



Healthier City Plan

2011/2012

Version: 1.0

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Section 1: Background

- 1.0 The Belfast City Council (BCC) Healthier City Action Plan 2011/2012 forms part of the Council's response to developing a healthier city, reflecting the Council's corporate priorities and its commitment to working in partnership with key strategic partners. The 2011/2012 Healthier City Plan has been developed building on the foundations of the initial 2010/2011 plan, the experience of implementing this and a review workshop undertaken in February 2011.
- 1.2 The workshop highlighted the achievements of 2010/2011 as
- A joint Health Development Unit established and an interim plan in place
 - Developing a Community Planning Pilot with a co-ordinator now in place
 - Incorporating older peoples work into the plan bringing joined up working
 - Setting an evidence base for the Council in terms of its role and contribution to health protection / improvement and focus on health and what it means for BCC and in wider context
 - Enhanced Partnership working – internal and external
 - Securing of a thematic budget – 2 joint posts (programme development officers) secured –BDHU manager's post funded in part.
 - Projects delivered – good practice, results on the ground – successful programmes delivered e.g. Roots of Empathy, Strengthening Families and Healthier Families, the construction of the Musgrave therapy garden and three community gardens, an allotment strategy being developed and Eversleigh Street play ground developed.
- 1.3 Reflecting on the learning from the implementation of the initial plan a number of issues were highlighted including;
- the need to consider the effectiveness of the IDWG as a mechanism for co-ordination and action¹,
 - the need to focus the work in 2011/2012 reflecting the priorities identified by the BHDU on behalf of the Strategic Partnership and
 - To consider the issue of communication.

¹ Part of the review process was to consider the effectiveness of the current arrangements.

Section 2: Key Areas of Work

2.1 The 2011/2012 Healthier City plan will focus on a number of key areas of work to help the Council address the health and wellbeing of the citizens of Belfast in a coordinated and integrated manner. It is intended that the plan for 2011/2012 will be a holding plan awaiting the development of the Belfast Health Improvement Plan, currently being developed by the Belfast Strategic Partnership (BSP) and being taken forward by the Belfast Health Development Unit.

The actions contained in the plan are also aligned to external agendas and in particular to the themes that have been identified by the BSP to address the main issues affecting the people of Belfast at this time. These have been identified as:

- **Active Belfast**
- **Alcohol /Substance Misuse**
- **Mental Health & wellbeing,**

Active Belfast

For Belfast City Council Active Belfast means working across services, sectors and in partnership to create an **active city** which enables an improved quality of life for people in Belfast through improved urban design, participation in physical activity programmes and other health and well-being initiatives.

It presumes a “total place” and collaborative approach to making people more active. It will engage a wide range of agencies and will add strength to what can be achieved at a local level. This priority relates to children and young people, older people, and links also with regeneration plans. As well as the obvious health benefits of physical activity, related actions can build social capital and may also bring economic benefits. Co-ordinated action built around local physical assets will promote physical activity and wellbeing and will link with other partners’ programmes and services. The Council’s strategies for parks & leisure, capital works and community support offer potential for bringing considerable added value.

It is envisaged that the Active Belfast theme will offer a pathways approach supporting and encouraging the participation of citizens across a continuum of active living (walking, community gardens) active leisure (using leisure centres, summer schemes), organised sport (support for clubs, outdoor leisure) through to high performance sport (elite performers)

Health & Wellbeing issues associated with Alcohol and Substance misuse:

Misuse of alcohol continues to place an enormous burden on the health and wellbeing of the people of Belfast and on the city's economy. It kills more people directly than illegal drugs; it is closely related to crime and antisocial behaviour and it also contributes to mental illness.

This is a significant health issue for the city and has been adopted as a key priority by BSP. There are a number of key Council Services engaged in reducing alcohol harm, for example, parks and leisure in their work on dealing with antisocial behaviour, and community safety with their work on this issue and on street drinking, drinking in parks, noisy neighbours and the 'Get Home Safe' campaign.

This priority is focused on reducing alcohol related harm, which will include building on the work being undertaken by the drug and alcohol partnership (EDACT) and the development of integrated city-wide action, including examining a Belfast Total Place approach to alcohol.

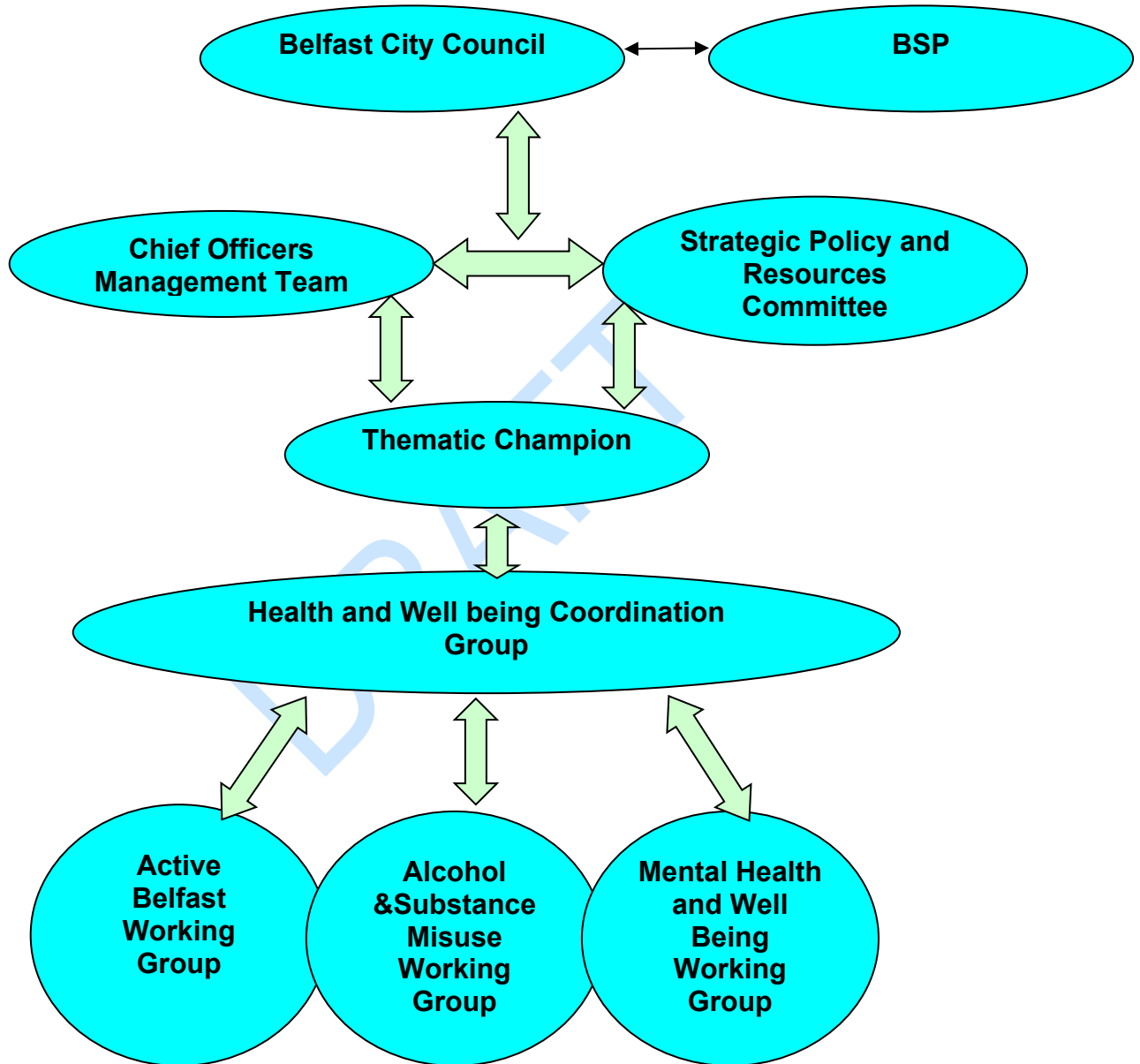
Mental health and wellbeing

This will require a broad partnership approach to mental health and emotional wellbeing in Belfast which will be led by the Belfast Health development Unit. It will build on existing initiatives, such as suicide prevention and the Roots of Empathy programme with schoolchildren.

Section 3: Proposed Structure for Delivery

3.1 Building upon the learning from 2010/2011 and the recommendations arising from the review workshop the following structure is proposed to facilitate delivery

Diag 1 Proposed Structure



3.2 Rationale

The proposal moving forward is to place greater responsibility and focus on the designated working groups as a simple but effective mechanism to co-ordinate and integrate the work being undertaken and provide a direct link to delivering the priorities for 2011/2012 as agreed by the Strategic Partnership.

3.2.1 The Working Groups

These will act as the primary focus to coordinate the work being undertaken within each priority theme. It is envisaged that membership of the working groups will be determined by the respective Departments and Sections and the BHDU guided by the simple approach of who needs to be around the table to make things happen i.e. relevance to the work and its delivery. This will mean that membership will be fluid and flexible. The anchors will be the designated lead officers within the Council and those proposed by the BHDU, the Health and Well Being coordinator, a designated communications officer and policy officer.

Outline Terms of Reference

The purpose of the working group is to support and facilitate integration, coordination and effective communication of the work being planned undertaken within the 3 priority areas.

- To share information on strategies, plans, programmes and interventions relevant to the priority area at the planning stage and at regular intervals as work progresses
- To connect, link and align work on the priority area within the Council and with external partners via the BHDU
- To offer expertise, guidance and support to ensure programmes, services and interventions are as effective as possible
- To prepare short briefing papers and committee reports on the work planned and undertaken to inform the Council and BHDU and other strategic partners.
- To coordinate communication messages and activities to ensure the maximum publicity and support for the work undertaken
- To advocate the significance of the services delivered by the Council in improving health and wellbeing within communities and the benefits of an integrated 'one Council' approach to supporting a healthier city.

3.2.2 The Coordination Group

The work undertaken within each group will be reported back to a small focussed coordination group comprising the priority leads i.e. drawn from the 3 priority areas, the Health and Well Being coordinator, the Manager responsible for the thematic H&W budget, Head of Environmental Health, a corporate communications officer and a policy and business development officer. This group will be chaired by the designated Champion, reporting in turn through to the COMT and Strategic P&R Committee..

The purpose of the group is to oversee and drive the delivery of the 2011/2012 plan, and to coordinate and integrate the work of Council in support of the Belfast Strategic Partnership's priorities for improving health and reducing health inequalities. The key activities of the group may include the following;

Outline Terms of reference

- Oversee the development and implementation of the Council's Healthier City Framework and Plan in line with the corporate plan and the Framework for Action to address Life Inequalities being developed by BSP
- Develop an annual prioritised action plan that will feed into departmental and service business planning across the council.
- Provide leadership for integrated action across the council on the Healthier City agenda.
- Provide regular update reports to COMT and the Strategic Policy and Resources Committee.
- Ensure that the work on the Healthier City agenda is integrated with corporate planning, community planning, local area working and the wider strategic partnership work on health improvement within the city.
- Work within the thematic budget under the corporate objective of "Better Support for people and communities" – people are healthier".
- Influence policy and legislative developments that may impact on a healthier city.
- Ensure maximum publicity for the Council and partners in rolling out and delivery of the action plan.
- Guide, monitor and support any working groups established to implement the Plan.

Section 4: Action Planning 2011/12

- 4.1 The review of the 2010/2011 plan and its effectiveness highlighted issues around presentation, complexity and the challenge of clearly identifying what is happening. The review also highlighted the challenge of identifying which were additional new initiatives, partnership initiatives and or simply business as usual.

The plan for 2011/2012 is presented as follows, key priority , key initiatives (new initiatives) for 2011/2012 badged as key projects to be taken forward under the auspices of the BCC Healthier City Plan and those reflecting business as usual. All are focused on delivering against the 3 agreed priorities.

4.2 Performance Management

The performance management outline below is proposed to support the development of a performance management framework. Within each of the key priority areas, the tasks and initiatives will be accompanied by performance indicators based upon the preliminary work undertaken in support of Departmental plans. The challenge is to ensure that the activities captured within the plan and the performance measures offered, clearly contribute towards the primary purpose that is supporting the development of a Healthier City.

4.3 Communication

The importance of effective communication was highlighted during the development of the initial plan and the review process and was a consistent theme in the development of the Healthier city plan for 2011/2012, particularly given the need for linkages with our external partners in health through the Belfast Health Development Unit. It is intended that a short communication action plan be developed to support development and implementation of the 2011/2012 plan.

Healthier City Plan

2011/2012

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Priority 1 Active Belfast

Key Initiatives	Key Services	Thematic Allocation
Active Belfast		
Develop an Active Belfast Partnership, in line with the Liverpool model, commencing with a large-scale workshop in the City Hall to scope existing programmes and resources available to promote activity in the city.	P&L, Development, Health& Environmental Services, Finance & Resources, Property & Projects, Chief Executives	
Establish a cross-departmental staff forum to identify improvements, efficiencies and opportunities for collaboration in parks and leisure facilities. eg. Summer schemes, youth diversion, play strategies, etc.	P&L, Development, Health& Environmental Services, Finance & Resources, Property & Projects, Chief Executives	
Develop Active Belfast Brand and Identify quick-wins that the branding can be launched on – e.g. gyms in parks, Bike Belfast, Olympics 2012, Capital projects such as Urban Skate Park, Connswater/Greenway, Woodvale/Dunville Parks, EPODE, active travel schemes.	P&L, Development, Health& Environmental Services, Finance & Resources, Property & Projects, Chief Executives	
Develop Active Belfast Action Plan/ programmes to increase participation in physical activity. Possible actions include Using coaches for outreach physical activity programmes in the parks; Park Run; events linked to the Health Calendar which promote Health & Wellbeing e.g. Marathon, Cycle to work, Men's Health Fair etc.	P&L, Health& Environmental Services,	£2,500 Men's Health Fair £5000 Senior Games
Identify additional funding opportunities e.g. EU public Health Call.	Health& Environmental Services,	£1660 Week of Cycling
Work with Healthy Cities and Sustrans on developing / implementing an Active Travel strategy.	P&L, Health& Environmental	
Commission the University to develop a comprehensive performance management system which can demonstrate the social and economic value of using an integrated approach to physical activity.	P&L, Health& Environmental	

Key Initiatives	Key Services	Thematic Allocation
Community Gardens Complete Phase 2 of Musgrave, Therapy Garden (a sensory play area for children with disabilities).	P&L, Health& Environmental, Property & Projects,	£60,000
Agree and implement an allotment and community garden strategy.	P&L, Health& Environmental, Property & Projects	
Improve service provision and support for allotments and community gardens across the city in line with the recommendations from the Community Gardens seminar report.	P&L, Health& Environmental, Property & Projects	
Screen the proposed community gardens policy / strategy for health impact in line with the work on Health and Health Equity in all policies.	P&L, Health& Environmental, Property & Projects & Chief Executives	
Obesity Challenge rising levels of obesity through the roll out of the Healthier Families programme (the whole family intervention approach for up to 25 participating families citywide, combining weight management, education and physical activity).	P&L, Health& Environmental, Chief Executives	
Publish the research into the effectiveness of the whole family approach to obesity taken by the pilot projects to provide an evidence base for future obesity projects. This is being conducted by University of Ulster and is the first Belfast specific research comparing a range of interventions to obesity, including the family approach.	Health& Environmental, Chief Executives	
Extend the pathways offered by the Health wise scheme to COPD sufferers (chronic obstructive pulmonary disease) and to those at risk of falls, training for coaches.	P&L, Health& Environmental	£7,450
Link with key council service providers/other thematic co-ordinators on initiatives promoting health and wellbeing such as the Youth Forum's Party in the Park, summer scheme central events, older people's health and wellbeing and capital projects such as Dunville/Woodvale – Connswater/Greenway.	P&L, Health& Environmental, Development, Property & Projects, Chief Executives	

Priority 2 Alcohol/Substance Misuse

Key Initiatives	Key Services	Thematic Allocation
Develop a Total Place approach to alcohol in Belfast.	Health& Environmental Services, P&L, Development, Finance & Resources, Property & Projects, Chief Executives	
Contribute to the Scoping study on Drugs and Alcohol being led by the Community Safety partnership	Health& Environmental	
Contribute to the Price Waterhouse Cooper's analysis of the economic benefits of a total place approach to tackling alcohol misuse by working with them to deliver a workshop / conference engaging strategic partners in developing a TP approach for Belfast	Health& Environmental, Chief Executives	
Produce and disseminate a Directory of Services of organisations which provides support/treatment to people with alcohol related health problems.	Health& Environmental	
Develop and deliver a collaborative programme of work to reduce alcohol misuse based on the good practice projects from Gateshead. Link this to the development of a TP approach for the city.	Health& Environmental	
Explore opportunities for funding. The Strategic Investment Fund may provide a funding bridge to help us frontload some of the existing costs of Alcohol misuse to Alcohol prevention. Link this to the development of a TP approach for the city.	Health& Environmental, Finance & Resources, Property & Projects, Chief Executives	
Develop and deliver a second Strengthening Families programme. Apply to DOJ for 'summer splash' funding to deliver a third SF programme. Evaluate the SF programmes.	Health& Environmental	£28,000
Assist with the development of relevant strategies e.g. Holylands Implementation Plan; Interface Strategy; Traveller's Health.	Health& Environmental Services, P&L, Development Finance & Resources, Property & Projects, Chief Executives	

Priority 3 Mental Health and Well Being

Key Initiatives	Key Service	Thematic Allocation
Support an event for School Principals in the development of a second Roots of Empathy Programme (bid for Peace III funding by BHSCT – if successful it will take a lead)	Health& Environmental Service	£400
Support the organisation of the annual suicide awareness event and link to potential engagement with LM.	Health& Environmental Services, Development, P&L,	£1,250
Work with BHSCT and others to ensure that a range of local programmes to promote mental health and wellbeing are in place at a local level. Ensure links are made across a wide range of programmes to promote work on mental health and wellbeing.	Health& Environmental Services, Development, P&L	
Promote the uptake of suicide reduction and self harm training by frontline services.	Health& Environmental Services, Development, P&L	
Support the work of the Suicide and Self Harm Implementation Group and subgroups.	Health& Environmental Services, Development, P&L	
Work with BHSCT and other partners to review the Community Response Plan to potential suicide clusters and ensure revised plan is presented to Council	Health& Environmental Services, Development, P&L	

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Performance Management Framework

Key performance questions	<ul style="list-style-type: none"> • Are we working more strategically to become a health improving organisation? • Are we adopting an integrated approach to the delivery of services which promote health and wellbeing? • Are we maximising the potential across services to deliver co-ordinated activities / interventions? • Are we providing services which will prevent some of the main threats to health? • Are the priorities adopted in line with corporate and existing partnership plans, priorities and targets for health improvement in Belfast? • Are we delivering projects which will make people healthier? • Are we reducing health inequalities? • Are we developing policies which will ensure health equity? • Are we preparing for the challenges of community planning and the possible power of wellbeing? • Are members leading and effectively inputting into the Healthier City agenda? • Are our staff, members and citizens aware of our role in Health and wellbeing? Are we communicating effectively in relation to Health and wellbeing? • Have we raised the profile of the Healthier City agenda internally and externally? • Have we raised awareness of the existence of the Joint Public Health Unit and our role in the Unit both internally and externally?
Key performance indicators	<ul style="list-style-type: none"> • Are the working groups performing effectively (subject to period reviews) • Is the coordination group operating effectively • Is there evidence of collaborative working additional to business as usual • Uptake of physical activity programmes/ programmes promoting health and wellbeing • Feedback from programme participants • Number of successful participants in projects & programmes • Levels of obesity in children, men, women • Number of departmental plans reflecting Health as a corporate theme • Number of policies/strategies/actions tested for Health equity • Number of internal publication and communication methods used to promote the Healthier City Agenda • Number of external press coverage articles in relation to Healthier City key messages • Number of visits to website • Number of visits to interlink

Risks	<ul style="list-style-type: none">• Resources• Inadequate sharing of information• Lack of buy in from services• Low participation• Effectiveness of quality of life matrix in policy development• Workload• Departmental versus thematic communication• Resistance within services to promoting projects under the thematic banner of Health and wellbeing• Possible confusion with Healthier City agenda and the Framework to address life inequalities for Belfast (being developed by the Belfast Strategic Partnership and taken forward by the Belfast Health Development Unit
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