |
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| 1.Implement the recommendations of the review of the Belfast City Council Funded advice services                                                                                                                                                           | Ongoing           | On Track                 | Recommendations of the review of Belfast City Council funded advice has progressed and all outcomes were achieved in Q4 by our partner organisations. Ongoing meetings continue to be held with our advice partners. |
| 2. Develop a new Community Support Plan for the period 2025-29 which set out the basis for how we provide support to local communities and residents across the city. This will include support to the community, voluntary and social enterprise sectors. | October 2025      | Target Met/<br>Delivered | Community Support plan (CSP) 2025-29 was ratified by council in July 2025. First stage of implementation is delivery of CSP large grant programme which opened on 28th July 2025 and is closing on 6th October 2025. |

## Addressing vulnerabilities and responding to societal challenges

Senior Responsible Officer: Jim Girvan, Director City & Neighbourhood Services

| Action                                                                                                                             | Expected end date | Mid-year RAG status | Mid-year progress update                                                                                                                                                                                    |
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| 3. Continue to deliver the Social Supermarkets programme to support the most vulnerable and disadvantaged communities in the city. | March 2026        | On Track            | June council ratified that all 24/25 funded groups would receive funding until 31st March 2026.<br>SP&R committee to consider and agree new application process from 1st April 2026 on 19th September 2025. |

## Increase opportunities for people to be physically active.

| Senior Responsible Officer: Jim Girvan, Director City & Neighbourhood Services                                                                                     |                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Action                                                                                                                                                             | Expected end date | Mid-year RAG status | Mid-year progress update                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 4. Deliver the Boxing Strategy Action Plan to facilitate the growth and development of boxing across Belfast.                                                      | March 2026        | On Track            | Targets have been achieved for the 2024/25 year and extension has been agreed to complete year 10 of the project.<br><br>Funding going forward to be confirmed through physical activity and sports development strategy.                                                                                                                                                                                                                      |
| 5. Work in partnership and deliver an annual work programme with Irish Football Association and Gaelfast to deliver the Stadia Community Benefits Initiative.      | March 2026        | On Track            | Action plan for 25/26 approved. Collaborative final Action plan and funding to go to October committee. Committee approval for extension to allow work to progress.                                                                                                                                                                                                                                                                            |
| 6. Oversight of the contract with and ongoing management of relationships with Greenwich Leisure Limited (GLL) for the effective operation of BCC leisure centres. | Ongoing           | On Track            | In line with the approved contract management plan, regular operational and strategic meetings are ongoing to ensure oversight of the GLL contract. The last six-monthly contract compliance report, covering quarter 3 and quarter 4 2024/25, was presented to the People and Communities Committee in April 2025. The next six-monthly report, covering quarter 1 and quarter 2 for 2025/6, will be presented to committee in November 2025. |
| Senior responsible officer: Stephen Leonard, Director City & Neighbourhood Services                                                                                |                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Action                                                                                                                                                             | Expected end date | Mid-year RAG status | Mid-year progress update                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 7. Scope the recommended options from the review and agree an action plan for allotments                                                                           | March 2026        | On Track            | Action plan has been agreed, and implementation is in process. Monthly meetings taking place to progress action plan.                                                                                                                                                                                                                                                                                                                          |
| 8. Continue to deliver the annual Playground Improvement Programme (PIP) to ensure that we                                                                         | Ongoing           | On Track            | PIP 2024/25 is complete. Grampian Avenue (completed in March 2025), Michelle Baird (Due to complete in Q2), & Balfour Avenue (Completed Aug 25). Sites agreed for                                                                                                                                                                                                                                                                              |

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| can continue to provide high quality playground facilities and equipment across the city. |  |  | PIP 25/26 Roddens Crescent, Ohio street, Whiterise Playground, Finvoy Street Playground - design work / information sharing commenced in Q2. |
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## Our Place

| Progress Status |                                |
|-----------------|--------------------------------|
| R               | Behind / Requires Intervention |
| A               | At Risk / Change required      |
| G               | On Track                       |
| B               | Target Met / Delivered         |

### Heritage Tourism

**Senior Responsible Officer:** Siobhan Toland, Director City and Neighbourhood Services

| Action                                                                                                                                                                                                                                               | Expected End Date | Mid-year RAG status            | Mid-year Progress Update                                                                               |
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| 9. To explore community arrangement with external providers to assist with ambitions for heritage tourism within the context of the tourism strategy for historical cemeteries and city cemetery visitor centre to increase visibility and footfall. | TBC               | At Risk/<br>Change<br>Required | Procurement exercise to be completed to appoint operator. Currently with Legal and the City Solicitor. |

### Off-street Car Parking

**Senior Responsible Officer:** Siobhan Toland, Director City and Neighbourhood Services

| Action                                                                                                                           | Expected End Date | Mid-year RAG status            | Mid-year Progress Update                                                                                                                                                                                                                                                                                       |
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| 10. Continue to work with the Department for Infrastructure on taking forward the Belfast off-street Parking Order for the city. | January 2026      | At Risk/<br>Change<br>Required | Engagement ongoing with DfI and BCC Legal Services on progressing OSP Order. Consultation is required on the new Off-Street Parking Order which will depend on DfI revoking their order via the NI assembly. A status update report was taken to SOLACE in December 2024. BCC ready to consult on draft order. |

### Open Spaces

| <b>Senior Responsible Officer:</b> Stephen Leonard, Director City and Neighbourhood Services                                                               |                   |                     |                                                                                                                                               |
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| Action                                                                                                                                                     | Expected End Date | Mid-year RAG status | Mid-year Progress Update                                                                                                                      |
| 11. Continue to work in partnership with Planning to secure/ deliver Section 76 contributions for council maintained open space.                           | Ongoing           | On Track            | Continuing to work in partnership with Planning to secure and deliver Section 76 development contributions for open spaces.                   |
| <b>Reservoir Improvement Programme</b>                                                                                                                     |                   |                     |                                                                                                                                               |
| <b>Senior Responsible Officer:</b> Stephen Leonard, Director City and Neighbourhood Services                                                               |                   |                     |                                                                                                                                               |
| Action                                                                                                                                                     | Expected End Date | Mid-year RAG status | Mid-year Progress Update                                                                                                                      |
| 12. Continued inspection, reporting and improvement on the structural integrity of reservoirs to meet new statutory requirements (Reservoirs Act NI 2015). | Ongoing           | On Track            | Contract now in place for 1 year only, need to explore a longer contract through existing Frameworks. Continued engagement with P&P required. |

## Our Planet

| Progress Status |                                |
|-----------------|--------------------------------|
| R               | Behind / Requires Intervention |
| A               | At Risk / Change required      |
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| B               | Target Met / Delivered         |

| <b>Transition to low carbon</b>                                                                                                                                      |                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <b>Senior Responsible Officer:</b> Siobhan Toland, Director City and Neighbourhood Services                                                                          |                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Action                                                                                                                                                               | Expected End Date | Mid-year RAG status | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                    |
| 13. Coordinate the delivery of the Belfast City Council Air Quality Action Plan 2021 – 2026, in working partnership with Belfast Air Quality Steering Group Members. | June 2026         | On Track            | In year activities are on track and full end date of the action plan is June 2026.<br><br>This year's local air quality management programme: a 2025 Air Quality Progress Report was prepared and presented to the People and Communities Committee prior to submission to DAERA in August 2025 and has been subsequently submitted to DAERA's Technical Appraisers. The Progress Report includes details of recent ambient |

|                                                                                                                                                                                                                                          |                   |                              | air quality monitoring data for Belfast, an analysis of monitoring trends, and an assessment of progress with actions detailed within the Belfast Air Quality Action Plan 2021-2026. This will also include any ambient air quality conclusions and proposed actions. The findings of the Schools Air quality monitoring project is being collated for presentation at November P&C. |
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| <b>Senior Responsible Officer:</b> Stephen Leonard, Director City and Neighbourhood Services                                                                                                                                             |                   |                              |                                                                                                                                                                                                                                                                                                                                                                                      |
| Action                                                                                                                                                                                                                                   | Expected End Date | Mid-year RAG status          | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                             |
| 14. Develop the Net Zero Fleet Replacement Strategy to agree council approach to transition to an alternative (non-fossil) fuel.                                                                                                         | TBC               | Behind/requires intervention | In year activities are behind, but officers are engaging with an external consultant as a strategic review is required for the fleet transition from fossil fuels to an alternative power source. The AECOM report produced in July 2021 needs refreshed to reflect changes in cost and available technology.                                                                        |
| 15. Continue to deliver the Fleet Replacement Programme gradually replacing existing old fleet with new low emission vehicles.                                                                                                           | TBC               | Behind/requires intervention | In year activities are behind. All new vehicles purchased as part of the fleet replacement programme, will be powered by low emission Euro 6, or equivalent standard, engines. Also, fleet will continue to utilise low emission HVO fuel as an alternative to diesel fuel. 85% of the Council fleet fuel consumption is HVO.                                                        |
| 16. Continue to lead on the Climate Action Programme for four keys projects including City Centre Recycling pilot; Carbon retention assessment at Cavehill; Species rich grassland pilots; and business case for potential Tree Nursery. | September 2025    | Target Met/Delivered         | OSS work is complete, business case for Beechvale Farm which includes Tree Nursery sitting with Estates. Work will continue with Estates; this will be closed off for OSS. Action will be removed from the plan for next quarter.                                                                                                                                                    |
| 17. Deliver the Belfast City Council's Tree Strategy and action plan to help manage and improve the tree scape in the city, to provide a resilient and diverse urban forest for future generations.                                      | October 2033      | On Track                     | In year activities are on track and full end date of the strategy is October 2033.<br><br>Following the sign off the Belfast Tree Strategy and action plan we have achieved the following:<br>- A tree establishment plan for tree planting opportunities (soft and hard landscapes) has been agreed at P&C in June 2024 and due to full council in July 2024.                       |

|                                                                                                                                                         |                   |                         | <ul style="list-style-type: none"> <li>- In March 2025 (second year in a row), we were awarded Tree Cities of the World status and are currently the only Council in Ireland to hold this status.</li> <li>- We have changed our health in condition tree inspection cycle from once 7 years to 3 years this will improve the health safety of our trees.</li> </ul>                                                  |
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| <b>Promote sustainable circular economy approaches.</b><br><b>Senior Responsible Officer:</b> Stephen Leonard, Director City and Neighbourhood Services |                   |                         |                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Action                                                                                                                                                  | Expected End Date | Mid-year RAG status     | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                              |
| 18. Subject to approval, determine the implementation plan for Household Glass collection services.                                                     | October 2025      | Target Met/Delivered    | Implementation plan agreed and the approval for phase 2 and 3. Additional vehicles being requested through 26/27 estimates process.                                                                                                                                                                                                                                                                                   |
| 19. Bring revised options paper on Kerbside Recycling to council governance for consideration and approval.                                             | March 2026        | At risk/change required | In year activities are at risk and change is required<br>Options paper has been completed, and a further paper is to be taken through Council's governance.                                                                                                                                                                                                                                                           |
| 20. Develop and seek approval for a single use plastics policy for the council.                                                                         | January 2026      | Target Met/Delivered    | A Single Use Plastic Policy was developed and the approved at P&C. Implementation is with City and Organisational Strategy.                                                                                                                                                                                                                                                                                           |
| 21. Complete a review of litter bin provision to ensure adequate resourcing and arrangements for waste disposal across the city.                        | December 2025     | On Track                | Condition survey for litter bins completed Q2 25/26, paper going to committee Oct 2025 with recommendations. Additional resources have been secured for additional bin provision across the city. Officers are working with PMU to try to work around challenges to bin installation. New systems project officer will help support the roll out of the bin survey. Recruitment completed and person started Aug 2025 |
| <b>Climate Resilience</b><br><b>Senior Responsible Officer:</b> Stephen Leonard, Director City and Neighbourhood Services                               |                   |                         |                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Action                                                                                                                                                  | Expected End Date | Mid-year RAG status     | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                              |

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| 22. Develop the Local Biodiversity Action Plan to set out our approach to address threatened species and habitats and protect and restore biological systems. | September 2026 | At risk/change required | Progress on this action is behind. An additional Biodiversity resource however has been secured including a new post. The LBAP will be progressed by the new biodiversity resource. Procurement process to secure consultancy support is ongoing. In addition to these officers have secured additional external funding support to help deliver actions emerging from the LABP and a wider biodiversity programme. This includes additional staff and equipment for conservation management plan actions. |
| 23. Develop a Herbicide use policy for the Council                                                                                                            | March 2026     | At risk/change required | Progress on this action is behind. Work, however, has now commenced, and herbicide reduction processes are being drafted. A draft operational protocol is being developed with OSS Managers and Assistant Managers.                                                                                                                                                                                                                                                                                        |

## Compassionate City

| Progress Status |                                |
|-----------------|--------------------------------|
| R               | Behind / Requires Intervention |
| A               | At Risk / Change required      |
| G               | On Track                       |
| B               | Target Met / Delivered         |

### Good Relations Action Plan

Senior Responsible Officer: Jim Girvan, Director City & Neighbourhood Services

| Action                                                                                                                            | Expected End Date | Mid-year RAG status | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| 24. Continue to implement the Good Relations Action Plan to support the delivery of locally identified good relations priorities. | Ongoing           | On Track            | Letter of Offer has been received and returned, and action plan is in full operational progression. Q1-4 48 grants have been approved and interface open call completed. Refugee integration week, Day of Reflection and the Beacons programme are being rolled out. 5 projects allocated support Under Minority Ethnic Equality and Inclusion Programme, 5 Projects Supported under the Interface Programme. 2 Projects for Good Relations Week, Shared Education Programme developed, and 6 Strategic Connections Programmes supported. |

### Community Safety

Senior Responsible Officer: Jim Girvan, Director City & Neighbourhood Services

| Action | Expected End Date | Mid-year RAG status | Mid-year Progress Update |
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| 25. Delivery of the Police and Community Safety action plan, to make people feel safer and confidence in Policing.                                       | Ongoing                  | On Track                   | The PCSP action plan has been developed, and delivery is underway.                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 26. Continue to facilitate the five multi-agency (D) PCSP's which work to make communities safer, making sure that the voices of local people are heard. | Ongoing                  | On Track                   | Meetings are scheduled monthly across the 5 partnerships- reactive meetings held as required. In Q2 there were a number of private meetings and in Q3 there will be several public meetings.                                                                                                                                                                                                                                                                                                            |
| <b>Ending Violence Against Women and Girls</b>                                                                                                           |                          |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Senior Responsible Officer:</b> Jim Girvan, Director City & Neighbourhood Services                                                                    |                          |                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Action</b>                                                                                                                                            | <b>Expected End Date</b> | <b>Mid-year RAG status</b> | <b>Mid-year Progress Update</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 27. Delivery of the ending violent against women and girls' initiative                                                                                   | Ongoing                  | On Track                   | The Belfast EVAWG Momentum programme concluded at the end of March 2025. The diverse programme reached over 1000 participants across 65 sessions with a number of extremely successful projects. Following an open application process, council have committed £254,553 to 27 local community grants under the Local Change Fund. From this point there is potential for additional funding from TEO for both the Local and Regional Change Fund contracts. Council is awaiting Letters of Offer in Q3. |

## Improving Our Services

| Progress Status |                                |
|-----------------|--------------------------------|
| R               | Behind / Requires Intervention |
| A               | At Risk / Change required      |
| G               | On Track                       |
| B               | Target Met / Delivered         |

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| <b>Bereavement Services</b>                                                                    |                          |                              |                                                                                                                                                                   |
| <b>Senior Responsible Officer:</b> Siobhan Toland, Director City and Neighbourhood Services    |                          |                              |                                                                                                                                                                   |
| <b>Action</b>                                                                                  | <b>Expected End Date</b> | <b>Mid-year RAG status</b>   | <b>Mid-year Progress Update</b>                                                                                                                                   |
| 28. Complete the review of Bereavement services to ensure responsive, integrated, and flexible | December 2025            | Behind/requires intervention | Work to be completed to deliver and implement service review of structural element. Various internal stakeholders working to resolve including CI, Legal and CHR. |

| services are realised through the programme benefits with support from CI, CHR and Departmental HR.                                                                                       |                   |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <b>Port Health</b><br><b>Senior Responsible Officer:</b> Siobhan Toland, Director City and Neighbourhood Services                                                                         |                   |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Action                                                                                                                                                                                    | Expected End Date | Mid-year RAG status          | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 29. Complete the review of Port health to ensure responsive, integrated, and flexible services are realised through the programme benefits with support from CI, CHR and Departmental HR. | March 2027        | Behind/requires intervention | The original end date of March 2025 has been extended to March 2027 due to challenges remaining in identifying medium/longer term actions as this work is heavily dependent on the direction from UK Government and in particular any SPS agreement negotiated as a result of UK/ EU announcement in May 2025 and an associated long term sustainable funding model. Baselining exercise to look at service review has been completed, and a range of short-term development actions have been identified. |
| <b>Houses in Multiple Occupancy</b><br><b>Senior Responsible Officer:</b> Siobhan Toland, Director City and Neighbourhood Services                                                        |                   |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Action                                                                                                                                                                                    | Expected End Date | Mid-year RAG status          | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 30. Complete the review of HMO to ensure responsive, integrated, and flexible services are realised through the programme benefits with support from CI, CHR and Departmental HR.         | June 2026         | Behind/requires intervention | The original end date of June 2025 has been extended to June 2026. The service review of HMO services is ongoing, further work is however required to complete the review and implement the agreed changes. As a result, the new timeline has been agreed to change to June 2026. Trade Union discussions ongoing in relation to this matter.<br><br>Outstanding SLA's with legal services for sign off.                                                                                                   |
| <b>Neighbourhood Services Pathway Forward</b><br><b>Senior Responsible Officer:</b> Jim Girvan, Director City & Neighbourhood Services                                                    |                   |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Action                                                                                                                                                                                    | Expected End Date | Mid-year RAG status          | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 31. Complete the review of Neighbourhood Services to ensure responsive, integrated, and flexible services are realised through the                                                        | March 2027        | On Track                     | The Pathway Forward has identified 12 work streams to achieve the aims of the review of neighbourhood services. The pathway forward has agreed an initial 5 work streams:                                                                                                                                                                                                                                                                                                                                  |

| programme benefits with support from CI, CHR and Departmental HR.                                                                                                                         |                   |                     | <ul style="list-style-type: none"> <li>• Cohesive departmental plan and outcomes framework</li> <li>• Staff learning and development</li> <li>• Funding and advice governance</li> <li>• Data Management</li> <li>• On-line booking system (on hold)</li> </ul> <p>Project scoping and plans for the five are in place and progressing.</p> <p>Staff engagement continues across the work streams and neighbourhood services staff engagement sessions within city hall.</p>                                                                                                                                                                                                                                                                                                                 |
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| <b>Park Warden</b><br><b>Senior Responsible Officers:</b> Stephen Leonard and Jim Girvan Directors City & Neighbourhood Services                                                          |                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Action                                                                                                                                                                                    | Expected End Date | Mid-year RAG status | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 32. Complete the review of Park Warden to ensure responsive, integrated, and flexible services are realised through the programme benefits with support from CI, CHR and Departmental HR. | April 2026        | On Track            | Static pilot evaluation completed in April and update report taken to P&C Committee - further extension to pilot agreed. Wider review of the park warden (mobile) service is currently ongoing. A full engagement exercise with staff, managers and key internal and external stakeholders has been completed, along with relevant benchmarking. Microsoft Forms solution implemented to improve data capture in the interim (to mirror the SNO approach). Options development for the proposed new delivery model is underway with the project team, whilst being cognisant of recent proposals regarding 24 hour opening pilot. Update report detailing the new model will be brought back to Committee by the end of quarter three for consideration on completion of park warden review. |
| <b>Park Events and Outreach</b><br><b>Senior Responsible Officers:</b> Stephen Leonard and Jim Girvan Directors City & Neighbourhood Services                                             |                   |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Action                                                                                                                                                                                    | Expected End Date | Mid-year RAG status | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 33. Complete the review of Park Events and Outreach to ensure responsive, integrated, and flexible services are realised through the                                                      | December 2026     | On Track            | Communication sessions with staff outlining the proposed management position took place in April and June. Consultation sessions with staff on revised job descriptions and to outline implementation procedures, were held in July and August.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

|                                                                   |  |  |                                                                                                                                                                                                                   |
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| programme benefits with support from CI, CHR and Departmental HR. |  |  | Job descriptions for the new structure have been agreed with Management and released to staff for their information, week commencing 28th September. Final report now expected to go to CMT this month (October). |
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## Organisational Priorities

| Progress Status |                                |
|-----------------|--------------------------------|
| R               | Behind / Requires Intervention |
| A               | At Risk / Change required      |
| G               | On Track                       |
| B               | Target Met / Delivered         |

### Bereavement Services

**Senior Responsible Officer:** Siobhan Toland, Director City and Neighbourhood Services

| Action                                                                                                                                                 | Expected End Date | Mid-year RAG status          | Mid-year Progress Update                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 34. CNS to work with Physical Programmes and Estates to support the identification, acquisition, and development of new burial land provision for BCC. | TBC               | At risk/change required      | A burial provision board has been established with representation from P&P, Corporate Finance and CNS as client. The objective of this board is to track progress, manage risks and ensure good governance. |
| 35. CNS to work with Physical Programmes on preparing for the new Crematorium development and the repurposing of the existing crematorium building.    | January 2026      | Behind/requires intervention | A review of the 2016 financial business case (FBC) for the new crematorium has been completed. This was presented to a member's workshop in September 2025.                                                 |

### Port Health

**Senior Responsible Officer:** Siobhan Toland, Director City and Neighbourhood Services

| Action                                                                                                                                                                                                                                                                                                                                    | Expected End Date | Mid-year RAG status          | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 36. Advocate for a long-term sustainable funding model to secure adequate funding and review resources (Including staff) to ensure effective delivery of the Council's legal responsibilities at Belfast Port.                                                                                                                            | March 2026        | Behind/requires intervention | Conversations remain active between key partners and stakeholders in advocating for and promoting the development of a long-term funding model. Again, this is influenced and shaped by UK Government direction and discussions with EU. In particular any forthcoming SPS agreement.                                                                                                                                                                                                                                                                               |
| <b>Digital Development</b><br><b>Senior Responsible Officer:</b> Siobhan Toland, Director City and Neighbourhood Services                                                                                                                                                                                                                 |                   |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Action                                                                                                                                                                                                                                                                                                                                    | Expected End Date | Mid-year RAG status          | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 37. Progress plans to replace the current software system with a single modern and intuitive case management system designed to embed mobile technology and digitally transform how we plan, manage, and monitor our service delivery across the core regulatory areas of City Services & community safety within Neighbourhood Services. | January 2030      | On Track                     | The Case Management Replacement project currently has 3 work streams – drafting the specification of requirements, cleansing the current systems data and mandatory legislative changes. Specification: The functional and digital specification is progressing well, with the aim of obtaining final functional approval from Units by the end of September. Cleansing: Batch deletions within the current system have commenced. Legislative Changes/Updates: All new legislative requirements are on track and the FSDM reports update is scheduled for October. |
| <b>Senior Responsible Officer:</b> Stephen Leonard, Director City and Neighbourhood Services                                                                                                                                                                                                                                              |                   |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Action                                                                                                                                                                                                                                                                                                                                    | Expected End Date | Mid-year RAG status          | Mid-year Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 38. Procure and implement a modern booking system for parks and community facilities subject to digital services work programme.                                                                                                                                                                                                          | March 2026        | On Track                     | This is a project within the Neighbourhood Services Pathway forward Initiative. Agreement that the booking system will support corporate bookings. The project is now part of digital services work plan and an IT project manager to be appointed.                                                                                                                                                                                                                                                                                                                 |
| <b>Asset Management</b><br><b>Senior Responsible Officer:</b> Stephen Leonard, Director City and Neighbourhood Services                                                                                                                                                                                                                   |                   |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Action                                   | Expected End Date | Mid-year RAG status     | Mid-year Progress Update                                                                                                                                                                                                                                    |
|------------------------------------------|-------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 39.Develop a container policy for parks. | December 2025     | At risk change required | Performance and Improvement team support in place; draft report completed by P&I team.<br><br>Scope of the report has been widened resulting in the extension of the timeline. This includes a parallel audit of containers which is still being completed. |

### Contact us:

City and Neighbourhood Services  
Cecil Ward Building  
4-10 Linenhall Street  
Belfast  
BT2 8DP

 [staffnews@belfastcity.gov.uk](mailto:staffnews@belfastcity.gov.uk)

 028 9032 0202

 [www.belfastcity.gov.uk](http://www.belfastcity.gov.uk)



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