


APPENDIX 1: Belfast Agenda – Overview of work underway in relation to priority areas of focus for collaborative gain.

 Living Here	
<p>In developing the Belfast Agenda, people told us how important it was that all Belfast residents lead a healthy, engaged and fulfilling lives as part of vibrant, growing communities and neighbourhoods. Also highlighted the importance that residents are enabled to reach their full potential at every stage of life. In this context the community planning partners identified a number of specific areas for collaborative focus including:</p>	
<p>i) <i>Integrated city programme to address health inequalities & improve wellbeing</i></p>	<ul style="list-style-type: none">• <i>Alcohol, Drugs and Mental Health</i> – Working closely alongside our health partners (Public Health Agency, Belfast Health and Social Care Trust and Health and Social Care Board) and other key agencies, work is underway to develop and test an integrated, whole system approach to addressing health inequalities, with a specific focus, initially, on the systemic and increasing challenges around drugs, alcohol and mental health within the city. Whilst there is already a range of services and support available, CPP partners recognise the growing prevalence of these health conditions and the significant impact on individuals, their families and wider community. CPP partners have highlighted the need for a more comprehensive, integrated and multi-sectoral approach to supporting vulnerable people in terms of health promotion, prevention, treatment, care and recovery. CPP partners also recognised the need to adopt a placed-based approach to understanding and taking action to address health inequalities and improving wellbeing in communities. <p>It is important to recognise that there has been recent developments at a regional level to move towards a more integrated approach to additional and mental health with the recent consultation on a 'New Strategic Direction for Alcohol and Drugs'. Members are acutely aware of the significant challenges which exist across the city with a number of Notice of Motions and specific reports considered by the People and Communities Committee and full Council over recent months (e.g. proposals around establishment of a city-wide task force on Mental Health and Suicide; community impact of needle finds). Through the strengthened collaborative arrangements now in place through community planning and the Living Here Board, there is a real opportunity to intensify the focus on these important societal challenges and help co-design and deliver more integrated support programmes and interventions.</p>


In order to inform the emerging approach, a workshop was held with a range of partners/stakeholders/service users to examine the scope and effectiveness of current support and interventions and identify specific opportunities for improvement. Key areas identified for improvement (action) included the need to streamline /consolidate the governance and support structures in place and develop a more integrated, targeted and responsive referral and support model; the need for an inter-agency approach to promoting emotional wellbeing and positive mental health and raising awareness of the support services available with stakeholder groups including vulnerable people and youth. Recognition of opportunity provided through community planning to help support wider outreach activity including linking community based institutions and facilities (e.g. schools, community centres etc.).

In addition, a detailed review and critical appraisal had been undertaken of previous reports and studies commission relating to drugs, alcohol and mental health challenges facing the city. The review has helped surface up those recurrent and common findings and associated recommendations emerging but which may not have been followed through into implementation. Work is underway to bring these recommendations into a prioritised and resourced action plan which will be

- *Seasonal pressures on health services and communities* - identified by community planning partners as a key priority for collaborative focus. The Health and Social Care Board have been working with the Council and key partners to develop a multi-agency partnership approach to reducing the number of avoidable winter deaths in Belfast, through a more coordination approach to identifying vulnerable people/ those most at risk (using data on risk factors such as fuel poverty, social isolation, housing conditions, respiratory and cardiovascular information); developing a streamlined referral process and integrated multi-agency response model. The BHSC Board has committed a significant level of resources including staff and up to £50,000 budget to help develop and test his new interagency approach as they see they opportunity to significant help improve outcomes for vulnerable people.
- Work is also underway with our health partners to further strengthen the city partnership arrangements in place linked to health including the transition of the Belfast Strategic Partnership into a new Healthier Belfast

	<p>Forum. This will involve the refresh / refocus of the collaborative relationship and joint working across the funding partners (PHA/HSCB, BHSCT and Council). Direct engagement is also underway with the BSCHT to explore and identify opportunities to work collaboratively including early consideration of the potential co-location of services.</p>
<p>ii) <i>Planning for housing that meets the needs of everyone</i></p>	<ul style="list-style-type: none"> • The Belfast Agenda sets out an ambitious population growth target of attracting 66,000 additional people into Belfast by 2035 and increasing the supply of affordable and social housing within the city. Clearly this will require a concerted focus across key agencies which have a role to play in supporting and enabling delivery. Under the auspices of community planning a specific working group has now been formed and work underway with the Department of Communities, Department of Infrastructure, Northern Ireland Housing Executive and other partners to identify and take forward a programme of work to deliver the population growth and housing commitments (e.g. completion of a Housing Market Analysis for the Greater Belfast area that considers all sectors of the housing market, drivers and trends; assessment of land availability which could be used for housing development; scope and identify potential funding/finance models which may be available to assist housing delivery in the city etc.). • It is important to recognise the significance of the emerging Local Development Plan and associated planning policies in supporting the delivery of housing across the city. A key milestone has been reached in the development of the LDP with the completion of stakeholder consultations and move to prepare for the submission of the draft Plan Strategy to the Department for Infrastructure later this year.
<p>iii) <i>Integrated interagency approach to neighborhood regeneration & improvement</i></p>	<ul style="list-style-type: none"> • A key focus of the Belfast Agenda is to work collaboratively with CPP partners to transform local neighbourhoods and maximise the social, economic, environmental and regeneration benefits from physical and revenue investment in local areas and helping to build greater connectivity in the city. The Council, through its corporate planning process, is committed to taking forward five transformational, place based regeneration programmes in local areas across the city which supports and encourages greater collaboration and underpinned by an evidence and data-driven approach.

	<ul style="list-style-type: none"> • Area based regeneration including city centre development share a common motivation to create more than the sum of their parts through alignment, collaboration and partnership working. The emerging and proposed area based approach could involve exploring themes (e.g. quality of life; economic renewal); linking to priorities (education; employment; social isolation etc); identifying partners; exploring existing opportunities and existing Council services and programming opportunities. • We will continue to use the community planning structures (i.e. Living Here Board) to engage and secure the commitment of partners in co-designing and delivering such programmes. The new Members' Area Working Groups (AWG) will have a core role in helping shape the approach to neighbourhood regeneration and focus of activity going forward (N.B a separate report on AWGs is included on the committee agenda for Members consideration)
<p>iv) <i>An integrated, inter-agency approach to early intervention, early years and family</i></p>	<ul style="list-style-type: none"> • The Council is working closely with community planning partners and key stakeholders including the Children and Young People's Strategic Partnership and Belfast Area Outcomes Group (BAOG) to get a shared understanding of the challenges facing children and young people and their families within the city and to identify opportunities for improved collaboration across the system. A small joint task group is being will be set up to further develop proposals around specific areas for collaboration.



Working & Learning

Having a good job is the most important way of improving life for many people in Belfast. The number of people out of work in Belfast is high compared with other cities. When developing the Belfast Agenda people told us that there are key issues including poor health, low skills and qualifications, and access to childcare, which make it difficult for some people to return to work. Through community planning we want to ensure people in Belfast have access to the best education, skills and employment opportunities, and that we do everything we can to connect people to good jobs.

To this end, since its inaugural meeting in November 2018, the Working & Learning Board, and community planning partners, have been working collaboratively to achieve the key commitments and stretched goals outlined within the Working & Learning pillar of the Belfast Agenda. Within this context the Working & Learning Board and community planning partners have identified a number of specific areas for collaborative focus including:

<p>i) <i>Addressing Educational Underachievement</i></p>	<ul style="list-style-type: none"> • A key challenge as outlined within the Belfast Agenda is the persistence of educational inequalities across the city and an attainment gap, particularly between those entitled to free school meals and those who not.. • In order to help identify and deliver opportunities to work collaboratively across partners to help address educational inequality within the city, an inter-agency task and finish group has been established and lead by the Education Authority. Other partners include the Department of Education, Area Partnership Boards, Queens University Belfast, Ulster University, the Council for Catholic Maintained Schools, St Mary's University College, Stranmillis University College, Urban Villages and Council. • To inform the potential focus an initial detailed mapping exercise had been undertaken with support from CPP partners to capture current activity and potential gaps as well as help identify possible good practice which could be scaled up (e.g. the recent citywide extension of the Easter school programme which seeks to provide targeted support to help improve GCSE attainment levels). The emerging programme of work gives focus to key challenges identified in terms of, for example, enhancing school readiness of children starting primary school; supporting children transitioning from primary to post-primary education; improving GCSE outcomes with a particular focus on those most disadvantaged (i.e. pupils receiving free school meals), improving access to vocational training for those at high risk of underachieving. • An engagement plan will be delivered to support the wider input into this work including direct engagement with schools and school principals.
<p>ii) <i>Improving outcomes for children and young people (area based pilot)</i></p>	<ul style="list-style-type: none"> • Area-based demonstrator pilot brought forward by the Education Authority and Greater Shankill Partnership and agreed by the Community Planning Partnership and Working and Learning Board. The focus is to apply an evidence based approach to assessing local service needs and challenges and considering possible service delivery model options to improve the life chances and outcomes for children and young people. Intended that this approach would help develop an inter-agency approach and capture learning opportunities which could be applied more widely across the city. • The Greater Shankill Partnership and the Education Authority are taking a lead and convening role in taking this work forward in the context of community planning, and have brought together a steering group comprising

key partners with direct or indirect service delivery responsibility in the area. The key focus of work to date has been collating and analysing a statistical and technical baseline of the pilot area and gaining insight into the local factors that impact on the lives of children and young people. Work is also underway to identify the key service providers within the pilot area and to develop a robust engagement plan, in collaboration with partners, which provides insight into the services currently being provided in the area and any associated challenges that impact on delivering outcomes for children and young people. A three stage engagement plan is being developed in collaboration with partners

- **Stage 1 – Direct engagement with service providers** to gain insight and understanding of any challenges, gaps or overlaps in service provision;
 - **Stage 2 – Wider community engagement** to allow service users and the general public to have their say and provide feedback on opportunities to improve service delivery;
 - **Stage 3 - Reviewing feedback and identifying future opportunities** for integrated service delivery model(s) for the area taking into account policy, operational and financial considerations as well as potential constraints and opportunities.
- It is envisaged that a comprehensive and SMART implementation plan will be developed to take forward any integrated service proposals that may emerge following this process, which will include a further stage of public consultation to inform any emerging service design models.

iii) ***Creation of an Employability & Skills Pathway***

- The Employability & Skills Pathway has been designed in recognition of the considerable activity underway across the Belfast area to support individuals to enter, sustain and progress in employment. Whilst there is a range of service and support provision which already exist in the market, it is difficult for individuals to navigate and make informed choices about which intervention will achieve the best outcome for them. This is particularly challenging for deprived communities who often experience a range of barriers impacting upon their ability to enter into and progress through employment. In addition, there is a need to help employers gain access to a 'talent pool' with the appropriate skills, attitudes and competencies to meet their needs.
- A working group has been established, led by the Council with support from wider partners including Belfast Metropolitan College, Department for Communities, Department for the Economy, Invest NI, Queens University Belfast, Ulster University, Belfast Health Trust, Urban Villages and business sector representatives.
- A pathway model has been developed, with support from partners, detailing the key stages involved in supporting an individual into employment and identifying the nature of support they may require. Based upon an employer led approach, the pathway has been developed to ensure the employability and skills support provided aligns with employer needs.

<p>iv) <i>Harnessing the collective recruitment powers of CPP partners</i></p>	<ul style="list-style-type: none"> • In support of inclusive growth and to enable a targeted approach to be taken to connecting individuals or specific cohorts (including those who may be hard to reach) to future employment opportunities, a workforce survey was undertaken with a number of CPP Partners (e.g. Queens University, Belfast Met, Belfast City Council) with a total workforce covering 8,500 to identify future workforce needs. This work has informed the development of the Belfast Employability & Skills Pathway, as referred to above, as well as designing specific support programmes such as employment academies. • Through this work opportunities have been identified within the BH&SC Trust to support them in addressing growing demand and pressure on recruiting across a number of roles. Work is ongoing to determine the specific requirements of the employer, timeline and volume of employment opportunities. It is also expected that the needs of the BH&SC Trust will be supported through a coordinated employer engagement approach with partners. Opportunities are being explored this co-ordination to be undertaken through a 'hub' based approach providing a mechanism for partner organisations to coordinate services for employers across the city, ensuring a joined up approach to provision.
	<p>In addition to the priorities outlined above, work is also underway in a number of other areas which fall under the Working & Learning pillar of the Belfast Agenda:</p> <ul style="list-style-type: none"> • Belfast Region City Deal – Employability and skills is an underpinning pillar of the BRCD. Comprising a range of projects spanning across infrastructure, regeneration, tourism, innovation and digital. Delivery and implementation of these projects is expected to result in up to 20,000 new and/or better employment opportunities. • City Youth Pledge – Research has been undertaken to inform the development of a City Youth Pledge for Belfast, incorporating consultation with government departments, education providers, business representative bodies and young people. Further consideration is required through the W&L Board to identify the scope of the city pledge, definition of target audience and identification of measurable indicators and resource implications

	<ul style="list-style-type: none"> • Belfast - A Learning City – Belfast was accepted into the UNESCO Global Network of Learning Cities in 2018. The Belfast Strategic Partnership Lifelong Learning Group recently undertook a consultation exercise, which will form the creation of a revised Learning City Action Plan and work is underway to align this with the Belfast Agenda and help build momentum around lifelong learning.
--	---

 **Growing the Economy & City Development** 

<p>i) <i>Support entrepreneurs and business start-ups</i></p>	<ul style="list-style-type: none"> • The development and delivery of a range of enterprise and business start-up support programmes including, for example the 'Go for it' programme which supported 590 people in 2018/19 resulting in 430 business plans being developed and 430 jobs promoted. Other programmes include specialist mentoring to more than 80 organisations through City Start-up and Support for Social Enterprise programmes, contributing to 71 new jobs; more than 60 start-ups within the high growth sector at the 'Venture for Success' programme; 200 individuals from underrepresented groups were helped to develop their business ideas; more than 770 participants were engaged in community focussed enterprise activity during Global Entrepreneurship week; and 30 graduates attended the Belfast Enterprise Academy. • The development and delivery of a range of business growth programmes across various sectors. In 2018-19 programmes included: business growth support to almost 300 businesses, contributing to the creation of 65 jobs; mentoring and dedicated retail support to a further 353 businesses; one-to-one mentoring and 'meet the buyer' events to 123 businesses; 450 delegates at the 'Output Belfast Conference' for creative and digital industries; and provision of specialist support to 18 businesses through the Export Hub Initiative. • The development of an Enterprise Framework for the city, ratified by the Council in January 2019, which seeks to address the structural issues across the enterprise sector in Belfast, reduce fragmentation and encourage a more collaborative and coordinated approach to delivery.
<p>(ii) <i>Supporting cultural and tourism development</i></p>	<ul style="list-style-type: none"> • The development of the new Cultural Strategy 'A City Imagining' will transform the city's offering in terms of cultural, tourism, festivals and events and help maximise the impact of future programmes and investments.

	<ul style="list-style-type: none"> • A local tourism product development framework has been developed and work is underway, in partnership with TNI, to bring forward a 3-year implementation plan to support local tourism development including capacity building across the city's neighbourhoods. • The City Markets continue to hold a programme of 3 Twilight Markets which attract a footfall of approx. 20,000 per event at st George's Market. • City Events - The estimated economic impact from the City Events programme over the last year was £12,123,140, with an estimated attendance figure for these events of 306,964.
<p>(iii) <i>Make Belfast a great place to do business and invest</i></p>	<ul style="list-style-type: none"> • Promoting and enhancing the city's competitiveness and attracting investment through specific targeted programmes including the delivery of a shared Belfast city promotional brand and participation in major events to showcase Belfast to an international audience as a key investment location. In 2018/19, the Council worked collaboratively with Invest NI on 12 FDI visits to the city. • Delivery of the two-year pilot 'City for Investment' service, launched in April 2018, which provides support for businesses or people seeking to expand their operations or considering the city as an investment location.
<p>(iv) <i>Enabling and Supporting City Development</i></p>	<ul style="list-style-type: none"> • Continued work on the development of the Belfast Local Development Plan 2035, which will set out a clear vision for how the city should look in the future; developing a Belfast Infrastructure Study which will bring forward specific proposals for enhancing the future sustainability of the city's urban infrastructure which is critical to unlocking future economic growth across the city; the delivery of the Belfast Regeneration and Investment Strategy and working with city partners to deliver transformational regeneration schemes including the City Centre Revitalisation Programme.

