

Public Document Pack

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

20th June, 2017

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

In addition to those matters previously notified to you: 2c, 8a and 8b, the following item: 8f will also be considered at the meeting to be held at 9.30 am on Friday, 23rd June, 2017.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

2. Restricted Items

(c) Giant's Park, North Foreshore (Pages 1 - 22)

8. Operational Issues

(a) City and Neighbourhood Services Change Management (Pages 23 - 28)

(b) Independent Review of the Leisure Operating Model (Pages 29 - 32)

(f) Request for the Use of the Council Chamber and Reception Room (Pages 33 - 36)

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

Document is Restricted

This page is intentionally left blank



Subject:	City and Neighbourhood Services – Change Programme update
Date:	23 June 2017
Reporting Officer:	Nigel Grimshaw, Director City & Neighbourhood Services Department
Contact Officer:	Nigel Grimshaw, Director City & Neighbourhood Services Department

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	<p>In March 2017, Committee agreed the objectives for the Change Programme as:</p> <ul style="list-style-type: none"> • Integrated city wide and area working in addition to improved delivery of services; • Improved focus on customers, partners and relationship management; • Increased efficiencies, value for money, employability and skills opportunities; • Enhanced political and community engagement; and • The creation of a new departmental culture and identity, including future structure. <p>Work has been ongoing over recent months, and this report presents progress and next steps to be agreed.</p>

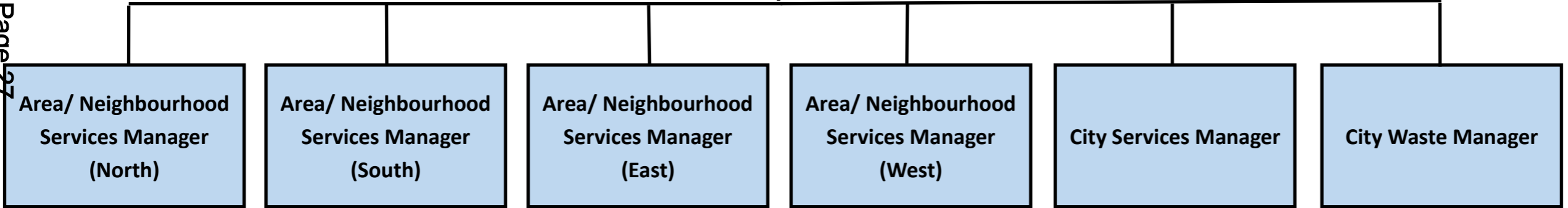
2.0	Recommendations
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> • Agree the overarching narrative for the developing area management structure. • Agree that the Director, supported by Corporate HR/OD, take the appropriate next steps towards implementation, including formal consultation with affected staff and TU representatives.
3.0	Main report
3.1	<p>Key Issues</p> <p>An emerging functional diagram is appended to this report, setting out at a high level a direction of travel in relation to the next tier of management supporting the Director and Assistant Directors, to enable the effective management of a department of scale and ensure integrated support for the anticipated area management model. This includes four ‘portfolios’:</p> <ol style="list-style-type: none"> 1. Neighbourhood Services; 2. City Services; 3. City Waste Services; and 4. Support Services. <p>Area Working</p> <p>3.2 In the objectives outlined above, the integration of services is a key driver. For elected Members, this is particularly important on an area basis, to enable their place-leadership mandate. In order to meet this, the department, supported by Corporate HR/OD, has been examining the functional implications to organise its services on an area basis.</p> <p>3.3 The starting point for this has been a core set of assumptions, based on previous discussions with elected representatives, and benchmarking work, on what a ‘model’ Neighbourhood Services Portfolio looks like, namely, that they:</p> <ul style="list-style-type: none"> • Are passionate about outcomes for their area and local neighbourhoods • Provide dynamic operational leadership for the area, communicating the vision of neighbourhood regeneration • Are a single point for customers (internal/external), by designing professional services from the point-of-view of the customer • Stimulate a culture of pride and collaboration, with a ‘figure it out’ attitude amongst their teams to deliver the best for local places, with communities • Have the right mix of resources, skills and experience, good data and local

	<p>intelligence</p> <ul style="list-style-type: none"> • Are well-connected with elected Members, local communities and partners to prioritise and deliver creative, innovative solutions, including making connections and building collaboration with other parts of the city. <p>3.4 In terms of the ‘right mix’ of resources, skills and experience, it is imperative that we ensure that a Neighbourhood Services Manager is sufficiently resourced to be effectively responsive, but also balances economies of scale that are value for money, and minimising duplication. Work is ongoing in relation to the appropriate ‘blend’ of services in that portfolio, but likely to include community safety, community services, neighbourhood regeneration, as well as some elements of local operations.</p> <p>3.5 The four senior officers would operate on a geographical basis – north, south, east and west – correlating to the District Electoral Areas around which the Area Working Groups are organised. There will be a role for the AWGs in terms of setting priorities and in-year re-prioritisation, but this requires further discussion with them. However, in the early stages, they will certainly have a consultative role, to draw in their local intelligence, as well as their understanding of competing priorities in their areas.</p> <p>3.6 It is proposed that a number of ‘universal services’ e.g. regulatory services are held under a City Services Portfolio, where the economies of scale mean that there is no advantage at disaggregating to an area level. A business planning process is developed by which the Neighbourhood Services Managers would ‘bid’ against an agreed annual, and in-year, where there are emerging priorities or seasonal ‘spikes’.</p> <p>3.7 The city centre area, geographically as defined by the City Centre Regeneration and Investment Strategy, will be included in the City Services portfolio, to ensure that interventions and operations are managed, appropriate to the objectives articulated in the CCRI strategy and Belfast Agenda.</p> <p>3.8 It is imperative that there is a robust evidence-based planning, assurance and performance monitoring framework built around the structure. The implementation of this approach to area management is wholly dependent on the integration of support services (e.g. HR; finance; policy/planning; communications), which in turn, is inextricably linked to the outcome of the corporate review of support services.</p> <p>In order to effectively support the Director and Assistant Directors, support a new area</p>
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>3.9</p> <p>3.10</p> <p>3.11</p> <p>3.12</p>	<p>approach and to pull together the services from across the legacy departments, it is proposed that the above functions are integrated from across the services into a support function for the Directorate team. Recognising that these functions are all being reviewed as part of the corporate OD programme, it is proposed that the arrangements that the department puts in place will be interim.</p> <p>It is proposed that the timeline for implementation for the Area Managers posts will be by December 2017. It is anticipated that the Business Support and Development function changes will be made over the coming immediate months. Consultation with the trades unions is ongoing and will continue in line with the agreed governance arrangements.</p> <p><u>Financial & Resource Implications</u></p> <p>Proposed structure will be accommodated within financial parameters for the Change Programme and overall corporate efficiency objectives.</p> <p><u>Equality or Good Relations Implications</u></p> <p>The Change Programme will continue to be screened for equality and good relations impacts.</p>
<p>4.0</p>	<p>Appendices – Documents Attached</p>
	<p>Appendix 1 - Emerging functional chart for City and Neighbourhood Services</p>

Director (C&NS)

Assistant Directors (C&NS)



Support Services

This page is intentionally left blank



Subject:	Independent Review of the Leisure Operating Model
Date:	23 June 2017
Reporting Officer:	Nigel Grimshaw, Director City & Neighbourhood Services Department
Contact Officer:	Rose Crozier, Assistant Director of City and Neighbourhood Services Caroline Wilson, Neighbourhood and Development Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	<p>At the SP&R Committee meeting of 19 May 2017, it was agreed that:</p> <p style="padding-left: 40px;"><i>“A report, which provided options on how an independent review of the new operating model could be undertaken, taking into account the contractual position between BCC and GLL, be submitted to a future meeting. The Active Belfast Board would sign off on the review scope.”</i></p> <p>This paper sets out the terms of reference and other details for the independent review.</p>
2.0	Recommendations
2.1	<p>The Committee is asked to;</p> <ul style="list-style-type: none"> • Note the terms of reference and process for the independent review, as agreed by

	the Active Belfast Board at its meeting on 15 June 2017.
3.0	Main report
	<u>Key Issues</u>
3.1	Further to discussion at the previous SP&R Committee, draft terms of reference were prepared for consideration by the Active Belfast Board. In addition, legal advice has been sought in respect of the context for the review of this major services contract, which has specified review points contained within the established contract agreements.
3.2	The terms of reference cover a range of issues raised by Committee. It was also noted in the discussion, that there was an emphasis on the need for an independence from the leisure partnership. This rules out a number of usual contractors for the Council, and advice is now being sought from leisure networks, to provide a list of recommended consultants with appropriate experience and understanding of the leisure services market.
3.3	The terms of reference are: <ol style="list-style-type: none"> 1. Undertake an independent review of the overall performance of the leisure operating model against the Council's original objectives, the future build programme and other plans as part of the ongoing transformational programme and business transformation process, including comparative analysis with other partnerships potentially UK wide; 2. Review of the 'customer journey', including market demand, marketing, and customer expectations and feedback; 3. Assess the operational documentation and practice against industry standards and regulations, including but not limited to, normal operating procedures, emergency action plans, pool safety measures, health and safety, and RIDDOR records; 4. Review employment practices in Belfast leisure services, including treatment of casual staff, pensions, terms and conditions, TUPE legacy, training and development, access to promotions, and trade union relations; 5. Provide a commentary on the overall state of the partnership and its governance, between the three parties to the contracts.
3.4	It is planned that the appointed consultants will engage with a wide range of stakeholders, including the following: elected representatives; GLL; Council officers; Active Belfast Limited; customers, staff and trade unions in Belfast leisure services.
3.5	It is anticipated that this work will take place over July and August, to report back to the

	<p>Active Belfast Limited Board and SP&R Committee in September, taking into account that there may be some delays due to holiday arrangements.</p> <p><u>Financial & Resource Implications</u></p> <p>3.6 Up to £10,000 has been prioritised from existing revenue budgets to commission an external consultant.</p> <p><u>Equality or Good Relations Implications</u></p> <p>3.7 Consideration will be given to equality and good relations issues in this review, as per the Council's EQIA undertaken at the time.</p>
4.0	Appendices – Documents Attached
	None

This page is intentionally left blank



Subject:	Request for the Use of the Council Chamber and Reception Room
Date:	23 rd June, 2017
Reporting Officer:	Stephen McCrory, Democratic Services Manager
Contact Officer:	Stephen McCrory, Democratic Services Manager

Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	To consider a request from the Royal Institute of British Architects for the use of the Council Chamber and the Reception Room for its Annual Meeting in March, 2018.
2.0	Recommendations
2.1	The Committee is recommended to <ul style="list-style-type: none"> • approve the application by RIBA for the use of the Council Chamber and Reception Room in March, 2018 for its Annual General Meeting.

3.0	Main report
	<p data-bbox="272 226 421 255"><u>Key Issues</u></p> <p data-bbox="165 327 1469 757">3.1 A request has been received from the Royal Institute of British Architects (RIBA) for the use of the Council Chamber in March, 2018 for its Annual General Meeting, which is held in different locations throughout the UK on an annual basis. In addition to the Council Chamber, RIBA have requested the use of the Reception Room for lunch for the delegates. If the Committee is minded to approve the application, then here would be a charge applied for the use of the Reception Room in the amount of £115 for a daytime small-scale event and the Facilities Management Section have confirmed that the use of the Reception Room for this purpose would meet the criteria for the use of the City Hall agreed by the Committee earlier this year.</p> <p data-bbox="165 831 1469 1010">3.2 Members will be aware that Committee approval is required for the use of the Council Chamber by an outside body. Although such approval is rarely sought, the Committee has recently approved such use both for the Queen’s University Students Union and the Belfast Youth Forum.</p> <p data-bbox="165 1084 1469 1211">3.3 The Royal Institute of British Architects (RIBA) is a professional body for architects primarily in the United Kingdom, but also internationally, founded for the advancement of architecture. It currently has 44,000 members.</p> <p data-bbox="165 1285 1469 1615">3.4 RIBA is governed by a Council which consists of 60 members. Most of the Council members are from the UK but it also includes representatives from around the world. The Council holds its meetings in London but each year the Council seeks to hold one meeting in a different UK city. Last year the RIBA Council visited Edinburgh as part of a strategy to build stronger links with the Royal Incorporation of Architects in Scotland. In 2018 it proposes to visit Belfast for the first time, building on its successful relationship with the Royal Society of Ulster Architects (RSUA).</p> <p data-bbox="165 1688 1469 1816">3.5 The RSUA is the professional body for architects in Northern Ireland and has an alliance with RIBA. RSUA is assisting RIBA with its preparations for the RIBA Council meeting being held in Belfast in 2018.</p> <p data-bbox="165 1890 1469 1973">3.6 RSUA believe that bringing the RIBA Council meeting to Belfast can help to:</p> <ul data-bbox="325 1939 1107 1973" style="list-style-type: none"> • Put a spotlight on Belfast as a place open for investment

	<ul style="list-style-type: none"> • Highlight the importance of good architecture to Belfast’s economic growth and the wellbeing of its citizens • Provide a platform to highlight to a UK and international audience the capability of Belfast’s architects and wider construction sector
3.7	The RIBA Council meeting in Belfast will not be a conference or seminar. <i>It will be a working Council meeting</i> and the issues for discussion/resolution will have a bearing on architecture across the UK and beyond. The requirements of the meeting are quite unique and align very well with the facilities that the Council Chamber can provide.
3.8	Hosting the Council meeting in the chamber would demonstrate a very strong civic welcome to RIBA and substantially add to the occasion. The venue itself would help raise the profile of the Council meeting to the wider audience.
3.9	Wider benefits from the RIBA Council meeting include: <ul style="list-style-type: none"> - Power of a global brand talking positively about Belfast and Belfast City Council from both a tourism and investment perspective - RIBA Council members will be booked in with Belfast hotels and restaurants. The Council meeting will be held on a Friday to encourage Council members to stay on for the weekend. - Bringing many people to Belfast who have never been before and who may well not have chosen to visit Belfast without this meeting.
3.10	RSUA has plans to further deepen its engagement with Belfast City Council and to seek opportunities for partnership working.
	<u>Financial & Resource Implications</u>
3.11	There will be no cost to the Council in approving the application and the hire charge to be applied will cover the overheads.
	<u>Equality or Good Relations Implications</u>
3.12	None associated with this report.
4.0	Appendices – Documents Attached
	None

This page is intentionally left blank