

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



**Belfast  
City Council**

3rd December, 2018

**MEETING OF PEOPLE AND COMMUNITIES COMMITTEE**

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Tuesday, 4th December, 2018 at 4.30 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

**AGENDA:**

1. **Routine Matters**

- (a) Apologies
- (b) Minutes
- (c) Declarations of Interest

2. **Restricted**

- (a) Community Support Programme 2018/19: Letter Variance (Pages 1 - 10)
- (b) Community Development Grants (Pages 11 - 14)
- (c) Burial Provision Update (Pages 15 - 30)
- (d) Request for the use of Ormeau Park (Pages 31 - 34)

3. **Matters referred back from Council/Motions**

- (a) Response from DAERA re: Japanese Knotweed (Pages 35 - 38)

- (b) Lighting of City Parks (Pages 39 - 40)
4. **Committee/Strategic Issues**
- (a) Update on grass cutting and horticultural maintenance of sites not owned by Belfast City Council (Pages 41 - 44)
- (b) Minutes of Strategic Cemeteries and Crematorium Development Working Group (Pages 45 - 52)
5. **Physical Programme/Asset Management**
- (a) Proposed Relocation of Moyard Playground (Pages 53 - 58)
6. **Finance, Procurement and Performance**
- (a) Quarter 2 Finance Report (Pages 59 - 66)
- (b) People and Communities Committee Plan (Pages 67 - 90)
7. **Operational Issues**
- (a) Street Naming (Pages 91 - 92)
- (b) Dual Language (Pages 93 - 96)
- (c) Waste Collection - Quarterly Update (Pages 97 - 102)
- (d) Request for the use of: (Combined Report) (Pages 103 - 106)
- Alderman Tommy Patton Playing Field by Apprentice Boys on 22nd April, 2019;
  - Use of CS Lewis Square by Belfast Junior Orange County on 23rd April, 2019;
  - Use of Botanic Gardens – Grand Opera House.
- (e) Pride of Place 2018 (Pages 107 - 114)
- (f) Winter Preparedness (Pages 115 - 118)
- (g) Belfast Youth Forum Update (Pages 119 - 130)
- (h) Control of Graffiti (Pages 131 - 140)
- (i) Update of transfers of HMO's (Pages 141 - 146)
- (j) Resourceful Belfast (Pages 147 - 162)
8. **Issues Raised in Advance by Members**
- (a) Pedestrian Access, Cherryvale - Councillor Nicholl
- (b) Seabins - Councillor O'Donnell

Councillor O'Donnell to raise:

"This Council is committed, through its Environmental Policy, to set a good example and contribute positively to protecting and improving the environment through promoting an environmentally responsible approach to using natural resources.

The Council recognises that more than a third of marine litter comes directly from the public and half the plastic we use is single use. In an attempt to address this problem, the Council agrees to work collaboratively with the Harbour Commissioner's Port of Belfast and the Rivers Agency in establishing and procuring Sea bins, to be placed strategically at points along the River Lagan and Belfast Lough. Each bin can capture three tons of litter a year and 70 per cent of each unit is made of recyclable plastic. They use low energy motors and operate at an approximate cost of a pound a day."

(c) SOS Bus - Councillor Kyle

Councillor Kyle to raise:

"This Council recognises the outstanding work of SOS NI and the SOS Bus over the past ten years. They have created safe spaces on the streets of Belfast during weekend nights, caring for vulnerable individuals, often with complex needs, with teams of experienced and highly trained volunteers.

They provide crisis intervention, medical support, counselling, emotional care, a listening ear, signposting to statutory providers and transport to hospital, home or other places of safety. It is not an exaggeration to say that many lives have been saved through their care and interventions.

The economic benefit they provide to the city is substantial by preventing harm to many vulnerable individuals but, like other third sector organisations, they face the challenge of financial sustainability.

Recognising the importance of the work they do, this Council, working with other statutory agencies, will consider how it can best support the future sustainability of this invaluable organisation."



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

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:	Response from DAERA re.Japanese Knotweed
Date:	4 <sup>th</sup> December, 2018
Reporting Officer:	Sara Steele, Democratic Services Officer
Contact Officer:	Sara Steele, Democratic Services Officer

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To update the Committee that a response has been received in relation to a request, at the Committee held on 9th October, seeking the Permanent Secretary for the Department of Agriculture, Environment and Rural Affairs (DAERA) to meet with an all-party deputation from the Council in relation to the Council's concerns regarding Japanese Knotweed control.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to; <ul style="list-style-type: none"> <li>• note the response and take any such action as may be determined.</li> </ul>

<b>3.0</b>	<b>Main report</b>
3.1	<p><u>Key Issues</u></p> <p>At the meeting of the People and Communities Committee held on 9th October, the Committee agreed to write to the Permanent Secretary of the DAERA to seek an all-party deputation to meet with him to discuss the ongoing challenges in respect of issues associated with Japanese Knotweed.</p>
3.2	<p>The Committee is advised that a response has now been received, a copy of which is attached. The Permanent Secretary has outlined in detail within the correspondence the Department's role in relation to the management of non-native invasive species. He has advised that the Department is not in a position to provide a service to manage non-native invasive weeds on land outside of their own ownership as the responsibility for managing species such as Japanese Knotweed lies solely with the owner of the land on which it is growing.</p>
3.3	<p>Subsequently, the Permanent Secretary has declined the Committee's request to meet with an all-party deputation to discuss the matter further.</p>
3.4	<p><u>Financial &amp; Resource Implications</u></p> <p>None</p>
3.5	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>None</p>
<b>4.0</b>	<b>Appendices</b>
	<p>Letter from the Department for Agriculture, Environment and Rural Affairs</p>

**From the Permanent Secretary**  
Dr Denis McMahon

Your reference SS  
Our reference: SINV-0450-2018



Department of  
**Agriculture, Environment  
and Rural Affairs**

[www.daera-ni.gov.uk](http://www.daera-ni.gov.uk)

Mrs S. Steele  
Democratic Services Officer  
Democratic Services Section  
Belfast City Council  
Chief Executive's Department  
City Hall  
Belfast  
BT1 5GS

Permanent Secretary's Office  
Room 438, Dundonald House  
Upper Newtownards Road  
Ballymiscaw  
Belfast BT4 3SB  
Telephone: 028 9052 4608  
Email: [denis.mcmahon@daera-ni.gov.uk](mailto:denis.mcmahon@daera-ni.gov.uk)

27 November 2018

Dear Mrs Steele,

Thank you for your letter of the 13<sup>th</sup> November, highlighting the concerns about Japanese knotweed discussed at your People and Communities Committee meeting in October.

To clarify, the Departments' role in relation to the management of non-native invasive species such as Japanese knotweed (in both national and EU legislation) is to assist protect the ecology of an area as opposed to safeguarding property or other commercial assets.

The Department is not in a position to provide a service to manage non-native invasive weeds on land outside of their own ownership as the responsibility for managing species such as Japanese knotweed lies solely with the owner of the land on which it is growing.

It is not illegal in Northern Ireland to have Japanese knotweed present on private land nor is there any legislation which would enable the Department to compel a landowner to remove it.

Departmental officials provide guidance and advice on how best to manage non-native invasive weeds such as Japanese knotweed. The Departments' Natural Environment Division supports the Invasive Species Ireland website ([www.invasivespeciesireland.com](http://www.invasivespeciesireland.com)), which contains a wide range of information on managing and removing non-native invasive species. They have also provided training events to parks staff at local councils, and have visited this issue on a number of previous occasions with Belfast City Council officials.

Given the above and my extensive diary commitments, I will decline your invitation to meet with a Council all-party deputation on this particular matter, although Departmental officials remain happy to provide advice.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Denis McMahon'.

**DR DENIS McMAHON**  
Permanent Secretary

*A living, working, active landscape valued by everyone.*

If you are deaf or have a hearing difficulty you can  
contact the Department via the Next Generation Text  
Relay Service by dialling 18001 + telephone number.

Page 37



This page is intentionally left blank



<b>Subject:</b>	Motion – Lighting of City Parks
<b>Date:</b>	4th December, 2018
<b>Reporting Officer:</b>	Rose Crozier, Director of Neighbourhood Services
<b>Contact Officer:</b>	Sara Steele, Democratic Services Officer

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To bring to the Committee’s attention the Notice of Motion re: Lighting of City Parks which was referred to the Committee by the Council on 3rd December.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to <ul style="list-style-type: none"> <li>• Consider the Motion and take such action thereon as may be determined.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	<p><b><u>Key Issues</u></b></p> <p>The Council, at its meeting on 3rd December, considered the following Notice of Motion which had been moved by the Deputy Lord Mayor (Councillor McDonough Brown) and seconded by Councillor Reynolds:</p>

3.2	<p><b><u>Lighting of City Parks</u></b></p> <p>“This Council recognises the importance of our city parks to walkers, runners, cyclists, dogs, and others and appreciates the desire within our communities to use city parks all year round.</p> <p>Therefore, the Council agrees to consider options for lighting our city parks, with the intention of opening parks for longer during the winter months. The Council will consider a report which identifies the costs and benefits of lighting a range of parks to give citizens equal access to high quality outdoor space at all times of the year.”</p>
3.3	<p>In accordance with Standing Order 13(f), the Motion was referred without discussion to the People and Communities Committee.</p>
3.4	<p><b><u>Financial &amp; Resource Implications</u></b></p> <p>None.</p>
3.5	<p><b><u>Equality or Good Relations Implications</u></b></p> <p>None.</p>
4.0	<p><b>Appendices – Documents Attached</b></p>
	<p>None.</p>



<b>Subject:</b>	Update on grass cutting and horticultural maintenance of sites not owned by Belfast City Council
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director of City & Neighbourhood Services
<b>Contact Officer:</b>	Rose Crozier, Director of Neighbourhood Services

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	Members will be aware that concerns have been raised about the maintenance of open spaces in the Belfast City Area that are not owned by Belfast City Council.
1.2	Members will also be aware that Council agreed to enter into an arrangement with Transport NI (TNI) to provide grounds maintenance to a number of sites (Michael Ferguson roundabout, Stewartstown Road and on the roadside verges at Kingsway Dunmurry, Knock dual carriageway and at the top of the Cregagh Road, all of which are under the ownership and responsibility of Transport NI).
1.3	Whilst this arrangement has been in operation for three years, it is recognised that the condition of many of these open spaces, rather than contributing to the attractiveness and

	vibrancy of the city and local neighbourhoods, have become a problem as they are not effectively maintained. Consideration is now being given to what other options are open to us, partners agencies and local communities to maintain open spaces.
<b>2.0</b>	<b>Recommendation</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>Note that an audit of open spaces has taken place as part of the Belfast Open Spaces Strategy and a review of the Growing Communities Strategy is in progress. Both strategies will be formally considered by Committee in the coming months prior to public consultation. To address the maintenance of open spaces not owned by Council, further work is required, building on both strategies, to determine priorities, what resource is available outside of Council and what is feasible for local communities to undertake through volunteering. It is proposed that in order to test feasibility and to grow capacity, some pilot projects are undertaken in 2018/2019. A further report on the scope and detail of pilots will be presented at a future committee subject to Committee agreeing to this approach.</li> <li>Officers will undertake a review of the grass cutting arrangements already in place with Transport NI and seek to establish how this can be enhanced or improved for the year 2019/2020 building upon the work outlined above. Officers will meet with Transport NI in the near future and a report will be brought back to committee with recommendations for the 2019/2020 financial year.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	As part of recent work to develop a Belfast Open Spaces Strategy, a process has been undertaken to provide an audit of open spaces in the city. The audit assessed open space provision, accessibility and potential future action based on the city's growth strategy and includes parks, playing fields, playgrounds and civic space. The Belfast Open Space Strategy is due to be considered formally by committee in the coming months.
3.2	Based on the above work it is proposed that further work is undertaken in each area to assess the need for maintenance of open spaces not owned by Council, to develop a clear understanding of priorities and to explore options to address the issues. This further work is set in the context of Council's significant financial constraints and incapacity of Council alone to address the issues but also recognising the need to examine alternative solutions.
3.3	The review of the Growing Communities Strategy has been progressed and is also due to be considered by Committee in the coming months. In the context of maintaining non Council open spaces in local areas, there is opportunity to assess how this is addressed



	<p>through volunteering and the development of increased capacity in communities building on and complementing community assets such as community gardens and allotments. The development of a framework to support this will take time therefore an incremental phased approach is proposed with the intention of piloting some projects in local areas in 2018/19.</p>
3.4	<p>The provision of environmental maintenance including grass cutting within the public road boundary is the responsibility of TNI and the levels of this service are set out the TNI's published Road Maintenance Standards.</p>
3.5	<p>However, due to the financial constraints being faced by the Department for Infrastructure and Transport NI, Members will be aware that environmental maintenance service delivery has been reduced with grass cutting limited across all areas and further cutting only undertaken in respect of road safety such as visibility splays at junctions. Grass cutting arrangements have been supplemented by Council since 2016/17 with Council providing five cuts per annum to the following four sites on the basis that each organisation contributes resources within existing budgets :</p> <ul style="list-style-type: none"> <li>• Michael Ferguson roundabout</li> <li>• Kingsway Embankment, Dunmurry</li> <li>• Knock dual Carriageway</li> <li>• Cregagh Road with the Knock dual carriageway.</li> </ul>
3.6	<p>It is proposed that Council Officers will meet with representatives from the Department of Infrastructure to review the current arrangements and to discuss opportunities to improve or enhance these arrangements.</p>
3.7	<p><u>Financial Implications</u> No financial implication at this stage.</p>
3.8	<p><u>Equality or Good Relations Implications</u> None.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None.

This page is intentionally left blank



<b>Subject:</b>	Update on Strategic Cemetery and Crematorium Development
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director of City and Neighbourhood Services
<b>Contact Officer:</b>	Siobhan Toland, Director of City Services

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of this report is update committee on the key issues discussed at the Strategic Cemeteries and Crematorium Development Working Group meeting held on 21 <sup>st</sup> November 2018
<b>2.0</b>	<b>Recommendations</b>
2.1	That the People and Communities Committee:- <ul style="list-style-type: none"> <li>- Approve the minutes and the recommendations from the Strategic Cemeteries and Crematorium Development Working Group meetings held on 21<sup>st</sup> November 2018.</li> </ul>

<p><b>3.0</b></p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p>	<p><b>Main report</b></p> <p><u>Key Issues</u></p> <p>The Strategic Cemeteries and Crematorium Development Working Group is a Working Group of the People and Communities Committee which consists of an elected member from each of the political parties.</p> <p>The minutes from the Strategic Cemeteries and Crematorium Development Working Group are brought before the Committee for approval.</p> <p>The key issues discussed at the 21<sup>st</sup> November meeting were:</p> <p><u>Permanent Memorial to mark Plot Z1 in the City Cemetery</u></p> <p>The Working Group were given an update on the progress with a permanent memorial to mark the Plot Z1 Baby Plot in City Cemetery. It was reported that the Focus Group are satisfied with the design of the memorial. The group are also pleased with a landscape design for the immediate vicinity which will facilitate access for all to view the rear of the memorial. Work is ongoing to verify the recorded number of babies buried in the plot and the group want this included as part of the inscription. The Focus Group requested that the generic name ‘Baby Public’ be replaced with the name ‘Baby Haven’ in Council maps and literature. The Working Group found this name change acceptable, subject to Committee approval.</p> <p><u>Update on New Burial Lands</u></p> <p>The Strategic Director of City and Neighbourhood Services provided the Working Group with an update on the progress to date associated with the acquisition of a new burial land to meet future demand. In particular, he referred to a private planning application for burial land at Dundrod, which had been refused. Subsequently the applicant has requested the assistance of Belfast City Council to appeal this decision at the Planning Appeals Commission. The Strategic Director confirmed that there remained a need for additional burial ground, and in particular, identified the gap in provision in North and West Belfast.</p> <p>The Working Group agreed that it wished the matter to be referred to the People and Communities Committee and that, in the interim period, the matter be debated at Party Group level, prior to a decision being taken by the Committee.</p>
---	--

3.7	<p><b><u>Financial &amp; Resource Implications</u></b></p> <p>None.</p> <p><b><u>Equality or Good Relations Implication/Rural Needs Assessment</u></b></p> <p>None.</p>
4.0	<p><b>Appendices – Documents Attached</b></p>
	<p>Appendix 1 – Copy of the Minutes of the Strategic Cemeteries and Crematorium Development Working Group’s meeting on 21<sup>st</sup> November 2018.</p>

**STRATEGIC CEMETERIES AND CREMATORIUM  
DEVELOPMENT WORKING GROUP**

**Minutes of Meeting of 21st November, 2018**

Members Present: Alderman Rodgers (Chairperson);  
Alderman Sandford and  
Councillor Corr.

In Attendance: Mr. N. Grimshaw, Director of City and Neighbourhood  
Services,  
Mrs. C. Sullivan, Policy and Business Development  
Officer,  
Mr. M. Patterson, Bereavement Services Manager, and  
Mr. G. Graham, Democratic Services Assistant.

**Minutes**

The minutes of the meeting of 3rd October were taken as read and signed as correct.

**Declarations of Interest**

No declarations of interest were reported.

**Update on Permanent Memorial to mark  
Plot Z1 in the City Cemetery**

The Policy and Business Development Officer provided the Working Group with an update on the consultation process and progress to date, to design, produce and install a permanent memorial at Plot Z1 in the City Cemetery. She reminded the Working Group that the design of the proposed memorial had been approved by the Focus Group after which, a public consultation process had been undertaken which had been completed by 31st August, 2018. It was reported further that the Focus Group had been satisfied with the design of the memorial however, it had requested that the inscription on the front of the memorial be amended to cite the recorded number of babies interned within the baby plot. She confirmed that she would report back to the Working Group with information in regard to the recorded number of babies interned in the Baby Plot.

The Members were reminded that a number of complaints had been received in regard to the ground conditions and access issues to the rear of the proposed memorial. The Focus Group were very satisfied with a landscape design to address those issues. She reported also that the Focus Group had requested the generic name 'Baby Public' be replaced with the name "The Baby Haven,". She stated that the name Plot Z1 would remain as the official name retained on Council records. The Working Group was advised that signage and local maps would require to be amended to reflect the name change, should the Members accept the recommendation of the Focus Group.

The Policy and Business Development Officer stated that, if approval were granted on the design of the memorial, it was anticipated that work on the memorial sculptor would commence in early 2019, subject to the approval of the People and Communities Committee and Council ratification.

The Working Group agreed to the memorial design, inscription alteration and proposed name change, subject to the approval of the People and Communities Committee.

**Update on New Burial Lands**

The Strategic Director of City and Neighbourhood Services provided the Working Group with an update on the progress to date associated with the acquisition of a new burial site to meet future burial requirements. He referred to the fact that the planning application, pursued by a private individual, in respect of the Dundrod site had been refused. Subsequently the individual has requested the assistance of Belfast City Council to appeal this decision at the Planning Appeals Commission. Importantly the deadline to submit any appeal is February 2019. The Strategic Director confirmed that there remained a need for additional burial ground, and in particular, identified the gap in provision in North and West Belfast. He referred to the decision to construct a new Crematorium at the Roselawn site and outlined the impact that would have in respect of a reduction in burial capacity at Roselawn Cemetery.

The Working Group agreed that it wished the matter to be referred to the People and Communities Committee and that, in the interim period, the matter be debated at Party Group level, prior to a decision being taken by the Committee.

### **Maintenance of Cremators at Roselawn Crematorium**

The Bereavement Services Manager reported that due to unscheduled essential maintenance work to one of the cremators at the City of Belfast Crematorium, it would be necessary shut down for a period of three working days. He reported that it was proposed that the last cremation would take place at lunchtime on Friday 30th November, 2018, with cremations commencing again on Tuesday, 4th December, 2018.

The Working Group noted the information provided.

### **Date of Future Meetings - 2019**

The Working Group agreed dates in respect of its future meetings for the period 1st January 2019 till 31st March, 2019.

Chairperson

This page is intentionally left blank



**STRATEGIC CEMETERIES AND CREMATORIUM  
DEVELOPMENT WORKING GROUP**

**Minutes of Meeting of 21st November, 2018**

Members Present: Alderman Rodgers (Chairperson);  
Alderman Sandford and  
Councillor Corr.

In Attendance: Mrs. N. Grimshaw, Director of City and Neighbourhood  
Services,  
Mrs. C. Sullivan, Policy and Business Development  
Officer,  
Mr. M. Patterson, Bereavement Services Manager, and  
Mr. G. Graham, Democratic Services Assistant.

**Minutes**

The minutes of the meeting of 3rd October were taken as read and signed as correct.

**Declarations of Interest**

No declarations of interest were reported.

**Update on Permanent Memorial to mark  
Plot Z1 in the City Cemetery**

The Policy and Business Development Officer provided the Working Group with an update on the consultation process and progress to date, to design, produce and install a permanent memorial at Plot Z1 in the City Cemetery. She reminded the Working Group that the design of the proposed memorial had been approved by the Focus Group after which, a public consultation process had been undertaken which had been completed by 31st August, 2018. It was reported further that the Focus Group had been satisfied with the design of the memorial however, it had requested that the inscription on the front of the memorial be amended to cite the recorded number of babies interned within the baby plot. She confirmed that she would report back to the Working Group with information in regard to the recorded number of babies interned in the Baby Plot.

The Members were reminded that a number of complaints had been received in regard to the ground conditions and access issues to the rear of the proposed memorial. The Focus Group were satisfied with a landscape design to address those issues. She reported also that the Focus Group had requested the generic name 'Baby Public' be replaced with the name 'The Baby Haven,'. She stated that the name Plot Z1 would remain as the official name retained on Council records. The Working Group was advised that signage and local maps would require to be amended to reflect the name change, should the Members accept the recommendation of the Focus Group.

The Policy and Business Development Officer stated that, if approval were granted on the design of the memorial, it was anticipated that work on the memorial sculptor would commence in early 2019, subject to the approval of the People and Communities Committee and Council ratification.

The Working Group agreed to the memorial design, inscription alteration and proposed name change, subject to the approval of the People and Communities Committee.

### **Update on New Burial Lands**

The Strategic Director of City and Neighbourhood Services provided the Working Group with an update on the progress to date associated with the acquisition of a new burial site to meet future burial requirements. He referred to the fact that the planning application, pursued by a private individual, in respect of the Dundrod site had been refused. Subsequently the individual has requested the assistance of Belfast City Council to appeal this decision at the Planning Appeals Commission. Importantly it was reported that the deadline to submit any appeal was February 2019. The Strategic Director confirmed that there remained a need for additional burial ground, and in particular, identified the gap in provision in North and West Belfast. He referred to the decision to construct a new Crematorium at the Roselawn site and outlined the impact that would have in respect of a reduction in burial capacity at Roselawn Cemetery.

The Working Group agreed that it wished the matter to be referred to the People and Communities Committee and that, in the interim period, the matter be debated at Party Group level, prior to a decision being taken by the Committee.

### **Maintenance of Cremators at Roselawn Crematorium**

The Bereavement Services Manager reported that due to unscheduled essential maintenance work to one of the cremators at the City of Belfast Crematorium, it would be necessary to shut down the cremators for a period of three working days. He reported that it was proposed that the last cremation would take place at lunchtime on Friday 30th November, 2018, with cremations commencing again on Tuesday, 4th December, 2018.

The Working Group noted the information provided.

### **Date of Future Meetings - 2019**

The Working Group agreed dates in respect of its future meetings for the period 1st January 2019 till 31st March, 2019.

Chairperson



<b>Subject:</b>	Proposed relocation of Moyard Playground
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director of City & Neighbourhood Services
<b>Contact Officer:</b>	Rose Crozier, Director Neighbourhood Services

<b>Restricted Reports</b>	
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"/>

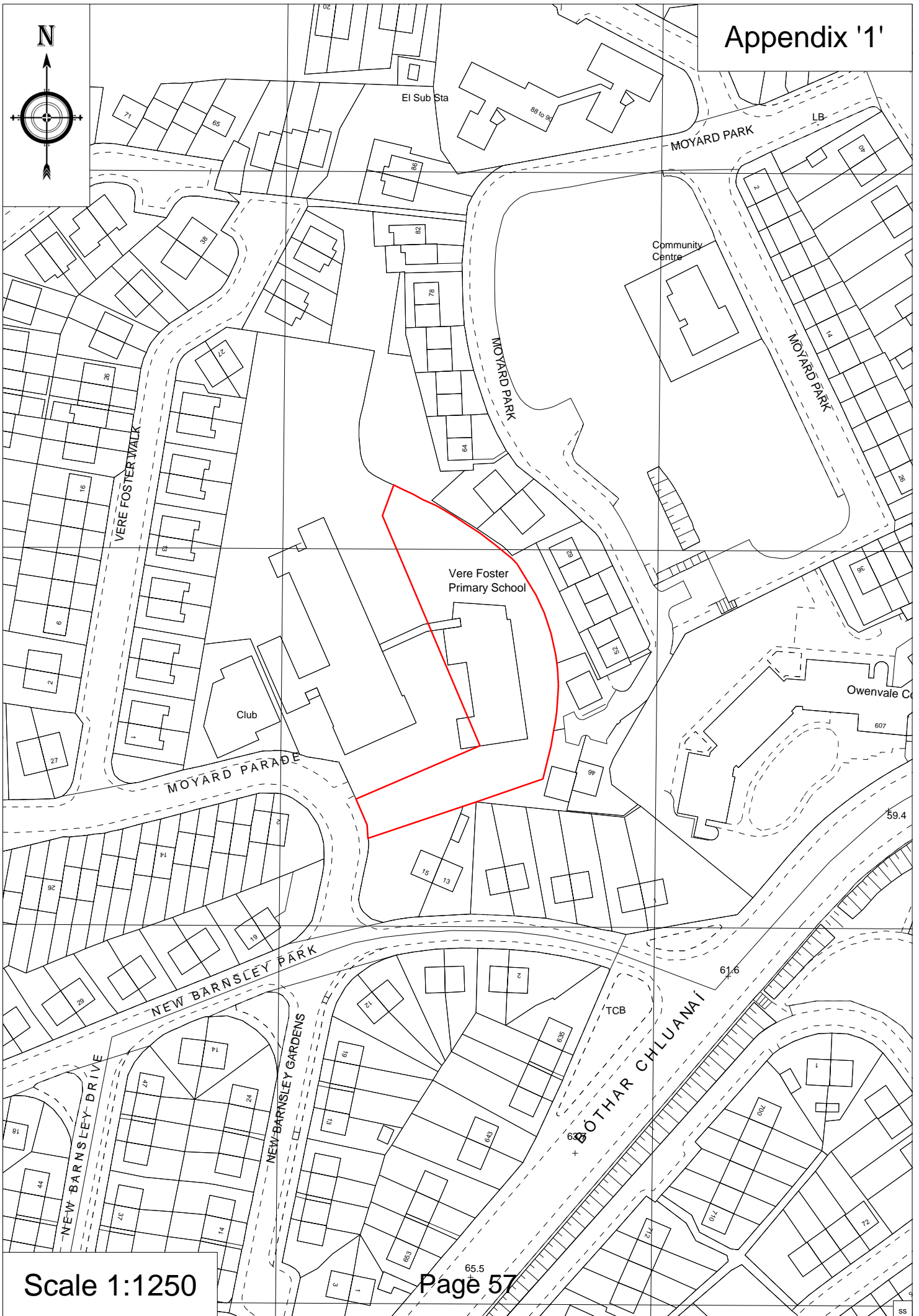
<b>Call-in</b>	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of this report is to seek approval from Members to asset related disposal and acquisition matters.
<b>2.0</b>	<b>Recommendations</b>
2.1	Members are asked to grant approval for <ul style="list-style-type: none"> <li>i) the disposal of the existing Moyard Crescent playground site to the NIHE by way of a surrender of the lease and</li> <li>ii) the acquisition of a new site at the former Vere Foster Primary School as shown outlined red on the plan attached at Appendix '1' from the Education Authority subject to SP&amp;R approval to the terms of the Deed of Surrender to</li> </ul>

	NIHE and the new lease with the Education Authority in accordance with standing orders.
<b>3.0</b>	<b>Main report</b>
	<u>Key Issues</u>
3.1	The Council hold a site at Moyard Crescent from the NIHE on a 10,000 year lease for the purposes of providing a standalone playground and small kick about area. The location, which is isolated from the main body of the Moyard Estate, had been used as a gathering point for local youths who engaged in anti- social behaviour.
3.2	At its meeting on the 14 <sup>th</sup> Aug 2014 the Parks and Leisure Committee approved the recommendation to relocate the playground from Moyard Crescent to the Vere Foster Primary School site and surrender the Moyard Crescent site to the NIHE. The playground was subsequently closed and the equipment removed, but Council retained ownership of the site. The then BELB (now Education Authority ) had indicated a willingness to transfer part of the land at the Vere Foster Primary School to the Council for the relocation of the playground and kick about area. It was considered that the proposed location would provide improved access due to the proximity to the housing and to the Matt Talbot Youth Club.
3.3	Following completion of the construction of a mini pitch by the Education Authority, the remainder of the Vere Foster PS site was declared surplus in June 2017 and the Council expressed an interest in acquiring the site for the new playground and casual multi games area. NIHE also expressed an interest in acquiring the site for social housing. LPS valued the site at £120,000 to reflect residential development value.
3.4	Following discussions with the officers, NIHE withdrew their expression of interest in the Vere Foster PS site.
3.5	Council officers submitted a business case to the Education Authority seeking to acquire the site for a playground and multi games area by way of a 25 year lease. The Education Authority have now agree to the request for the 25 year lease and Land and Property Services have assessed the value at £800 per annum.
3.6	The Council are therefore now in a position to agree to NIHE's request for the Council to surrender its leasehold interest in the Moyard Crescent site. The NIHE intend to transfer the site to Choice Housing for the construction of 12-14 social housing units to address the

	<p>identified social housing need in the area. LPS have assessed the value of the Council's leasehold interest in the Moyard Crescent site at nil on the basis that use of the site is restricted to that of a playground and that NIHE have reserved the right to take possession of the frontage of the site on giving the Council one month's notice at any time.</p> <p><b><u>Financial &amp; Resource Implications</u></b></p> <p>3.7 Council will be required to pay an annual rent of £800 for the new site at the former Vere Foster Primary School.</p> <p>At present, there is no capital provision for acquiring the land or constructing the playground and games area.</p> <p>The surrender of the Moyard Crescent site will be a nil value.</p> <p><b><u>Equality or Good Relations Implications/Rural Needs Assessment</u></b></p> <p>3.8 There are no equality or good relations or rural needs assessment issues associated with this report.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix '1' Plan showing new playground site outlined red.

This page is intentionally left blank



Scale 1:1250

This page is intentionally left blank





<b>Subject:</b>	Financial Reporting – Quarter 2 2018/19
<b>Date:</b>	4th December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director of City and Neighbourhood Services
<b>Contact Officer:</b>	Jacqueline Wilson, Business Manager, City & Neighbourhood Services Department

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	This report presents the quarter 2 financial position for the People and Communities Committee including a forecast of the year end outturn. A reporting pack containing an executive summary, financial indicators and explanation of each of the relevant indicators and the forecast outturn has been included as Appendix 1.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee are asked to <ul style="list-style-type: none"> <li>• note the report and the associated financial reporting pack.</li> </ul>

<b>3.0</b>	<b>Main report</b>
3.1	<p><b>Overall Council Financial Position</b></p> <p>The forecast year end position for the Council is an under spend of £1.225m which is 0.9% of the budgeted net expenditure. This was reported to the Strategic Policy and Resources Committee at it's meeting on the 23<sup>rd</sup> November 2018. The Quarter 2 forecast from LPS is a clawback of £1.201m. The Committee agreed that no budget reallocations would be considered until the year end given the considerable financial challenges currently facing the Council.</p>
3.2	<p><b>Committee Financial Position</b></p> <p>The Quarter 2 position for the Committee is an overspend of £476,845 (1.2%), with the forecast year end position being an underspend of £98,000 (0.1%) which is well within the acceptable variance limit of 3%.</p> <p>The main reasons for the Committee under-spend relates to vacant posts across a number of services and the timing of grants and programmes.</p>
3.3	<p><b><u>Finance and Resource Implications</u></b></p> <p>The report sets out the 2018/19 quarter 2 position.</p>
3.4	<p><b><u>Equality, or Good Relations Implications/Rural Needs Assessment</u></b></p> <p>There are no equality implications with this report.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix 1 - Quarter 2 Performance Report


















People and Communities Committee

Quarterly Finance Report

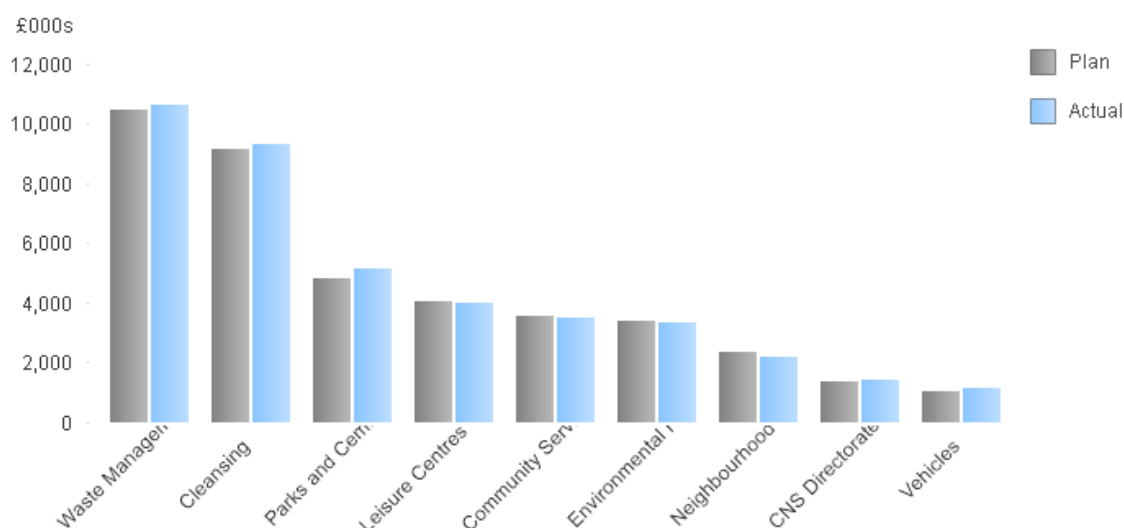
Report Period: Quarter 2, 2018/19

## Dashboard

Quarter 2, 2018-2019

Revenue Section							Page
Committee	YTD	YTD Var £000s	Var %	Forecast	Forecast Var £000s	Var %	
Waste Management		177	1.7%		53	0.3%	3-5
Cleansing		177	1.9%		150	0.8%	
Parks and Cemetery Services		318	6.6%		70	0.7%	
Leisure Centres		(48)	(1.2)%		(25)	(0.3)%	
Community Services		(78)	(2.2)%		(40)	(0.6)%	
Environmental Health CN		(53)	(1.5)%		(295)	(4.2)%	
Neighbourhood and Development		(164)	(7.0)%		(110)	(2.7)%	
CNS Directorate Support		45	3.3%		0	0.0%	
Vehicles		102	9.8%		100	4.8%	
<b>Total</b>		<b>477</b>	<b>1.2%</b>		<b>(98)</b>	<b>(0.1)%</b>	

## Committee Net Revenue Expenditure: Year to Date Position



The Quarter 2 position for People and Communities Committee is an over spend of £477k or 1.2% of the budget. The main reasons for this are:

**Waste Management** net expenditure at Quarter 2 is £177,474 (1.7%) above budget and is primarily in relation to uncontrollable increased contract costs.

**Cleansing Services** net expenditure at Quarter 2 is £176,905 (1.9%) above budget and is due to increased compensation claims, premises and staff costs.

**Neighbourhood and Development Services** net expenditure at Quarter 2 is -£163,586 (7%) below budget. There is £54k under spend in staff costs due to vacant posts and posts under review. There is an under spend of £68k in supplies and services due to delays in programmes. Grants are also currently under claimed by £117k.

**CNS Directorate Support** net expenditure at Quarter 2 is £45,414 (3.3%) over budget and is in relation to decreased income that was unplanned at the time of estimate.

**Parks and Cemetery Services** net expenditure at Quarter 2 is £317,914 (6.6%) over budget. Parks and Open Spaces Income from Fees and Charges is £75k over budget. There is £200k over spend in employee costs, due to agency cover and sickness cover and posts under review. Supplies and Services expenditure £258k over budget due to the programmes of work being ahead of schedule.

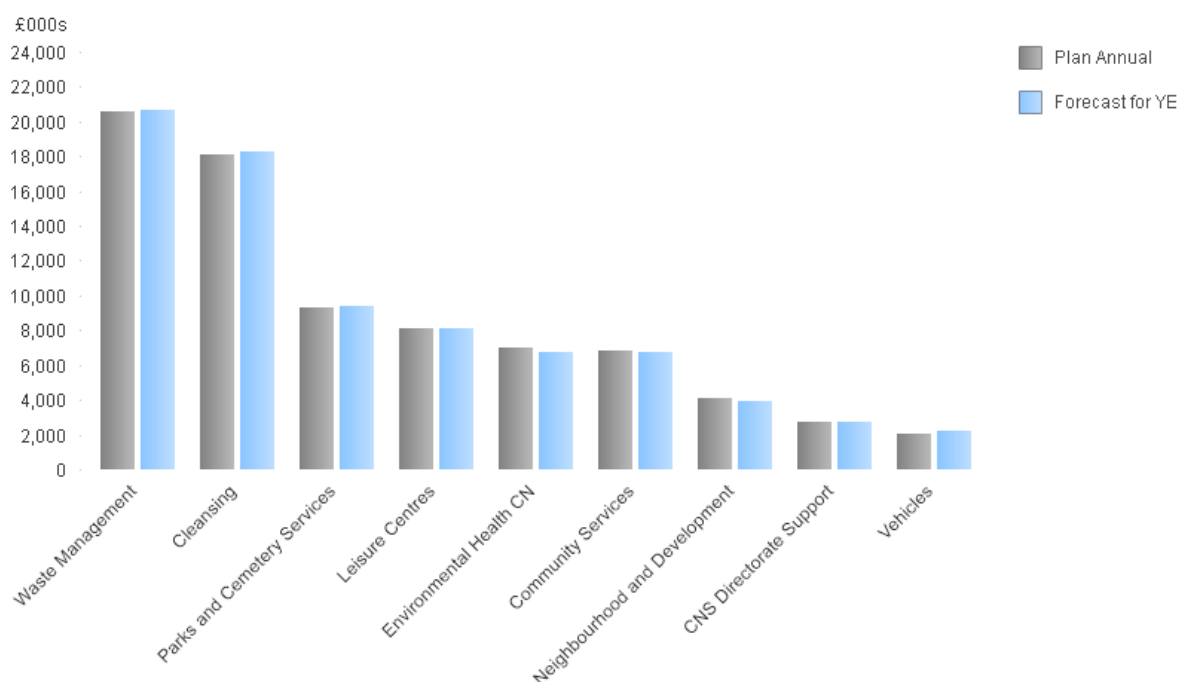
**Leisure Services** net expenditure at Quarter 2 is -£48,355 (1.2%) under budget due to premises insurance premiums and utilities at Templemore being lower than estimate.

**Environmental Health (Excluding OSCP)** net expenditure at Quarter 2 is £52,943 (1.5%) below budget and is due in the main to vacant posts/reduced hours and additional unplanned income.

**Community Services** net expenditure at Quarter 2 is -£77,920 (2.2%) below budget. The primary reason for this under spend is supplies and services underspend of (£94k) which reduce throughout the financial year.

**Vehicles** net expenditure at Quarter 2 is £101,943 (9.8%) over budget due to the hire of external vehicles

## Committee Net Revenue Expenditure: Forecast for Year End



The Quarter 2 forecast for People and Communities Committee is under spent by £98,000 or 0.1% of the committee's budget.

The main reasons for this forecast are:

**Waste Management** is forecast to be to be £53,000 (0.3%) overspent. This relates in the main due to uncontrollable increased contract costs offset by the adoption of the migration of Food Waste from residual to organic waste.

**Cleansing Services** net expenditure is forecast to be £150,000 (0.8%) overspent, due in the main to increased compensation claims, premises and staff costs offset by efficiencies and increased income.

**Parks and Cemetery Services** net expenditure is forecast £70,000 (0.7%) overspent due to additional supplies and staff costs and a reduction in income for events

**Leisure Services** net expenditure is forecast to be -£25,000 (0.3%) underspent due to lower utility usage and lower insurance premiums

**Environmental Health** is forecast to be -£295,000 (4.2%) underspent, due to vacant posts/reduced hours, and additional income

**Community Services** net expenditure is forecast to be -£40,000 (0.6%) underspent due to vacant posts/posts under review and reduction in supplies and services

**Neighbourhood and Development Services** net expenditure is forecast to be -£110,000 (2.7%) underspent due to vacant posts/posts under review and additional income.

**Directorate Support** forecast to be on budget

**Vehicle Maintenance** is forecast to be £100,000 (4.8%) overspent due to the hire of external vehicles

## People and Communities Committee

### Section Expenditure Budgetary Analysis & Forecast

	Plan YTD £000s	Actuals YTD £000s	Variance YTD £000s	% Variance	Annual Plan 2018/2019 £000s	Forecast for Y/E at P6 £000s	Forecast Variance £000s	% Variance
Waste Management	10,460	10,638	177	1.7%	20,576	20,628	53	0.3%
Cleansing	9,148	9,325	177	1.9%	18,120	18,270	150	0.8%
Parks and Cemetery Services	4,807	5,125	318	6.6%	9,340	9,410	70	0.7%
Leisure Centres	4,064	4,016	(48)	(1.2)%	8,128	8,103	(25)	(0.3)%
Community Services	3,568	3,490	(78)	(2.2)%	6,788	6,748	(40)	(0.6)%
Environmental Health CN	3,419	3,366	(53)	(1.5)%	7,017	6,722	(295)	(4.2)%
Neighbourhood and Development	2,335	2,172	(164)	(7.0)%	4,064	3,954	(110)	(2.7)%
CNS Directorate Support	1,360	1,405	45	3.3%	2,726	2,726	0	0.0%
Vehicles	1,045	1,147	102	9.8%	2,090	2,190	100	4.8%
	<b>40,207</b>	<b>40,684</b>	<b>477</b>	<b>1.2%</b>	<b>78,848</b>	<b>78,751</b>	<b>(98)</b>	<b>(0.1)%</b>

This page is intentionally left blank





<b>Subject:</b>	People and Communities Committee Plan
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director City and Neighbourhood Services
<b>Contact Officer:</b>	Rose Crozier, Director of Neighbourhood Services; Siobhan Toland, Director of City Services

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of this report is to provide a mid-year update on the People and Communities Committee Plan 2018/19 outlining progress on key actions, achievements and risks (as at 30 <sup>th</sup> September 2018).
1.2	The People and Communities Committee Plan 2018/19 was approved by Committee on 12 <sup>th</sup> April 2018, following a Members planning workshop held on 27 <sup>th</sup> February 2018 and a feedback report was tabled for consideration on the 6 <sup>th</sup> March 2018.
1.3	The Committee Plan provides an overview of the various priorities and key activities that this Committee will oversee in the 2018-19 financial year to help deliver on the priorities and ambitions in the Corporate Plan and Belfast Agenda.

<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> <li>Note the progress to date against the agreed actions within the Committee Plan.</li> </ul>
<b>3.0</b>	<b>Main report</b>
	<u>Key Issues</u>
3.1	<p>The People and Communities Committee Plan provides an overview of the priorities and key activities the Committee will oversee throughout the 2018-19 financial year to deliver the ambitions in the Corporate Plan and Belfast Agenda. The Committee Plan actions contribute towards the City's strategic direction and long-term vision.</p> <p>The Committee Plan supports the delivery of the Belfast Agenda, working towards the delivery of inclusive growth across all four priorities of Living Here, City Development, Growing the Economy and Working and Learning led by an organisation fit to lead and serve, and aiming to leave no one behind. The Living Here priority makes a significant contribution to improving life at a local level.</p>
	<b>Committee Plan Update</b>
3.2	<p>Over the last six months a range of strategies, policies, programmes and projects have been developed and implemented aimed at improving the quality of life and well-being at a local level, working with partner organisations and communities to realise the City's vision and achieve its potential. Lead officers have provided status and progress updates measured against the projects, programmes and activities as laid out in the Committee Plan. A detailed update is outlined in Appendix 1 with some key highlights summarised below against the relevant priorities of the Belfast Agenda.</p>
3.3	<p><b><i>Living Here -Improve Neighbourhoods highlights:</i></b></p> <ul style="list-style-type: none"> <li>Our work in partnership with <b>Early Years Organisations</b> with pre-school children is reaping benefits; the opportunity to train staff with new techniques embeds skills which benefit all child age groups.</li> <li>We are re-enforcing our commitment to leave no one behind by solidifying closer relationships with <b>Family Support Hubs</b>. We continue to extend <b>outreach services</b> in</li> </ul>

hard to reach communities. We have delivered a number of single identity sessions in our Community Centres to **newcomers** and **ethnic communities**, and increasingly children are participating in our mainstream services which are drawn from a wide range of ethnic minority communities including the Roma and Traveller community.

- We are continuing to deliver the **Belfast PCSP Action Plan** exceeding our targets aiming to ensure our neighbourhoods are safe.
- Officers are meeting regularly with the PSNI to improve front line services by tackling **Anti-Social Behaviour** in our Parks and Open Spaces, prioritising resources and programming activity to areas most in need.
- We have earned **two new** accredited **Green Flag Awards** for Connswater Greenway and Half Moon Lake achieving a total of **nineteen** as we successfully retained our seventeen existing sites across the city; Botanic Gardens also successfully achieved the **Green Flag Heritage Award**.
- **The Connswater Community Greenway (CCG)** is thriving with 337,402 people using our new and improved facilities. Our **animation plan** is well established with 23,918 people attending CCG events actively engaging in a wide range of cultural, active and sporting activities. A multi-activity programme of events has been delivered comprising Walking, Yoga, Cycling activities including Market Fayres, Festivals and Park Runs.
- We are finalising the **Belfast Open Spaces Strategy** ready for committee approval prior to a period of public consultation to maximise the council's commitment to improve the city's natural and built environment.
- We have completed and submitted the **Air Quality Plan** to DAERA fulfilling our commitment to protecting and improving the city's environment.

3.4

***Living Here – Improve the City Living Experience highlights:***

- We successfully organised and delivered the **Spring Fair, Rose Week** and **Autumn Fair** to an audience over 86,000 visitors maximising the benefits of our local assets and green spaces.
- Our investment towards the development of sports in the city is making good progress with the recent approval of the **Sports Development Strategy** terms of reference.
- We are continually working at a local level with our residents to deliver the **Stadia Community Benefits** programme with GAA coming on board and joining the initiative.

3.5

***Living Here - Improve Community Relations highlights:***

- We have received a Letter of Offer for £506K to deliver our **Good Relations Action Plan** which continues to be rolled out via a range of programmes across Belfast.

- We allocated **Grant Aid Funding** to 69 projects across the City for a range of Good Relations and Summer Intervention activity.
- We successfully rebid for £5.5M under the **Peace IV Programme** themes of Children and Young People, Shared Spaces & Services and Building Positive Relations.
- We have completed the public consultation on The Springfield Dam Park Masterplan aiming to foster greater levels of social integration and **engagement**; the **project** will **reconnect** the dam and park creating a new signature civic space improving access, recreational facilities and environmental enhancements.

3.6

***Living here - Reduce Life Inequalities highlights:***

- We continue to work with our key partners in the **Belfast Strategic Partnership (BSP)** – supporting the development of a revised draft strategic framework with identified themes.
- Innovative and collaborative approaches towards tackling drug use in the city is helping to develop a joined-up approach to address drug, alcohol and mental health issues.
- We are collaborating with partners working towards establishing the **crisis de-escalation service** pilot which is on track for opening in January 2019 together with secured funding; and a tender process is underway.
- An animation and outreach programme has been delivered in Marrowbone which is linked to Care Zone to support the approach towards **suicide prevention, well-being and emotional resilience**.
- Financial support of £73K of has been allocated to deliver the **Every Body Active** programme. The **Clubmark scheme** has now awarded 88 clubs with accreditation or achieved higher progression.
- We continue to manage the **GLL strategic partnership** under the Active Belfast Ltd business plan, delivering year on year growth and efficiencies. The Olympia Leisure Centre continues to be a successful operational model and pre-paid membership is increasing.

3.7

***Living Here - Enable Active, Healthy and Empowered Citizens highlights:***

- A cross council steering group has been established to lead on the **Corporate Volunteer Policy** with an internal communication plan developed to promote the policy.
- **Volunteer activity** continues across a range of projects and services including Summer Scheme programmes, Age Friendly Belfast, Positive Ageing month, our Sail Training programmes and the Tropical Ravine. Over 5000 volunteers supported the delivery of

community and play programmes amounting to over 31,500 volunteer hours contributed to date.

3.8 ***Living Here - Provide fit for purpose city services highlights:***

- We continue to work on projects as part of **the CNS Change Programme**. In relation to service integration, structural change and efficiency, four workstreams have been prioritized : Customer Focus, Waste Management, Frontline Regulatory and Open Spaces & Streetscene. The Tier 4 management structure is complete with 5 management appointments in place by end of Sept (the final post was recruited in November).
- Work is continuing on the **Bereavement Improvement Programme** with a recent risk zoning exercise taking place facilitated by a national expert.

3.9 ***Living Here - Support young and older people highlights***

- The **Age Friendly Plan** has been agreed and approved by Committee ready for public consultation.
- There is continued engagement with the Youth Forum campaign programme with 40 recently recruited young people.
- The **Belfast Youth Forum** and Children's Law Centre worked together on the collaborative project 'Elephant in the Room' to help inform and promote **mental health** issues in **young people**.

3.10 ***City Development – Protect and Enhance our Environment and Built Heritage highlights:***

- Our work progressing **HLF funding applications** in support of the restoration and animation of city assets has transformed the Tropical Ravine which has received 142,000 visitors since opening until September 2018. The upgrade achieved 'Project of the Year' at RICS Awards 2018; this award is testament to the council's commitment to deliver key strategic physical projects and enhance our environment and built heritage.
- The public consultation of the **Waste Framework** began in June and is now complete with over 2,000 responses received to date. Nineteen site-specific information roadshows took place across the city.
- Workshops have taken place under the Circular Economy umbrella. A programme of work has been developed identifying four material streams of food waste; electrical &

	<p>electronic equipment; furniture &amp; clothing and textiles and is currently under consideration as part of the <b>Strategic Framework</b>.</p>
3.11	<p><b>Organisation Fit to Lead and Serve – our enablers</b></p> <ul style="list-style-type: none"> <li>• Presentations have been delivered to Area Working Groups and updates provided to Community Planning Partnership/Living Here Board.</li> <li>• Four Area Neighbourhood Service Managers have been appointed.</li> <li>• The plan to transfer the <b>Houses of Multiple Occupation (HMO) regulation</b> to Council is progressing. A draft budget has been prepared for the new service and is currently under review.</li> </ul>
3.12	<p><b>Corporate Risk Actions Update</b></p> <ul style="list-style-type: none"> <li>• There has been good progress in relation to the two corporate risk actions, a detailed risk action update is outlined in Appendix 2. The risks are regularly reviewed and assessed.</li> <li>• Regular monitoring and reporting of existing waste contracts takes place within the business area. Next steps in relation to overturn DAERA's award of planning for arc21 Residual Waste Treatment project remains with the Secretary of State NI. Public consultation of the Waste Framework is now completed together with the strategic Outline Cases for relevant capital investments.</li> <li>• The Safeguarding All Ages risk is progressing with a Safeguarding Panel established and training being delivered. An internal audit has supported the development of a responsibility matrix which is the basis of a continuous improvement plan which will report findings to the Safeguarding Panel.</li> </ul> <p><u>Financial &amp; Resource Implications</u></p>
3.13	<p>The Committee Plan 2018-19 has been developed and delivered in the context of the resources available to Committee.</p> <p><u>Equality or Good Relations Implications / Rural Needs Assessment</u></p>
3.14	<p>Where necessary all projects, programmes and activities contained within the Committee Plan have and will be subject to equality and rural needs screening, which are dealt with at project level and in line with the Council's processes.</p>

<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix 1: People and Communities Committee Plan Update 2018-19 Appendix 2 Corporate Risks Action Progress Update

This page is intentionally left blank



## 8.0 Detailed milestones and actions

Growing the Economy							
Ref	Activity	2018/19				Responsible	
		Q1	Q2	Q3	Q4		
<b>1.1 Create employment and opportunity</b>							
<b>1.1.1</b>	<b>Contribute to the development of a council wide Inclusive Growth Framework including the Resourceful Belfast Plan/Circular Economy (see 3.1.2)</b>					<b>SRO: Nigel Grimshaw Lead Officer(s)/ Updater: Tim Walker/ Kim Walsh</b>	.1 Officers from CNS have supported the Members' workshop held in June 2018 to help define IG
.1	Work with corporate council officers to support the scoping of the IG framework						.2 Workshops are being arranged in Nov/Dec for officers to support the drafting of the IG framework
.2	Work with corporate council officers to support the drafting of the IG framework						.3 Officers from CNS are organising a Members' workshop on poverty in October and have been aligning this to the emerging IG framework
.3	Ensure specific areas of work delivered by CNS are reflected in the framework, including: - the Resourceful Belfast Plan/Circular Economy (see also 3.1.2) - poverty mitigation work						

Living Here							
Ref	Activity	2018/19				Responsible	
		Q1	Q2	Q3	Q4		
<b>2.1 Improve neighbourhoods</b>							
<b>2.1.1</b>	<b>Develop and deliver an early interventions and support programme</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Cate Taggart</b>	.1 The work in partnership with Early Years Organisations is focused on direct service provision to VCS groups. Play staff finalised specific training. While the intervention is designed for schools and nurseries, techniques acquired have been embedded in our daily practice.
.1	In partnership with Early Years Organisation, deliver a new intervention for pre-school children in VCS groups						.2 A number of single identity sessions are currently being delivered in Community Centres associated with newcomers and other ethnic minorities. Weekly sessions are delivered in the Islamic Centre for Roma and Travellers. Increasingly, the children participating are drawn from a wide range of ethnic minority communities.
.2	Extend the play outreach services to newcomer and hard to reach communities and liaise with the Family Support Hubs to raise awareness of our service offer						.3 A communications strategy is being developed to ensure a closer working relationship with the Family Support Hub network.
.3	Work in partnership with key HSCT professionals to promote and develop our play services to ensure they reach those families most in need Further develop the Be Playful programme to target young parents across the city						.4 We are working with the new regional Play Matters programme in order to investigate opportunities to develop specific interventions for young parents.
<b>2.1.2</b>	<b>Deliver the city and neighbourhood community safety programme</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Fintan Grant/ Alison Allen</b>	.1 Delivery of the 18/19 Belfast (D)PCSP Strategic Plan is ongoing with mid year targets achieved and in excess of plans.
.1	Deliver Belfast (D)PCSP Strategic Plan, ensuring alignment to the Belfast Agenda Outcomes and emerging area working narrative						.2 Q1 OBA Performance Report Cards on impacts submitted to funder and Q2 information is being prepared.
.2	Present quarterly (D)PCSP performance report cards (OBA) to council and funders						.3 Joint tasking meetings take place fortnightly between internal services working to address community safety issues to maximise resources. This includes visible presence including programming and animation.
.3	Ensure integrated delivery of Safer Neighbourhood Officer (SNO), Park Warden and AEO services to address community safety issues						.4 Fortnightly joint tasking meetings take place between Council and PSNI to review ASB hot spots to prioritise joint resources.
.4	Improve the integration of council front line ASB services with PSNI (especially at peak times and in priority hot spots)						.5 Information Sharing Agreement on supporting vulnerable people more effectively is with partners for final consideration and sign off.
.5	Improve existing information sharing arrangements (statutory, community and voluntary) to support more effective service delivery						
<b>2.1.3</b>	<b>Deliver an annual programme of local events and cultural celebrations</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Cate Taggart/ Alison Allen</b>	.1 This work is ongoing and the activities have been aligned to the Department's Change Programme and will be actioned via the Integrated working in communities project.
.1	Deliver a comprehensive programme of events and activities per are						.2 A comprehensive scoping exercise of our CYP activities across CNS is underway in order to identify opportunities for collaborative working and any gaps in service provision.
.2	Monitor and evaluate events and activities ensuring linkages to outcomes						

<b>2.1.4</b>	<b>Retain Green Flag accreditation in 17 of our parks and open spaces, and apply for two more (also apply for Green Flag Heritage Accreditation)</b>					<b>SRO: Siobhan Toland Lead Officer(s)/ Updater : Fintan Grant</b>	
.1	Re-apply to retain Green Flag Accreditation for our current 17 sites and apply for accreditation in two new sites – Connswater Community Greenway and Half Moon Lake						.1 Seventeen Green Flags have been retained plus accreditation for 2 additional new sites at Connswater Greenway and Half Moon Lake. The total number of accredited sites across the city is nineteen. .2 Botanic Gardens successfully achieved the Green Flag Heritage award.
.2	Apply for the Green Flag Heritage award for Botanic Gardens						
<b>2.1.5</b>	<b>Maintain and sustain the Connswater Community Greenway (CCG), review the delivery model and continue to improve connectivity</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Fintan Grant</b>	
.1	Draft an animation plan for the CCG and deliver the programme. Liaise with contractors to ensure adherence to the maintenance schedule and that any outstanding remedial works are completed to the required standards						.1 The animation plan is underway with events and activities taking place across the Greenway. Remedial works are in progress. .2 The Greenway cleansing team is established, Parks' teams are delivering maintenance on Phase I and contractors are delivering maintenance on Phase 2. .3 Regular Open Space & Streetscene meetings have taken place with ongoing work to develop linkages to maximise efficiencies and aiming to reduce duplication.
.2	Continue with maintenance through internal teams and contractors ensuring that standards are maintained. Continue to deliver the animation plan to strengthen connections between communities and attract users and tourists. Inspect pathways, prior to sign off and to council						
.3	Maximise efficiencies and help devise a new delivery model in terms of maintenance and linkages to streetscene. Continue to maintain the greenway and deliver the animation plan						
<b>2.1.6</b>	<b>Deliver the CNS Physical Investment Programme together with Property and Projects</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Jacqui Stewart</b>	
.1	Scope CNS physical investment Programme and ensure alignment with the council's wider investment programme						.1 – .3 Alignment of investment priorities to the departmental asset management framework reflects the new internal governance structures. A programme of work across council departments is in place ensuring physical assets are developed in line with departmental service objectives.
.2	Agree programme of work in conjunction in line with council's investment priorities						
.3	Deliver CNS Physical Investment Programme						
<b>2.1.7</b>	<b>Finalise and deliver the Belfast Open Spaces Strategy</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Karen Anderson-Gillespie</b>	
.1	Develop final draft of strategy						.1 The draft Belfast Open Spaces Strategy has been developed. .2 The draft Strategy has been considered internally by the Corporate Management Team (CMT) who have recommended changes and agreed that a revised draft is circulated for further consideration. .3 Following CMT approval, the draft Strategy will be brought to Committee and Council for approval and then subject to a period of public consultation.
.2	Carry out public consultation						
.3	Finalise strategy and present to Committee						
	Disseminate strategy throughout the organisation to enable alignment with future Open Spaces developments						
<b>2.1.8</b>	<b>Finalise and implement the local biodiversity action plan</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Orla Maguire</b>	
.1	Develop final draft of Biodiversity strategy & action plan						.1 Work is progressing, to identify the biodiversity resource across Belfast. Some additional information has been received, however awaiting more information from NIEA.
.2	Carry out public consultation						
.3	Finalise strategy and present to Committee						
<b>2.1.9</b>	<b>Deliver, monitor and review the Air Quality Action Plan</b>					<b>SRO: Siobhan Toland Lead Officer(s)/ Updater: Stephen Leonard</b>	
.1	Carry out the update and screening assessment						.1 Complete. A report has been submitted and approved by DAERA. .2 Work is in progress.
.2	Initiate a review of the Air Quality Action Plan						
<b>2.2</b>	<b>Improve the city living experience</b>						
<b>2.2.1</b>	<b>Implement the Amateur Boxing Strategy and associated programme of work</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Cormac McCann</b>	
.1	Hold quarterly steering group meeting with IABA						.1 Quarterly meeting schedule in place. End of Q1 meeting held and outputs reported to P&C committee .2 Q1 and Q2 reports submitted by IABA. Q2 reports being analysed by Leisure Development prior to review by Steering Group .3 Finance being processed in line with contract following verified expenditure by IABA
.2	Review quarterly performance reports against agreed action plan						
.3	Allocate quarterly budget according to expenditure incurred						
<b>2.2.2</b>	<b>Deliver city events and activities (Rose week, Autumn Fair, Spring Fair)</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Agnes McNulty</b>	
.1	Plan, organise and deliver each event as per plan of work						.1 - .2 Spring Fair, Rose Week & Autumn Fair were successfully delivered as per the planned programme of events. Independent research of visitors' perceptions indicated high levels of satisfaction across all three events: Spring Fair visitor numbers were 10,500; Rose Week 62,350 and Autumn Fair were 14,000. The top key improvements suggested for each event included: more entertainment and activities for children, better signage These will be addressed for the future..
.2	Evaluate and monitor the success of city events						

<b>2.2.3</b>	<b>Develop a Sports Development Strategy and associated funding strategy</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Cormac McCann</b>	.1 Terms of reference completed and submitted for committee approval .2 Work to be completed in Q3 subject to terms of reference approval .3 Work to be completed in Q4
.1	Prepare terms of reference and action plan for committee approval						
.2	Undertake pre-consultation and produce draft strategy						
.3	Finalise consultation on strategy and present for committee approval						
<b>2.2.4</b>	<b>Deliver the Stadia Community Benefits Programme</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater : Cormac McCann</b>	.1 Quarterly meeting schedule in place. End of Q1 meeting held .2 Quarterly reporting in line with action plan .3 GAA have agreed to join the initiative and P&C committee approved £50k from existing SCBI budget to support £250k from Gaelfast plan. GAA to formally request membership through DfC and Casement Stadium Board.
.1	Hold quarterly policy and performance group meetings with DfC and IFA						
.2	Review quarterly performance reports against agreed action plan						
.3	Incorporate GAA into Agreement to increase the community impact from the Casement development						
<b>2.3</b>	<b>Improve community relations</b>						
<b>2.3.1</b>	<b>Deliver the Integrated Good Relations Plan</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Nicola Lane</b>	.1 The Executive Office have issued a Letter of Offer for £506K to deliver Belfast's Good Relations Plan. Key projects this year include: the development of a Good Relations Strategy, Delivery of large scale event for International Day of Peace on 21 September. and our ongoing Interfaces Programme which targets specific resources to working with communities in interfaces areas of the city. These include Whitecity/Whitewell and Lower Shankill/ Lower Oldpark and Cliftonville communities. .2 Grant aid has been allocated for Tranche 1 (April – Sept 2018). 69 projects have been supported through good relations grant aid. Examples include Colin Neighbourhood Partnership 'Exploring our Past, Building our Future' project which seeks to celebrate and commemorate the impact of key events 100 years ago. Lower Ormeau Residents Action Group (LORAG). Developing Intercultural Parenting in Inner South which will build on the successful model of Intercultural parenting that has been growing at LORAG since 2013.
.1	Secure funding from The Executive Office towards the Belfast's Good Relations Plan						
.2	Implement the various projects identified within the Plan including grant aid, commissioning and self-delivery						
.3	Report on findings of good relations outcomes and include in Plan for 19/20						
<b>2.3.2</b>	<b>Support the PfG Interfaces programme subject to funding</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Nicola Lane</b>	.1 Continued liaison with the Department of Justice which involves consultation with the local community. The development of Navarra Place playpark and transformation of an interface on the Serpentine Road features part of this work. Consultation with the local community in Whitecity/Whitewell is ongoing. .2 Continued discussions and communications with DoJ to seek 50% of the funding to undertake this work in 18/19; although funding has not yet been confirmed, it is anticipated a Letter of Offer will be issued
.1	Liaise with the Department of Justice regarding available funding for 18/19						
.2	Secure funding if available for potential projects identified						
<b>2.3.3</b>	<b>Continue to secure Peace IV funding and implement the programme (children &amp; young people, shared spaces and building relationships)</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Nicola Lane</b>	.1 A rebid for £5.5M has been submitted and successfully awarded in September 2018. Implementation conditions are currently being finalised. .2 Phase I of the Shared Space theme concluded in September. Six projects have begun with 4 delivery partners appointed – Corrymeela, Community Co-operation Ireland, Ashton Community Trust and Active Communities Network. Community engagement and consultation is progressing. Interim targets (which combine 2017 & 2018 targets) for the programme remain challenging. The issue has been highlighted by the Strategic Director CNS with CE of SEUPB. Delivery agents have given a commitment to achieving the interim targets and the targets are kept under monthly review. Community Consultation on the Springfield dam element has been concluded.
.1	Secure first round of PEACE IV funding, accept Letter of Offer including conditions and submit rebid						
.2	Commissioning of delivery agents, mobilisation of projects, engagement of communities						
.3	Deliver project activities across the city						



2.4 Reduce life inequalities					
<b>2.4.1</b>	<b>Develop and deliver an integrated programme to address health inequalities across the city (incl. a focus on suicide, alcohol, drugs and mental health)</b>				<p><b>SRO: Siobhan Toland</b> <b>Lead Officer(s)/Updater: Valerie Brown/ Cormac McCann</b></p> <p>.2, .6 &amp; .7, Partner organisations are continuing to work to establish the Crisis de-escalation Pilot; funding has been secured with the tender process underway. The pilot is on track to commence in January 2019. BCC also supported stakeholder engagement events for the commissioning process for the 'Protect Life 2' Strategy for which Ministerial approval is still required. The initial development of the BPLIG action plan is underway. BCC has been linking in with the community led 'Care Zone' pilot to build emotional resilience in North Belfast; an animation/outreach programme has been delivered in Marrowbone which is linked to Care Zone. The development of the 'Suicide Prevention in Public Places' action plan is underway and connections have been made with PSNI, Harbour Police, Community rescue Service, Lifeline and other partners.</p> <p>8.-.9 A multi-agency task and finish group has been established to support the development of a revised Active Travel Plan (Pledge 2) and an outcomes framework has been developed and agreed. Pledge 4 (Health Sector) of Get Active Belfast will commence in September 2018.</p> <p>.12 EBA strand 1 contracts in place for full delivery. EBA strand 4 £73k; date, anticipate full allocation by year end. Plans in place for Sports Awards in Q4</p> <p>.13 88 clubs in Belfast now awarded Clubmark status through Belfast City Council or National Governing Body awards</p> <p>.14 Tranche 1 &amp; 2 now closed. Approximately £60k of grant funding not allocated. Budget to be re-profiled to support other projects.</p>
.1	Continue to work with Belfast Strategic Partnership (BSP) in the development of a revised 'Framework for Action' to address inequalities'				
.2	Review and update the Belfast Community Response Plan (suicide prevention)				
.3	Work with key partners to undertake a comprehensive audit of existing drug and alcohol and mental health services and pathways in Belfast in support of developing a shared 'big picture'				
.4	Facilitate a process for defining and agreeing the desired outcomes for mental health and drug and alcohol services in Belfast				
.5	Continue to support the development of the crisis response service pilot				
.6	Develop an MoU between BDACT, BPLIG and PCSP in support of a more integrated approach to addressing issues associated with drugs and alcohol and mental health				
.7	Continue to support place based community development approaches to suicide prevention, wellbeing and emotional resilience				
.8	Enhance partnership working across the physical activity sector, through the implementation of the Get Active Belfast framework				
.9	Develop outcome frameworks and delivery plans for Pledge 2 (Active Travel) and Pledge 4 (Health Sector) of Get Active Belfast				
.10	Deliver targeted physical activity interventions to under-presented groups including older people, people with a disability, women and people living in areas of high deprivation				
.11	Increase the availability and use of data for the purposes of identifying priorities, planning action and monitoring trends, within the physical activity sector				
.12	Deliver the Every Body Active 2020 programme and Belfast Sports Awards				
.13	Implement the club mark scheme				
.14	Manage the Support for Sport fund				
<b>2.4.2</b>	<b>Continue to manage the strategic partnership with GLL and deliver integrated health targets</b>				<p><b>SRO: Rose Crozier</b> <b>Lead Officer(s)/Updater: Noel Munnis</b></p> <p>.1 Tri-Partite governance is progressing. Ongoing contract compliance and performance monitoring is managed and tracked using an agreed annual contract compliance calendar.</p> <p>.2 The approved performance reporting schedule includes a quarterly 4X4 KPI scorecard</p> <p>.3 The new KPI report format has been agreed. Quarter 1 performance reports were presented to the ABL Board in the new format on 10<sup>th</sup> September 2018.</p> <p>.4 The 2018/19 quarterly KPI scorecard is presented on a centre by centre basis. The scorecard format comprises 16 KPI's under 4 strategic headings (4X4 scorecard).</p> <p>.5 The 2018/19 Tier 2 6 bi-annual priority reports include: Marketing and Communications; PHA/GP referral programmes; underrepresented groups. These reports present performance statistics supported by detailed narrative explaining the specifics of each programme.</p>
.1	Continue to carry out contract compliance and performance monitoring, which is now well established				
.2	New KPI's for 2018/19 have been approved by Active Belfast Ltd and report to Council through the SP&R committee				
.3	New KPI scorecard will be in place from Q1 in 2018/19 supported by tier 2 and tier 3 in-depth reports on key outputs				
.4	The new KPI's are focused on maximising occupancy and throughput in every centre. One of the key alterations in KPI reporting for 2018/19 is that performance will be monitored on a centre by centre basis				
.5	2018/19 performance measures include health outputs based on the principle of getting more people, more active, more often. These include target user groups with an emphasis on hard to reach audiences and traditionally underrepresented groups				
<b>2.5 Enable active, healthy and empowered citizens</b>					
<b>2.5.1</b>	<b>Deliver and monitor the volunteering strategy and action plan</b>				<p><b>SRO: Rose Crozier</b> <b>Lead Officer(s)/Updater: Cate Taggart</b></p> <p>.1 A cross council steering group was established in August to lead on the Corporate Volunteer (CV) Policy.</p> <p>.2 An Internal communication plan was developed to promote the CV policy following a volunteer management practice awareness raising session</p> <p>.3 Work has begun on developing a scoping questionnaire to establish the current level of volunteer involvement and management practice across the council</p> <p>.4 – 5 &amp; 9. Based on the information from the scoping report, work can</p>
.1	Establish a steering group to lead the implementation of the Corporate Volunteer Policy				
.2	Develop an internal communication plan to promote the volunteer policy				
.3	Carryout a baseline audit of council departments and units to identify current involvement and management of volunteers.				



<b>2.5.4</b>	<b>Deliver the Growing Communities Strategy and Action plan</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Ricky Rice</b>	.1 - 3 A draft strategy and action plan was presented to DMT on 3 September 2018 with DMT providing initial comments and feedback. A follow-up meeting is planned in October/November to finalise the emerging action plan.
.1	Develop the final draft of Growing Communities strategy & Action Plan						
.2	Further refine these milestones taking account of emerging Action Plan						
.3	Engage with key stakeholders						
.4	Agree & begin implementing phase 1 priorities						
<b>2.6</b>	<b>Provide fit-for-purpose city services</b>						
<b>2.6.1</b>	<b>Continue to deliver high quality and cost effective services to ratepayers and business</b>					<b>SRO: Nigel Grimshaw Lead Officer(s)/ Updater: Jacqui Wilson</b>	.2 Draft estimates submitted by department. A challenge meeting is scheduled for end October. .3 Identification of three priority areas for review including procurement of additional support to progress. The drive for efficiencies is continuing. Tier 4 senior management appointments are in place and one is to be recruited. .4 The Commercial Panel and the operational reviews will focus on the opportunities for income. .5 There will be focus from the Commercial Panel and ongoing review
.1	Deliver the efficiency project						
.2	Carry out an estimates challenge process						
.3	Carry out structural reviews						
.4	Seek out opportunities for income generation						
.5	Contract Management						
<b>2.6.2</b>	<b>Deliver the Bereavement Improvement Programme (including crematorium and cemetery development)</b>					<b>SRO: Siobhan Toland Lead Officer(s)/ Updater: Michael Patterson</b>	.1 The memorial Policy update is complete and will be tabled at CMT and then C&C Working Group and P&C by end of financial year. .2 The memorial inspection programme continues. A Risk Zoning exercise was facilitated by a national expert tabled at C&C Working Group in October. Clifton Street has been completely re-inspected and will begin in City Cemetery at end of October. .3 Progress of work is on going with a plan to procure the Design Team on schedule. .4 Work continues with Plotbox and is on schedule. Staff training and data migration has taken place. 5. Discussions with the Cemeteries and Crematorium Working Group have taken place and agreed further consultation is required.
.1	Review and update Memorial Management Policy and Belfast Code of Safe Memorial Working Practice						
.2	Continue memorial inspection programme in Roselawn Cemetery and extend to City Cemetery and Dundonald Cemetery						
.3	Project Management Unit to procure Design Team for new Crematorium Development						
.4	Full adoption of Plotbox as new operating system for Bereavement Services						
.5	Move the main Bereavement Administrative office to Roselawn Gate Lodge						
<b>2.6.3</b>	<b>Review and update the Car Parking Order including tariffs</b>					<b>SRO: Siobhan Toland Lead Officer(s)/ Updater : Damian Connolly</b>	.1 – 2 The Car Parking Order identified the need for further information to be sought prior to Consultation with elected members. The recent economic stress in the retail sector, including the Primark fire will hinder proposals. The initial timeline is under review.
.1	Produce draft Car Parking Order						
.2	Submit committee report seeking approval to publish and consult on draft order						
.3	Final order agreed and ratified by council						
<b>2.7</b>	<b>Support our younger and older people</b>						
<b>2.7.1</b>	<b>Deliver an active aging programme with partners, and finalise and deliver the Age Friendly Plan (including a priority on dementia)</b>					<b>SRO: Siobhan Toland Lead Officer(s)/ Updater: Damian Connolly</b>	.1 A draft plan produced and agreed by CMT and BSP .2 Committee approval and the 12 week consultation completed on 25 <sup>th</sup> Sep. Plan updated following consultation and ready for submission to WHO.
.1	Produce draft action plan and submit to CMT and BSP for agreement						
.2	Submit to committee and seek approval for 12 week consultation						
.3	Complete consultation and launch and submit final action plan to WHO						
<b>2.7.2</b>	<b>Develop and deliver an integrated children and young people (CYP) framework and programme of work</b>					<b>SRO: Rose Crozier Lead Officer(s)/ Updater: Cate Taggart</b>	.1 Continued engagement with 40 young people representing the DEAs across the city recently recruited onto new 2018-20 Youth Forum. The report 'Elephant in the Room' will inform the YF's campaign on Mental Health due to be launched in October at Stormont.. .2 Enhanced programming and provision for young people continues through our Ur City 2 grant offered to each of the 14 NRP's in Belfast. Assessments have been successfully concluded for 11 and we continue to work with the 3 remaining NRPs to finalise their programme proposals. .3 Pending the outcome of the CYP scoping exercise across City and Neighbourhoods, immediate opportunities for enhanced collaborative working are underway with for example the Play team delivering play sessions in parks such as Teddy bear picnics, Grandparents day and Spring Fair and ongoing support for HWB events, community gardens and Lord Mayor events. 7. Work is ongoing
.1	Promote engagement through the youth forum campaign programme						
.2	Review summer activity provision to shape future outcomes based CYP activity plan						
.3	Scope CYP programme of activities across CNS to identify opportunities for collaborative working and service delivery, identify gaps and improve partner delivery models						
.4	Identify training and support needs for staff responsible for CYP supervision and management						
.5	Review and update CYP engagement plan						
.6	Develop appropriate assurance management framework including management information and analysis systems						
.7	Continue to monitor and review the CYP evidence based approach and outcomes						



City development									
Ref	Activity	2018/19				Responsible			
		Q1	Q2	Q3	Q4				
<b>3.1 Protect and enhance our environment and built heritage</b>									
<b>3.1.1 Develop a 10 year Strategic Waste Plan</b>									
.1	Conduct consultation on the "Waste Framework"					<b>SRO: Siobhan Toland Lead Officer(s)/ Updater: Tim Walker</b>	.1 – .3 The public consultation began in June continuing to early October with over 2000 responses received. 19 site-specific roadshows have taken place across the city. 1-1 interviews conducted to gain a depth of analysis. A report will be presented detailing the results from the consultation exercise along with other studies conducted earlier this year. Proposals will be drafted around the Single Bin Policy and Phase 2 of the Food Waste campaign. .4 The decision to approve the arc21 residual waste treatment plant was overturned by the Court of Appeal. In the absence of a functioning Stormont Assembly, the Secretary of State is considering next steps; this is due shortly. .5 The collaborative work of NILGA/SIB/DOE continues and a workshop is planned with SOLACE to help inform options for future working around waste.		
.2	Application of the Single Bin Policy – depending on outcome of the waste framework consultation								
.3	Deliver Phase 2 of the Food Waste Campaign								
.4	Continue to progress arc21 in the context of the Strategic Waste Plan								
.5	Synchronise the delivery of the collaborative work of NILGA/SIB/DOE								
<b>3.1.2 Implement the Circular Economy programme of work</b>									
.1	Finalise programme of collaborative projects with internal and external stakeholders					<b>SRO: Siobhan Toland Lead Officer(s)/ Updater: Tim Walker</b>	.1 Workshops under the Circular Economy umbrella have taken place. A programme of work has been developed which identifies four material streams; food waste; electrical and electronic equipment; furniture and clothing; and textiles. This is currently with the Director/CMT for consideration as part of the Strategic Framework .2 Following discussions with other Depts, the Circular Economy has been recognised within other Council plans (e.g. draft LDP) and additional actions are being developed to extend Circular Economy activities within several communities		
.2	Launch implementation of the programme of collaborative projects								
<b>3.1.3 Develop a new Sustainable Development Framework</b>									
.1	Establish cross-council steering group to support development of the new framework					<b>SRO: Siobhan Toland Lead Officer(s)/ Updater: Clare McKeown</b>	.1-.3 Consultation with key internal stakeholders has taken place. A report is being prepared proposing the purpose and make up of new high level office Sustainable Development steering group and the delivery of a workshop for Members to consider related issues.		
.2	Review previous Sustainable Development Strategy & scope new framework development								
.3	Develop a new draft strategy								
.4	Consult on draft strategy								
<b>3.1.4 Continue to progress HLF funding applications to restore and animate historic city assets e.g. Tropical Ravine, City Cemetery and Templemore Baths and other opportunities as they arise</b>									
<b>City Cemetery</b>									
.1	Delivery Phase Application is currently under HLF evaluation					<b>SRO: Nigel Grimshaw Lead Officer(s)/ Updater: Maria McAleer</b>	.1 The successful application of the June assessment enabled progression to Stage 2. The HLF Letter of Offer was received for £1.67M to deliver project. Delivery phase of the project is due to commence once permission to start is received from HLF, this is expected end October 2018. .2 City Cemetery procurement process has commenced. Design Teams appointed. <b>Templemore Baths</b> .3 - .4 The Round 2 full submission seeking £5Million in funding will be submitted on 5 <sup>th</sup> October 2018. HLF assessment of the project will be expected in either December 2018 or March 2019. The planning application will also be submitted in October 2018. <b>The Tropical Ravine</b> .5 Completed and open to the Public in April 2018. .6 The process of drawing down grant is in progress.		
.2	Commence detailed design and start procurement of works and restoration								
<b>Templemore Baths</b>									
.3	Continue to progress through the development phase activities								
.4	Submit Round 2 application and consideration by HLF Jan/Feb 2019								
.5	<b>Tropical Ravine</b>								
.6	Complete construction and premises open to public. HLF grant to be drawn down for remaining capital and revenue aspects								

Organisation fit to lead and serve – our enablers							
Ref	Activity	2018/19				Responsible	
		Q1	Q2	Q3	Q4		
<b>4.1</b>	<b>Review and deliver the CNS Improvement Programme</b>					<b>SRO: Nigel Grimshaw</b> <b>Lead Officer(s)/ Updater : Rose Crozier/ Siobhan Toland, (Elizabeth Watts)</b>	.1 Improvement Programme has been reviewed and four projects have been prioritised: Customer Focus, Waste Management, Frontline Regulatory and Open Spaces & Streetscene (OS&SS). For OS&SS the transitional arrangements for the City and Neighbourhood Services project lead cover are completed. Proposals for the OS&SS service model are being developed for consideration by the CNS Change Board.
.1	Review programme						
.2	Commence transitional project implementation, including service model for Streetscene						
.3	Prioritise projects for future phases						
<b>4.2</b>	<b>Develop and deliver an area based service delivery approach and plan</b>					<b>SRO: Nigel Grimshaw</b> <b>Lead Officer(s)/ Updater: Stevie Lavery</b>	.1 The 'Vision' for area framework agreed at CMT Workshop .2 Steering Group / Governance agreed. Next steps is to agree project team and prioritise work streams. .3 Governance agreed by CMT .4 Neighbourhood Area Managers have been appointed. .5 Good practice visits on hold. Currently AWG workshops will be facilitated to seek buy in to progress area framework .6 To be scoped .8 Underway and presentations have been delivered to AWG and updates provided to Community Planning partnership / Living Here Board. A meeting has also been organised with Senior Civil Servants from Departments. This will be chaired by the Lord Mayor. .9 Ongoing, this work has started, further work to be developed and led by new Neighbourhood Services managers. A data analytical resource is required to take this forward .10 Will be considered in quarter 3 as part of AWG workshops.
.1	Agree Narrative for the development of an area framework for the city						
.2	Scope overall work programme for area framework (phase I BCC focused)						
.3	Agree staff resource and internal governance to enable development of area framework						
.4	Appoint Neighbourhood Managers						
.5	Carry out benchmarking and good practice visits with officers, members						
.6	Agree parameters for learning to inform future strategy						
.7	Develop proposals (including consultation and engagement plan) on area model and governance						
.8	Engage with AWG, Community Planning partnership and C & V sector on emerging work						
.9	Maximise opportunities to align revenue, staff and physical resources						
.10	Members to consider proposals on integrated service delivery opportunities						
.11	Agree area plans for delivery 2019/2020						
<b>4.3</b>	<b>Develop a safeguarding policy and assurance framework</b>					<b>SRO: Rose Crozier</b> <b>Lead Officer(s)/ Updater: Cate Taggart</b>	.1 A Safeguarding Panel has been established with initial training delivered. The Panel is reviewing current policy, protocols and procedures against an improvement plan supported by an officer Implementation Group .2 Pending development of a new Safeguarding Policy, current child protection procedures continue to be implemented across council. .3 Safeguarding concerns are monitored via the Designated Officers with trends and exceptions considered by the Safeguarding Panel in order to implement learning outcomes. .4 As part of the continuous improvement implementation plan, officers are reviewing current training requirements and related programmes and will present recommendations to the Safeguarding Panel in Q3. .5 AGRS supported the development of a responsibility matrix which is the basis of the continuous improvement plan. The cross council Implementation Group are finalising the plan and report on progress to the Safeguarding Panel. .6 Continued officer representation on the Belfast Child Protection Partnership, the Local Adult Safeguarding Partnership and the Local Government Network for Designated Officers. Also, Cate Taggart recently nominated as SOLACE representative to the new Regional Adverse Childhood Experiences Group.
.1	Establish BCC Safeguarding Panel to oversee the management of safeguarding practice across council and ensure that staff are compliant with policy and procedures and other statutory guidance						
.2	Review and produce operational safeguarding guidance in the form of procedures for use within the council and monitor their implementation and review annually						
.3	To monitor reported safeguarding concerns to ensure that reporting procedures have been followed and to implement any learning outcomes following investigation						
.4	To review and inform the overall corporate training needs of the Council in respect of Safeguarding						
.5	To comply with required internal audit requirements and implement any recommendations						
.6	To comply with required external audit requirements including the Safeguarding Board of NI (SBNi) audits and consultations, Local Adult Safeguarding Partnership's (LASP's) arrangements						
<b>4.4</b>	<b>Develop a suite of policies and strategies incl. events, drones and re-naming</b>					<b>SRO: Nigel Grimshaw</b> <b>Lead Officer(s)/ Updater: Kim Walsh</b>	.1 - .3 A list of key departmental policies is currently being collated and analysed. New policies in development are being monitored for progress.
.1	Review the suite of CNS departmental policies and identify those requiring reviewing or updating in 18/19 and any new policies to be developed.						
.2	Develop a plan to coordinate developing, reviewing and updating of departmental policies ensuring alignment to council-wide policy development where appropriate						
.3	Ensure and monitor the progress of policy development in CNS including new policy development such as events, drones and re-naming'						



<b>4.5</b>	<b>Develop a plan of work to ensure 'day one readiness' for Brexit</b>					<b>SRO: Nigel Grimshaw</b> <b>Lead Officer(s)/ Updater: Kim Walsh</b>	.1 A council-wide audit of potential impacts following Brexit has been carried out. These have been assessed for prioritisation. .2 .An action plan is being developed to explore and address priority concerns.
.1	Scope issues and identify key areas of focus for the CNS department						
.2	Develop an action plan ensuring alignment with council-wide approach						
.3	Implement action plan to ensure Day 1 readiness						
<b>4.6</b>	<b>Lead the transfer of the Houses of Multiple Occupation (HMO) Regulation from NIHE to Local Government</b>					<b>SRO: Siobhan Toland</b> <b>Lead Officer(s)/ Updater: Stephen Leonard</b>	.1 & .2 The plan is being implemented, and is reviewed at the monthly HMO Regional Programme Board meetings .3 A draft budget has been prepared for the new service and is currently being reviewed.
.1	Develop and agree the transition plan, to include: communications, ICT, fees, resources, processes, staff transfer						
.2	Profile the budget required for 2019/20						
.3	Implement the transition plan						

This page is intentionally left blank

## Appendix 2 Risk Update

<b>Risk Reference</b>	493	<b>Risk Name</b>	Waste Management (Corporate (new))
<b>Risk Description</b>	Failure to manage the city's waste against targets in an affordable manner.		

<b>Risk Owner</b>	Nigel Grimshaw	<b>Risk Updater</b>	Cormac Quinn
<b>Risk Type</b>	Strategic	<b>Risk Response</b>	Treat

Risk Evaluation		Initial	Current	Target
	<b>Likelihood</b>	5	4	3
	<b>Impact</b>	5	5	4
	<b>Risk Level</b>	<b>Severe</b>	<b>Severe</b>	<b>Major</b>

<b>Risk Causes</b>	Lack of Waste Infrastructure, lack of Diversion of Waste, Legislative Changes, World commodity price changes, Contractual cost variations, Contractor difficulties (bankruptcy, non-compliance with licence/planning conditions, market consolidation &c) NILAS Diversion Target are not met due to a Lack of Investment, lack of available resources (funding / vehicles and people), Procurement Challenges (Planning, Financing) increased waste growth,
<b>Source of Assurance</b>	Waste Program Board, NIEA Quarterly and Annual Audit, Waste Financial Plan, Waste Restatement, Waste Agenda Reviews, Waste Flow Model, Monthly senior management review meetings. Integrated Management System accreditation. Regular review meetings with Cleansing Services through monthly Inter-service meetings. Monthly meetings with arc21 at both Member and senior manager level. Additional ad hoc meetings between arc21 management team and CX and/or BCC Directors as needed. Regular review meetings held between Cleansing Services and FMU regarding fleet availability collaboration with industry leaders WRAP
<b>Any Other Information</b>	23/10/2018 Consultation closed awaiting report from consultants, SOS bring new legislation in November to NI Civil Service 24/07/2018 WPB Due 20/08/2018 Consultation end July 10 weeks. Arc21 Project NICS Decision appeal not upheld. 04/05/2017 Risk reviewed -WPB has met March 2018, Capital projects have been agreed as emerging projects and framework projects for year are being programed. 24/04/2017 Risk reviewed - Waste Agenda Framework approved by committee and council Jul 2017 24/04/2017 Risk reviewed - progress within actions and development of Waste Agenda Framework 01/12/2016 Risk reviewed - progress in actions

## Appendix 2 Risk Update

Key Controls in Place	Control Owner
1. Waste Programme Board - Governance and Oversight of Waste Performance to Recycling and diversion targets, Statutory obligation, Customer expectation and adequate financial controls (Quarterly Meetings are planned)	Nigel Grimshaw
2. Waste Framework - Action Plan outlining actions and targets to reduce disposal by landfill and increase recycling rates agreed. A robust performance management framework is in place to monitor activities and results forecast noted at SMT Team Meeting and WPIG /WPB.	Tim Walker
3. Waste Diversion Contract - This will be used until such times as the arc21 Residual Waste Treatment Project/Interim solution is delivered (long term options are dependent on the procurement of arc21 contracts).	Tim Walker
4. Contract Monitoring and Review - Contract Monitoring and Review - Contracts reviewed periodically based on potential risk of Duty of care and other NIEA requirements. This periodic review will also include a further assessment of risk to service delivery, damage to reputation and cost. Higher risk will determine a closer contract-monitoring plan. In line with AGRS recommendations, annual Waste Management Contract report presented to WPIG.	Brendan Murray
5. Waste Financial Controls - Review Analysis and forecasting of the MTFP and Waste Restatement Exercises conducted quarterly and tested with Management accounts for robustness Reviewed as part of Waste Programme Board	Cormac Quinn
6. Customer Service Standards - Key service standards for the waste collection service have been agreed. This will be subject to review as part of Change program	T Walker
7. Delivery of the service - Refuse collection processes and procedures in place, staff are trained in acceptable service delivery e.g. early morning collections in residential areas. Management review of routes / times, etc in place. All complaints are investigated and remedial action taken Relevant issues are considered at Monthly Inter-service meeting	John McConnell
8. Vehicle availability - Vehicle availability monitored daily with escalation of serious vehicle availability issues to the Director. Vehicle needs included within Capital programme annually. Vehicle needs and specification are agreed between collection and fleet sections each year. Vehicles purchased at appropriate time i.e. end of useable life	T Walker
9. Staff resources - Appropriate staffing framework to deliver the service determined and in place. Staff levels reviewed against work plans.	T Walker
10. Management systems - Management systems - The Service will maintain a standard equivalent to BS OHSAS 18001:2007 management system standard.	John McConnell
11. Health and Safety requirements - "Wires" audits are carried out for the waste collection service and the reports are reviewed and actions implemented.	John McConnell
12. Availability of suitability qualified drivers - Driving licences are checked twice per year. All non-production is investigated. Where incidents occur drivers are interviewed and action is taken where necessary, including re-training or disciplinary	John McConnell
13. Delivery of service to agreed standards - Performance Management embedded in Service Regular monitoring of performance along with employee review meetings including PDP system	John McConnell
14. Expenditure - Expenditure budget monitored and variance reviewed monthly. Controls on overtime are embedded within the service and overtime discussed with Trade Unions as necessary. Limits set by revenue estimates are provided to Managers for operational implementation	John McConnell

**Appendix 2 Risk Update**

15. Business continuity - Business Continuity strategy and plan in place for Waste Management and Cleansing Services, reviewed at least annually, with appropriate test completed.	T Walker
--	----------

Key Actions & Progress Updates						
ID	Action Description	Action Owner	Action Status	Original Impl. Date	Revised End Date	Progress Update Notes
3837	Based on the outcome the PAC relating to the DOE Ministers decision in regards to Arc21 Lead Residual Waste Treatment project.	Tim Walker	Partially Implemented	31/03/2017	28/02/2017	Last updated: 23/10/2018 11:19:29 - Awaiting new Legislation from Secretary of State for NI in regards to providing the ability for Civil Service to progress with significant decisions in the absence of ministers and a functioning assembly

## Appendix 2 Risk Update

<b>Risk Reference</b>	498	<b>Risk Name</b>	Safeguarding All Ages (Corporate (new))
<b>Risk Description</b>	Fail to safeguard children and adults from the risk of harm caused by abuse, exploitation and neglect when using Council facilities / attending Council events/or receiving Council services.		

<b>Risk Evaluation</b>		<b>Initial</b>	<b>Current</b>	<b>Target</b>
	<b>Likelihood</b>	4	3	2
	<b>Impact</b>	5	5	5
	<b>Risk Level</b>	Severe	High	Major

Key Actions to be Taken						
	Action Description	Action Status	Action Owner	Original Implementation Date	Revised End Date	
3864	1. Develop / seek approval of new policy framework for safeguarding all ages.	Agreed / Not Implemented	Israel Hontavilla	31/03/2017	30/06/2017 30/01/19	
	<b>Latest Update Note</b> <b>13/04/2018</b>	CMT approved the new BCC Safeguarding Assurance Framework which will consider and propose the new policy to SP&R (Sept 2018) The Safeguarding Panel have initiated work to develop the new policy framework, however due to resource gap, the revised timeline for CMT and subsequent committee consideration is January 2019				
3865	Communicate and implement new policy framework.	Agreed / Not Implemented	Israel Hontavilla	31/03/2017	31/10/2017 30/01/19	
	<b>Latest Update Note</b> <b>13/04/2018</b>	Implementation group established with Communications as a key element of the Action Plan. Draft AP to be considered by Safeguarding Panel (May 2018) The Implementation group are continuing to develop an Action Plan in line with the Responsibility Matrix agreed by the Safeguarding Panel on 14 <sup>th</sup> June. Communication is a key element of the Action Plan and will include actions to ensure awareness of the new policy and the associated training plan aligned to officer roles and responsibilities.				
3866	Based on the framework, review and agree officer Roles and Responsibilities (including representative on regional and city Safeguarding infrastructure).	Agreed / Partially Implemented	Cate Taggart	31/03/2017	30/06/2017 31/10/18	

## Appendix 2 Risk Update

	<b>Latest Update Note</b> <b>13/04/2018</b>	Currently reviewing safeguarding resource in council in order to present options to SROs in relation to officer requirements including representation on regional and city infrastructure. (May 18) Recruitment for a DO has been approved. In the interim time, the Play Development Officer is representing Council on existing networks and structures, ensuring up to date knowledge of current practice and participation on relevant city and regional bodies.			
3867	Review training requirements, develop, and agree relevant officer training programme.	Agreed / Not Implemented	Israel Hontavilla	31/03/2017	30/09/2017 30/01/19
	<b>Latest Update Note</b> <b>13/04/2018</b>	Implementation group established with officer training as a key element of the Action Plan. Draft AP to be considered by Safeguarding Panel (May 2018) The Implementation group are continuing to develop an Action Plan in line with the Responsibility Matrix agreed by the Safeguarding Panel on 14th June. A review of the required levels of training and scoping of existing materials is being carried out by current training providers in council and 'Keeping Safe' programme staff. This will be finalised by December 2018 and an options paper will be presented to the Implementation group by that date. Once agreed by the Safeguarding Panel, officers will develop and implement the new training plan from April 2019.			
3868	Implement an assurance framework to monitor, report and manage compliance with Safeguarding policy and practice.	Agreed / Partially Implemented	Israel Hontavilla	31/03/2017	30/06/2017
	<b>Latest Update Note</b> <b>13/04/2018</b>	Assurance Framework agreed by CMT. Joint SROs agreed as Nigel Grimshaw and John Walsh. Departmental Safeguarding Champions identified across council and these form the Safeguarding Panel which was established in March and will meet bi-monthly. Panel agreed to establish an implementation task and finish group to draft a responsibility matrix and implementation plan. Group representatives agreed and first meeting scheduled 18 April 2018. Safeguarding Panel and Implementation Group in place with annual meeting calendar and work plan in progress. The Responsibility Matrix has been approved and timelines are being drafted to ensure close monitoring of the different actions with regular progress reviewed by the SP.			

This page is intentionally left blank





<b>Subject:</b>	Proposal for naming new streets
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Ian Harper, Building Control Manager
<b>Contact Officer:</b>	Roisin Adams, Business Coordinator

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To consider application for the naming of new streets in the City.
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>Based on the information presented, the Committee is required to make a recommendation in respect of applications for naming new streets in the City. The Committee may either:</p> <ul style="list-style-type: none"> <li>• Grant the applications, or</li> <li>• Refuse the applications and request that the applicants submit other names for consideration.</li> </ul>

<b>3.0</b>	<b>Main report</b>									
	<u>Key Issues</u>									
3.1	The power for the Council to name streets is contained in Article 11 of the Local Government (Miscellaneous Provisions) (NI) Order 1995.									
3.2	Members are asked to consider the following applications for naming new streets in the City. The application particulars are in order and the Royal Mail has no objections to the proposed names. The proposed new names are not contained in the Council's Streets Register and do not duplicate existing approved street names in the City.									
3.3	<table border="1"> <thead> <tr> <th><b>Proposed Name</b></th> <th><b>Location</b></th> <th><b>Applicant</b></th> </tr> </thead> <tbody> <tr> <td>Castlehill Wood</td> <td>Off Castlehill Manor, BT4</td> <td>Coogan &amp; Co Ltd</td> </tr> <tr> <td>Napoleans Gate</td> <td>Off Shore Road, BT15</td> <td>M P Coleman Ltd</td> </tr> </tbody> </table>	<b>Proposed Name</b>	<b>Location</b>	<b>Applicant</b>	Castlehill Wood	Off Castlehill Manor, BT4	Coogan & Co Ltd	Napoleans Gate	Off Shore Road, BT15	M P Coleman Ltd
<b>Proposed Name</b>	<b>Location</b>	<b>Applicant</b>								
Castlehill Wood	Off Castlehill Manor, BT4	Coogan & Co Ltd								
Napoleans Gate	Off Shore Road, BT15	M P Coleman Ltd								
3.4	Coogan & Co have proposed Castlehill Wood with Castlehill Green and Castlehill Gardens for a second and third choice, as the new street name is located in the Castlehill area located off the Upper Newtownards Road.									
3.5	The developer has proposed Napoleon's Gate as the development has the Cave Hill as its backdrop and Napoleon's Nose is the main feature of the Cave Hill. Links View, has been proposed for the second choice as Fortwilliam Golf Club is beside the development and there are views of the grounds from several sites. Napoleon's Vale, has been proposed as the third choice for the same reasons given for the first choice proposal.									
3.6	<u>Financial &amp; Resource Implications</u> There are no Financial, Human Resources, Assets and other implications in this report.									
3.7	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> There are no direct Equality implications.									
<b>4.0</b>	<b>Appendices – Documents Attached</b>									
	None.									



<b>Subject:</b>	Proposal for dual language street signs
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Ian Harper, Building Control Manager
<b>Contact Officer:</b>	Roisin Adams, Business Coordinator

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To consider applications for the erection of dual language street signs for existing streets within the City.
<b>2.0</b>	<b>Recommendations</b>
2.1	As at least two thirds of the total numbers of persons surveyed in the streets are in favour of the proposal to erect a second street nameplate in Irish at Powerscourt Place and Essex Grove, the Committee is recommended to approve the applications.

<b>3.0</b>	<b>Main report</b>															
	<u>Key Issues</u>															
3.1	The power for the Council to consider applications to erect a second street nameplate in a language other than English is contained in Article 11 of the Local Government (Miscellaneous Provisions) (NI) Order 1995.															
3.2	Members are asked to consider the following applications to erect a second street nameplate showing the name of the street expressed in a language other than English. The second language is Irish.															
3.3	<table border="1"> <thead> <tr> <th>English Name</th> <th>Non- English Name</th> <th>Location</th> <th>Applicant</th> <th>Persons surveyed</th> </tr> </thead> <tbody> <tr> <td>Powerscourt Place</td> <td>Plás Chúirt an Pharaigh</td> <td>Off Essex Grove, BT7</td> <td>Councillor Séanna Walsh</td> <td>73</td> </tr> <tr> <td>Essex Grove</td> <td>Garrán Essex</td> <td>Off Ormeau Road, BT7</td> <td>Councillor Séanna Walsh</td> <td>29</td> </tr> </tbody> </table>	English Name	Non- English Name	Location	Applicant	Persons surveyed	Powerscourt Place	Plás Chúirt an Pharaigh	Off Essex Grove, BT7	Councillor Séanna Walsh	73	Essex Grove	Garrán Essex	Off Ormeau Road, BT7	Councillor Séanna Walsh	29
English Name	Non- English Name	Location	Applicant	Persons surveyed												
Powerscourt Place	Plás Chúirt an Pharaigh	Off Essex Grove, BT7	Councillor Séanna Walsh	73												
Essex Grove	Garrán Essex	Off Ormeau Road, BT7	Councillor Séanna Walsh	29												
	The translations were authenticated by Queens University, the approved translator for Belfast City Council.															
3.4	In accordance with the Council's policy for the erection of dual language street signs surveys of all persons appearing on the Electoral Register for the above streets were carried out and the following responses were received.															
3.5	<p><b>Powerscourt Place, BT7</b></p> <p>49 people (67%) are in favour of the erection of a second street nameplate  24 people (33%) did not respond to the survey</p>															
3.6	<b>Essex Grove, BT17</b>															
3.7	23 people (79%) are in favour of the erection of a second street nameplate 6 people (21%) did not respond to the survey															
3.8	The Council's policy on the erection of a second street nameplate requires that at least two thirds (66.6%) of the people surveyed must be in favour of the proposal to erect a second street sign in a language other than English.															

3.9	<p><u>Financial &amp; Resource Implications</u></p> <p>There is a cost of approximately £500 to cover the cost of the manufacturing and erection of the dual language street signs. The cost for these street signs has been allowed for in the current budget.</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p>
3.10	<p>There are no direct equality/rural needs implications.</p>
4.0	<p><b>Appendices – Documents Attached</b></p>
	<p>None.</p>

This page is intentionally left blank



<b>Subject:</b>	Waste Collection Update
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director City & Neighbourhood Services Department
<b>Contact Officer:</b>	Siobhan Toland, Director City Services Tim Walker, City Services (Resources & Fleet) Manager

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To provide Members with an update in relation to: <ul style="list-style-type: none"> <li>(i) the processes and procedures that continue to be implemented to enhance the waste collection service;</li> <li>(ii) the actions included in the high level Waste Collection Improvement Plan, which has been developed to address productivity and performance issues; and</li> <li>(iii) the call handling procedures used in relation to waste collection requests for service -and in particular call, waiting times during August 2018.</li> </ul>
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to <ul style="list-style-type: none"> <li>• note the continued interventions implemented to maintain the performance improvements of the waste collection service, together with progress in relation to</li> </ul>

	<p>the actions included in the Waste Collection Improvement Plan, and the Organisational Development Unit review of the commercial waste function.</p>
2.2	<p>Members are also asked to note the processes and actions that have been implemented to improve call handling in relation to waste collection calls and the proposed future, enhanced and innovative approach to customer focus across the council.</p>
2.3	<p>As Members will be aware, it was previously agreed that future update reports would be provided on a three monthly basis. Given the positive impact interventions introduced to date have achieved to improve the performance of the Waste Collection Service, the Committee is asked to approve the recommendation that, future Waste Collection update reports be presented to Members on a six monthly basis.</p>
<b>3.0</b>	<b>Main report</b>
	<p><u>Key Issues</u></p> <p><u>Waste Collection Customer Call Handling and Management Interventions</u></p>
3.1	<p>The volume of waste collection calls directed into the Customer Contact Centre have returned to normal levels (approximately 11,000 calls per month) as a result of the management interventions and improved processes which have been implemented during the past fifteen months.</p>
3.2	<p>Over the course of a full year the Council completed 8.5 million domestic waste collections. Of these collections, around 12,000 can be attributed to missed collections which were due to a number of reasons, including unrepresented waste receptacles, restricted vehicle access, vehicle breakdowns and unforeseen circumstances such as snow and ice.</p>
3.3	<p>Management information reports continue to be generated, which enable targeted and timely operations to be carried out and proactively deal with service requests in relation to missed bins and missed assisted lifts.</p> <p>The production of comprehensive daily waste collection analysis reports by assistant managers and operational squads continue to provide accountability, improved communication and increased productivity, which supports prompt resolution of customer enquiries.</p>
3.4	<p>Resolving accessibility problems on some waste collection routes remains an issue. Given the access difficulties of certain locations it will take some time to achieve sustainable</p>



solutions. Discussions are ongoing with the Transport NI Enforcement Team to explore viable possibilities which include installing double yellow lines, enforcement action and adjustments in collection times. Additionally, options in relation to using smaller RCVs on specific collection routes are being considered, as these vehicles have the ability to manoeuvre more easily on challenging routes, but this is dependent upon the availability of the limited number of these types of vehicles.

3.5 Members will be aware that the current waste collection fleet is aged, frequently resulting in vehicle breakdowns, which will impact negatively on collections. Options are being explored, where possible, to replace vehicles on a like-for-like basis with modern alternatives, and will include hybrid vehicles in due course.

3.6 Regular communications between the senior management forum, the waste collection management team and the trade unions continues to take place, which ensures that priority issues are considered and addressed in a timely basis. This process supports the delivery of a high quality, responsive and flexible service which meets customer need.

#### Waste Collection Improvement Action Plan

3.7 Having started in the Council over the summer, the Logistics Manager continues to focus on the waste collection improvement plan. An update in relation to the key actions required to address productivity and performance issues, is detailed in the following points.

- The review in relation to the administrative support arrangements for waste collection operational staff, is continuing. Time spent on the ground supervising waste collection operations by operational staff remains at an increased level and will continue whilst the squad productivity initiatives are implemented for the remainder of 2018-2019.
- The information gathered in relation to waste collection squad productivity is now being discussed with individual squads and improvement plans have been identified on an individual squad basis for many of the squads. This review covers all types of waste - general, recyclable and food/ organic. This phase is due to complete in January 2019. Where possible incremental improvements are being introduced immediately, with a final improvement plan to balance all routes to follow. This may necessitate some further changes to collection timetables in order to maximise efficiencies.

- A review of Commercial Waste productivity is underway. Base data is being collected and sent to the route optimisation software provider for input. The results will be analysed by the Waste Collection Management team and an action plan will be drawn up to implement any agreed efficiency improvements.

Customer Contact Centre Call Handling August 2018

- 3.8 Following a query raised at the August 2018 Committee in relation to waste collection customer call waiting times, enquiries have been completed to explore the reasons attributing to increased call handling times.
- 3.9 Members should note that, during the period April to August 2018, the Customer Contact Centre received an exceptionally high number of calls in relation to bulky waste collections, and wasps. During this period, the volume of bulky waste collection calls increased by 57% and the volume of calls regarding wasps increased substantially, resulting in call answering delays.
- 3.10 It is acknowledged that requests for service regarding wasps are seasonal, generally peaking in August and therefore can explain the significant escalation in such service requests during this period. Additionally, the particularly warm weather during the 2018 summer period, is likely to have contributed to a greater increase in wasp -related calls this year.
- 3.11 The call duration time in relation to dealing with wasp related service requests is considerably longer than other types of service requests, with an individual call duration lasting up to ten minutes. As a result, during August 2018, call durations were of considerable length, with the Customer Contact Centre operatives being occupied for longer periods of time than normal, subsequently leading to longer call handling times for all calls.
- 3.12 At this point, immediate corrective action was taken and a voicemail was activated explaining to customers that, potentially the call waiting time could be up to twenty minutes. To proactively improve customer call experience, customers were invited to leave a voice mail message or where appropriate, directed to Council's website, to access their service request.

3.13	This issue has subsequently been resolved, with the volume of all calls received by the Customer Contact Centre and call handling times returning to normal levels (as outlined in 3.1).
3.14	In order to proactively avoid similar delays recurring in the future, from 15 October, all calls in relation to wasps have been transferred to the Pest Administration Team.
	<u>Proposed Future Customer Focus Approach</u>
3.15	Members will be aware of the Corporate Customer Focus Project established to review current customer contact channels and structures, with a view to defining a future corporate approach to customer contact and ultimately enhance customer experience.
3.16	An extensive programme of internal and external engagement, as well as wide-ranging research, has informed the development of draft guiding design principals, which if agreed will be used to shape options for delivery and will provide a frame of reference for future decision making in relation to customer focus. These design principals focus on a consistent joined up corporate approach, underpinned by customer service standards which are customer centric to enhance customer experience, whilst improving the efficiency of our processes to support the scale of growth required to meet the Belfast Agenda.
	<u>Financial &amp; Resource Implications</u>
3.17	At this time there are no negative financial or resource implications associated with this report. Any future route optimisation rebalancing exercises and asset implications arising from the implementation of the Waste Framework may however result in financial and resource implications at a future date.
	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.18	At this time there are no equality, good relations or rural needs assessment implications associated with this report.
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None.

This page is intentionally left blank



<b>Subject:</b>	Requests for The use of Alderman Tommy Patton Playing Fields, CS Lewis Square & Botanic Gardens.
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director of City & Neighbourhood Services
<b>Contact Officer:</b>	Rose Crozier, Director of Neighbourhood Services

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	<p>The Committee is asked to note that the Council has received requests from: <b>Apprentice Boys of Derry</b> to host their “Annual Easter Monday Demonstration” at Alderman Tommy Patton Playing Fields on Monday 22 April 2019, from 9am to 2pm.</p> <ul style="list-style-type: none"> <li>The event will result in the closure of Alderman Tommy Patton Playing Fields.</li> <li>Organisers wish to undertake charity collections during the event.</li> </ul>
1.2	<p><b>Belfast Junior Orange County</b> (Orange Order of Belfast) to host their “Annual Easter Tuesday Parade” at CS Lewis Square on Tuesday 23 April 2019, from 10am to 4pm.</p> <ul style="list-style-type: none"> <li>The event will result in the closure of CS Lewis Square.</li> </ul>

1.3	<p><b>The Grand Opera House</b> to hold a Family Festival at Botanic Gardens on Friday 23 July – Sunday 26 July 2020 and the use of a Big Top Circus Tent for a series of family circus shows and their hugely popular summer Youth production of the musical Barnum. The grand opera house have requested dates from Friday 31 July – Sunday 16 August 2020.</p> <ul style="list-style-type: none"> <li>• The event will result in the closure of an area of the Great Lawn of Botanic Gardens</li> <li>• The organisers will charge an admission fee</li> </ul>
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>The Committee is asked to approve ;</p> <ul style="list-style-type: none"> <li>(i) the Apprentice Boys of Derry’s “Annual Easter Monday Demonstration” at Alderman Tommy Patton Playing Fields on Monday 22 April 2019 ;</li> <li>(ii) the Belfast Junior Orange County’s “Annual Easter Tuesday Parade” at CS Lewis Square on Tuesday 23 April 2019 ; and</li> <li>(iii) the Grand Opera House events on Saturday 23 and Sunday 24 July 2020 and a new proposed plan for use of a big top family circus show restricted to a maximum of 7- 8 days between Friday 31 July - 16 August 2020.</li> </ul> <p>subject to the completion of the appropriate Event Management Plans and satisfactory terms being agreed by the Strategic Director of City &amp; Neighbourhood Services and on the condition that the Event Organisers:</p> <ul style="list-style-type: none"> <li>▪ resolves all operational issues to the Council’s satisfaction;</li> <li>▪ meets all statutory requirements including Public Liability Insurance cover, Health and Safety, and licensing responsibilities; and</li> <li>▪ shall consult with adjoining public bodies and local communities as necessary.</li> </ul> <p>In relation to the Grand Opera House Event. The organisers of this will also be required to:</p> <ul style="list-style-type: none"> <li>▪ Obtain the necessary permission for pyrotechnics</li> <li>▪ Obtain a sale of alcohol license</li> <li>▪ Enter into an appropriate legal agreement</li> <li>▪ Process the timely payment of the agreed charges and bonds as required in the legal agreement</li> <li>▪ Grant authority to the Strategic Director of City and Neighbourhood Services to <ul style="list-style-type: none"> <li>- negotiate an appropriate fee for use of Botanic Gardens taking into account costs to the Council, minimising negative impact on the immediate area but also the potential wider benefit to the city economy.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- to write to the promoters and advise that Council reserves the right to introduce a 'social clause' into any future legal agreements at any time (subject to Council approval of such a policy).</li> </ul>
<b>3.0</b>	<b>Main report</b>
	<u>Key Issues</u>
3.1	<p><b>Apprentice Boys of Derry</b></p> <p>The organisers intend to bring food vendors to the event. Organisers estimate that 2,500 people will attend the event. Organisers wish to undertake charity collections during the event. Organisers will provide toilets, first aid cover and stewards for the event. Set up and assembly of bands will commence at 9am, with the main parade leaving at 12.30pm. The event will be dismantled and the site will be clear by 2pm.</p> <p>The event will result in the closure of Alderman Tommy Patton Playing Fields.</p>
3.2	<p><b>Belfast Junior Orange County</b></p> <p>The organisers intend to bring food vendors, market stalls and street entertainers to the event. Organisers estimate that 500 people will attend the event. Organisers will provide toilets, first aid cover and stewards for the event. Set up will commence at 10am, with the main event taking place between 1pm and 3.30pm. The event will be dismantled and the site will be clear by 4pm.</p> <p>The event will result in the closure of CS Lewis Square.</p>
3.3	<p><b>The Grand Opera House</b></p> <p>In January 2020 the Grand Opera House will close for a major restoration and development project. Therefore, the organisers have planned a series of outreach and community engagement events in Belfast and beyond.</p> <p>The organisers wish to hold both a Family Festival and a Big Top Circus event at Botanic Gardens. The organisers intend to charge for admission to their event both online and on site. The events will include food vendors, general children's entertainment, pyrotechnics, and the erection of a stage and marquees.</p> <p>Set-up for the Family Festival will be on Thursday 23 July and the event will be dismantled on Monday 27 July. Set-up for the Big Top Circus is proposed to be Friday 31 July and the event will be dismantled on Sunday 16 August. Officers have been in contact with the Grand</p>

3.4	<p>Opera House and have outlined concerns regarding the amount of time that the Great Lawn would be under cover with the subsequent damage to the lawn and have therefore restricted the amount of days the Big Top Tent can be erected to 7-8 days, dependent on weather conditions. The Grand Opera House accept this condition and are reprogramming their timings and use of the Big top tent in line with this stipulation.</p> <p>Organisers envisage 500 visitors to attend the Family Festival and 4,000 to attend the Big Top Circus.</p> <p>The event will result in the closure of part of the Great Lawn of Botanic Gardens, will have alcohol on sale and will be charging the public for admission.</p> <p><u>Financial &amp; Resource Implications</u></p> <p>There are no financial implications from the Apprentice Boys of Derry event and the Belfast Junior Orange County event.</p> <p>For the Grand Opera House the promoter will be required to provide:</p> <ol style="list-style-type: none"> <li>1. A fee (to be agreed between the Strategic Director and City and Neighbourhood Services and the promoter)</li> <li>2. A bond of intent to be paid to the council which would be retained in the event of a concert being cancelled; and</li> <li>3. Full ground reinstatement cost to be met by the promoter, subject to a bond being paid.</li> </ol> <p>It is also envisaged that the fee charged will meet any additional staff costs.</p>
3.5	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <p>There are no known implications.</p>
4.0	<p><b>Appendices – Documents Attached</b></p>
	<p>None</p>





<b>Subject:</b>	Pride of Place 2018
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director, City and Neighbourhood Services Department
<b>Contact Officer:</b>	Catherine Taggart, Neighbourhood Services Manager Brian Kelly, Community Services Unit Manager

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	To update Members on the results of the Pride of Place Competition 2018 and outline a potential selection process for 2019 entries.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to <ul style="list-style-type: none"> <li>i. note the contents of the report and the continuing success of the Council's nominated groups in the competition and</li> <li>ii. approve the development of a new nomination and selection process and note that a further report will be presented to committee outlining options.</li> </ul>

<b>3.0</b>	<b>Main report</b>
3.1	The Pride of Place competition has been supported by Belfast City Council for a number of years with officers in Community Services taking the organisational lead in the selection and preparation of entrant groups. The competition is run by Co-operation Ireland, in partnership with the All Island Local Authority Steering Forum, which encourages strategic and sustainable approaches to cross-border co-operation by Local Authorities.
3.2	The competition recognises and celebrates the vital contributions that community partnerships make to society. The focus is on people coming together to shape, change and enjoy all that is good about their local area.
3.3	<p>This year Council nominated five groups:</p> <ol style="list-style-type: none"> <li>1. <b>Bloomfield Community Association</b> - Urban Neighbourhoods under 1,000</li> <li>2. <b>Markets Development Association</b>- Urban Neighbourhoods between 1,000-2,000</li> <li>3. <b>Benview Community Centre</b>- Urban neighbourhoods over 2,000</li> <li>4. <b>The Maureen Sheehan Centre</b>- Community Wellbeing Initiative-</li> <li>5. <b>The Three Faiths Initiative</b>- Communities Reaching Out Initiative</li> </ol>
3.4	Four of which progressed to the Judging stage in August. Benview Community Centre withdrew from the process.
3.5	<p>At the Gala Awards Ceremony held in Cork City Hall on 17<sup>th</sup> November 2018, two of the Council nominees were successful.</p> <ul style="list-style-type: none"> <li>• <b>Markets Development Association</b> were the Overall Winners in their category and</li> <li>• <b>Bloomfield Community Association</b> were Runner up in their category.</li> </ul>
3.6	The judges were impressed with the level of work, commitment and standards of all our nominations. A press release from Co-operation Ireland is contained in Appendix 1
	<b><u>Pride of Place 2019</u></b>
3.7	In previous years seeking Council nominations for the Pride of Place awards required a very quick turnaround between receipt of the nomination forms and return of the completed application to Co-operation Ireland: usually 6 weeks. This short time-frame is limiting in order to offer officers sufficient time to identify, select, and complete the applications, present for approval to committee and submit to the organisers.

3.8	To date nominations have come primarily from community service officers recommending potential organisations who meet the broad award criteria and have capacity to compete in the competition. As noted, we have been participating in the Pride of Place Awards for over 12 years and its becoming increasingly more difficult to find organisations willing to participate.
3.9	Given the difficulties of a short turn-around nomination and selection process, and the reducing pool of organisations who have sufficient capacity to compete for the awards, officers wish to develop a more robust process across a number of council services.
3.10	The process has yet to be developed but should entail: selection criteria, a short expression of interest form to be completed by the group; follow up development discussions with the group in advance of an assessment panel who will present recommendations for Committee Approval. It is anticipated that this process will be designed by January with a further report being presented to committee.
3.11	Should Committee decide to progress with participation in the 2019 Pride of Place Competition, the nomination process will have been implemented and potential organisations identified and assessed in time for advance consideration by Committee within the application deadline.
	<u>Financial &amp; Resource Implications</u>
3.12	Any related costs have been included within service revenue estimates.
	<u>Equality or Good Relations Implications/Rural Needs Assessment</u>
3.13	None.
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix 1: Co-operation Ireland Press Release.

This page is intentionally left blank

## **Appendix 1: Press Release from Co-operation Ireland**

---

### **Market area of Belfast triumphs in Pride of Place awards**

The Market area of Belfast was one of the winners at the annual IPB Pride of Place awards held on Cork City Hall on Saturday evening (November 17).

The organisation was awarded top prize in the Best Urban Neighbourhood Neighbourhood/Village with a population of 1000-2000.

Members of the Market Development Agency joined with 800 community heroes from across the country at the awards which are operated in association with peace building charity Co-operation Ireland.

The judges citation read:

“The judges were very impressed with the commitment and vision of this Association. They drew up a local plan with the aim to establish the area into a place where people would want to live, work and socialise.

“The plan is centred on the well-being of all residents and threaded throughout is its main theme of CONNECTIVITY.

“The Association has four full time staff and a team of volunteers and their plan is currently going through the consultation process. This is a superb example of local empowerment and initiative to encourage economic development and employment.”

Bloomfield in east Belfast came runner up in their category of Best Urban Neighbourhood/Village with a population of 1000-2000.

The Pride of Place awards, described as the ‘Oscars of the Community Sector’, celebrates the often unsung work of community groups that selflessly work to make local neighbourhoods a better place to live in, work in or visit.

Organised by Co-Operation Ireland and sponsored by IPB Insurance, the Pride of Place awards sees the country's local authorities, on both sides of the border, nominate outstanding projects that contribute to civic pride.

Lord Mayor of Cork, Cllr Mick Finn said: "Cork has a strong tradition of volunteerism and community action and we are delighted to be partners in the Pride of Place competition. The Gala Awards evening is a unique opportunity to celebrate the best in community development and recognises the invaluable efforts of those who glue our communities together".

Tom Dowling, Chairperson of Pride of Place, expressed his delight "that after 16 years the competition continues to embed itself in the very heart of the Island of Ireland's communities and gives them the opportunity to highlight the proud and amazing achievements of their place directly to the judges. I wish them continued success and we are all looking forward to meeting all the nominated groups for a great night in the wonderful exciting city of Cork"/

Peter Sheridan Chief Executive of Co-operation Ireland said: "Pride of Place deserves its position as one of the most prestigious community awards on the island of Ireland and Co-operation Ireland is delighted that it continues to go from strength to strength.

"From Donegal through Northern Ireland and in counties all the way to Cork, communities have been reaping the rewards of the hard work carried out by the community groups who make Pride of Place what it is."

Chairman of IPB Insurance George Jones said: "Pride of Place is an important platform as it recognises those who give freely of their time to make where they come from a better place to live and work. It is clear that working together and getting things done increases people's pride in where they live and in turn helps build vibrant sustainable communities."

ENDS



This page is intentionally left blank





<b>Subject:</b>	Winter preparedness for people sleeping rough in Belfast
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director of City & Neighbourhood Services
<b>Contact Officer:</b>	Valerie Brown, City Services Manager City & Neighbourhood Services

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

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

1.0	Purpose of Report or Summary of main Issues
1.1	The purpose of this report is to outline the multiagency arrangements in place to support rough sleepers and other vulnerable individuals over the winter period and to bring to Committee's attention the Belfast Health and Social Care Trust's intention to establish a homeless support hub in Belfast.
1.2	On 6 <sup>th</sup> November, the NI Housing Executive undertook an annual overnight street count of people sleeping rough in Belfast. Sixteen people were encountered on the street between the hours of 2.00am and 5.00am. Street counts provide a snapshot of people who are bedded down or about to bed down on the night of a count.

1.3	All of the sixteen people encountered were known to services. One had their own home and of the remaining 15 people, all were either known by or engaged with staff conducting the street count with only two accepting an offer of temporary accommodation on the night.
1.4	Many of the people identified as chronically homeless, including people who sleep rough, are characterised by chaotic lifestyles and poor health and well-being. It is typically difficult for these individuals to engage with services and they often decline offers of assistance.
<b>2.0</b>	<b>Recommendations</b>
2.1	Committee is asked to; <ul style="list-style-type: none"> <li>• Note the existing services provided for homeless people and rough sleepers in the city and the additional arrangements in place to support these individuals during winter months, in the form of shelter and associated services.</li> </ul>
<b>3.0</b>	<b>Main report</b>
3.1	<p><u>Key Issues</u></p> <p><b>Existing Services</b></p> <p>Services either offered or funded by the NI Housing Executive within Belfast for tackling homelessness include:</p> <ul style="list-style-type: none"> <li>➤ The provision of day-time and night-time street outreach services;</li> <li>➤ A day centre that can provide support services for up to 100 vulnerable people;</li> <li>➤ The provision of 26 crash beds and a night time reception service;</li> <li>➤ A wet hostel for up to 23 people;</li> <li>➤ 70 units of intensively managed emergency accommodation;</li> <li>➤ The provision of 11 direct access hostels comprising 348 units;</li> <li>➤ 10 hostels of family accommodation with 237 units;</li> <li>➤ Almost 400 private let properties</li> </ul>
3.2	<p><b>Winter Preparedness</b></p> <p>The Housing Executive's Supporting People team is taking a lead in winter preparedness for the homeless sector and has put in place the following arrangements:</p> <ul style="list-style-type: none"> <li>➤ Distribution of specific winter warmth packs for those on the streets through Council for the Homeless</li> </ul>

- Established communication networks with community and voluntary service providers (NIHE led) raising awareness of weather warnings and requesting preparedness
- Enhanced outreach services if needed (with support from other frontline organisations including Council) to encourage those on the street to take shelter in the facilities provided.
- Enhanced tolerance levels in crisis accommodation and hostel accommodation to ensure those with more challenging behaviours (who may have been excluded from hostels for past behaviour) have access to shelter during severe weather
- Crisis accommodation (Annsgate, etc.) have the ability to provide temporary beds to provide shelter for all those wanting to access it

#### **City Centre Animation Project**

3.3 Council Officers are liaising with NIHE regarding rough sleepers, with a view to preventing further vulnerability.

#### **Additional Services**

3.4 The Policing and Community Safety Partnership and Public Health Agency continue to fund the Street Injectors Support Service and the Dual Diagnosis Service, both of which, alongside the Drug Outreach Team, support individuals with complex addiction and mental health needs. BCC's Community Safety team continues to work closely with these services and the Safer Neighbourhood Officers working patterns have been extended to cover 11.00am-7.00pm, with a focus on the city centre and supporting vulnerable individuals.

#### **Healthcare Hub for the Homeless**

3.5 A new hub providing health and social care services for the homeless is to be opened in the near future in Belfast. It will be led by Belfast Health and Social Care Trust (BHSCT). The aim of the Hub is to bring services out of the clinic setting and into the community and on to the streets, to wrap care around the people who need it most, where they need it. This will include physical and mental health care and addiction services for those sleeping rough or in hostel accommodation. The pilot will run for an initial 18 months with an investment of £225,000 from the Department of Health's transformation fund and will build upon the existing BHSCT homeless public health nursing service and services provided by the voluntary sector. A senior nurse with considerable experience of working in the homeless sector is leading the initiative, designed to help inform future service development. The location of the new hub has still to be decided, however the Trust is

	<p>continuing to work on this and is endeavoring to have it up and running as early as new year.</p>
3.6	<p>These extended services will include a GP and an outreach nurse coming into the hub two days a week, a dentist and a podiatrist on site for half a day and a senior outreach nurse employed for an additional day. It is understood that a bid has also been put in for funding for a mental health nurse practitioner to be located in the new hub.</p>
	<p><b>Service Development</b></p>
3.7	<p>Belfast City Council is working with the Public Health Agency and other partners on a targeted co-ordinated short-term (6-9 months) piece of work to address the needs of injecting drug users, particularly within the city centre. This work will have a particular focus on improving communication and co-ordination amongst services funded to work with these individuals and the wider homeless / at risk of homelessness population within the city and is connected to longer-term strategic actions to tackle health inequalities under the governance of the Living Here Board.</p>
	<p><u>Financial &amp; Resource Implications</u></p>
3.8	<p>The cost of the extended hours worked by the Safer Neighbourhood Officers in the city centre is included within the emergency budget established to support recovery from the Primark fire. All other work with partners is within existing revenue budgets.</p>
	<p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p>
3.9	<p>There are no particular equality or good relations issues associated with this report.</p>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None.



<b>Subject:</b>	Belfast Youth Forum update
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director City & Neighbourhood Services,
<b>Contact Officers:</b>	Cate Taggart, Neighbourhood Services Manager Áine Hargey, Young People's Coordinator

<b>Restricted Reports</b>	
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"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The purpose of this report is to provide an update on the ongoing work of Belfast City Council's Youth Forum (BYF) as well as the Children and Young People Unit's 'Ur City 2' fund.
1.2	The paper presents the main developments in BYF work, mainly: <ul style="list-style-type: none"> <li>• BYF recruitment and induction</li> <li>• BYF campaign areas</li> <li>• BYF mental health campaign</li> <li>• Formalising BYF participation structures</li> </ul>

	The paper also provides an update on Council's 'Ur City 2' fund for Children and Young people.
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>Permission from Members is sought for the following:</p> <ul style="list-style-type: none"> <li>i. For BYF member's to present their mental health research report findings and recommendations to P&amp;C Committee at the next available date;</li> <li>ii. Permission for Council to support NI Youth Forum's funding application to Children in Need for an 'Elephant in the Room' project worker by acting as a referee in this process and committing £10,000 over the next three years to support this project. This decision requires no additional money and will come from the Young People's Coordinator budget, which is dedicated to BYF work.</li> </ul>
2.2	<p>Members are asked to note the main developments and updates in the paper, particularly in relation to:</p> <ul style="list-style-type: none"> <li>1. BYF recruitment and induction;</li> <li>2. Updates on the Elephant in the Room project;</li> <li>3. Formalising youth participation structures; and</li> <li>4. The Ur City 2 fund.</li> </ul>
<b>3.0</b>	<b>Main report</b>
	<u>Key Issues</u>
3.1	<p><b>Youth Forum Recruitment</b></p> <p>Young people on the BYF serve a 2 year term and in June the 2018-2020 recruitment process was completed with over 100 young people applying and taking part in taster sessions and interviews to be selected as members. A total of 40 young people were selected to join the BYF (4 young people per DEA). A celebration event was held with the Lord Mayor in City Hall in September to mark the end of the term for the 2014-16 members and welcome the new members and their families.</p>
3.2	<p><b>Youth Forum Induction</b></p> <p>Since September our new young people have been settling in and learning about their new role. During their induction from Sept-Dec 2018 they are exploring the following areas with BCC staff:</p>

	<ul style="list-style-type: none"> <li>• Team building and getting to know each other;</li> <li>• Vision for next 2 years;</li> <li>• Human rights;</li> <li>• The powers of local and regional government;</li> <li>• Council Structures and decision making ;</li> <li>• How to engage effectively with Cllrs and decision makers.</li> </ul>
3.3	<p>Young people also held their first full Forum meeting in the Council Chamber and met with the Lord Mayor as part of their induction.</p>
3.4	<p><b>Youth Forum Campaigns</b></p> <p>In November BYF members attended a weekend residential in Greenhill YMCA Newcastle to plan their work for the next 2 years. Young people voted to work on the following issues:</p> <ul style="list-style-type: none"> <li>• Mental Health (a continuation of their <i>Elephant in the Room</i> work);</li> <li>• Relationship &amp; sexual health education;</li> <li>• The experiences of young immigrants living in Belfast.</li> </ul>
3.5	<p>An update on the Elephant in the Room will be provided in this paper and over the coming months the young people will be exploring their other selected issues and will be forming projects around these.</p>
3.6	<p><b>Poverty</b></p> <p>Members will remember the BYF poverty report, 'Poverty: it's not a choice', launched in City Hall in May 2017. Young people made a number of recommendations in this report and in October 2018 BYF members took part in a poverty workshop with Members and the Joseph Rowntree Foundation. BYF work in this area remains ongoing.</p>
3.7	<p><b>Elephant in the Room</b></p> <p>On 4<sup>th</sup> October the BYF launched their 'Elephant in the Room' (EITR) mental health research report in Stormont. This project was completed in partnership with young people from the NI Youth Forum and the Children's Law Centre and saw the young people</p>

involved conduct surveys and focus groups that engaged almost 1,300 young people NI wide. The data collected was then used to create a research report and make recommendations to Government about the future of mental health advice and support for young people.

i. *Key findings*

3.8 The report is called 'Elephant in the Room: Exploring young people's awareness of mental health in Northern Ireland.' A summary of key findings follows:

- The findings can be broken down into three broad themes:

1. Stigma
2. Safe Spaces
3. Schools and information

- 3.9
- Overwhelmingly young people reported that there is a huge negative stigma attached to mental health which in turn leads to a 'culture of silence' where young people are afraid to talk about mental health.
  - Added to this, young people reported not having the language to be able to talk about mental health and there being no safe spaces available to talk about it.
  - Young people also said that conversations about mental health are adult led and that often this results in the focus of conversations being narrowed and excludes young people.
  - Young people said social media has a huge negative impact on their mental health and is damaging.
  - Young people said they need access to safe, reliable and *consistent* mental health information and advice.
  - Young people said they receive little to no information and support on mental health and wellbeing in schools and this needs to change.



	<p>ii. <i>Young people's recommendations</i></p> <p>3.10 A key part of the youth-led focus groups involved asking young people what solutions they would like to give to Government in the campaign to promote positive mental health and wellbeing. Young people gave many new and creative ideas. BYF members analysed these and used them to create the following recommendations for Government:</p> <ol style="list-style-type: none"> <li>1. Support the creation of a youth led mental health campaign challenging the culture of silence and negative stigma. As part of this, work with young people to create a new and positive language around mental health by creating a mental health dictionary.</li> <li>2. Engage with young people to create and fund safe digital solutions to receive mental health information and support. These solutions should be designed by young people for young people.</li> <li>3. Create a compulsory curriculum programme for all schools and colleges on mental health and wellbeing that helps to raise awareness and challenge stigma and that allows young people to access consistent mental health information. This programme should be long term and embedded in schools.</li> </ol> <p>iii. <i>Next steps</i></p>
3.11	<p>Now that the report is launched, the BYF and our partner organisations will begin work in two areas:</p> <ol style="list-style-type: none"> <li>1. <i>Awareness raising campaign with young people:</i> <ol style="list-style-type: none"> <li>a) A young people's wellbeing day linked to EITR is being planned for late January 2019 in Girdwood Community Hub.</li> <li>b) Our partner organisation, NI Youth Forum, has applied for funding from Children in Need to employ a full time EITR project worker to roll out a regional youth led EITR mental health campaign.</li> </ol> </li> </ol>

- c) This report seeks permission from Members for Council to act as a referee in this application and to pledge £10,000 in financial support over the next three years to support this project (£3,333 per annum). This money will come from the existing Young People's Co-ordinators budget.
- d) The original EITR research project was joint funded by Council and Big Lottery. The project has now been shortlisted for Big Lottery's 'People's Choice' awards and if successful will win £50,000 to be spent over the next year on rolling out the EITR campaign.

2. *Engaging with decision makers around report recommendations:*

- a) Requests have been made for the young people from BYF, NI Youth forum and Children's Law Centre to present their report to the All Party Working Groups on Health and Children & Young people.
- b) In January 2019 there will be an engagement night in City Hall between key decision makers and young people, hosted by BYF.
- c) This report seeks permission for BYF members to present their report findings and recommendations to People & Communities Committee at the next available date.

3.12 **Formalising our youth participation structures**

The Assembly Commission is currently carrying out a scoping exercise for a future NI Youth Assembly. As part of this work, Commission staff are reviewing current youth participation structures that exist and have therefore been engaging with Council staff, at the request of the NI Commissioner for children and young people (NICCY), to gather information on our BYF model.

3.13 Council's BYF is widely regarded as a model of best practice in NI, both in terms of innovative practice with young people and in providing effective pathways for young people to express their views. In order for this practice to continue and develop, it is important to reflect and seek ways to continually improve on our participation offer.

3.14 The Lundy Model of Child Participation, developed by Laura Lundy, Professor of International Children's Rights at Queen's University Belfast, provides a way of conceptualising a young person's right to participation as laid down by Article 12 of the United Nations Convention on the Rights of the Child. The model is intended to focus

decision makers on the distinct, and interrelated, elements of the provision of participation rights and to facilitate decision makers' abilities to do this well. It is endorsed as a model of best practice by NICCY. There are 4 elements to the Lundy Model, which have a rational chronological order:

1. **Space:** Children/young people must be given safe, inclusive opportunities to form and express their views.
2. **Voice:** Children/young people must be facilitated to express their views.
3. **Audience:** The view must be listened to.
4. **Influence:** The view must be acted on, as appropriate.

3.15 Currently Belfast City Council, via the BYF, excels in facilitating elements 1 and 2 (Space & Voice). However, in terms of elements 3 and 4 (Audience & Influence), there is a need to formalise these parts of our participation structures within the organisation and strengthen our offer to young people. If we are to continue to be regarded as innovative and a regional leader in terms of youth participation, then it is important for Council to develop and agree on formal pathways for the BYF to feed their work into Council decision makers and into our decision making structures, and for Council to track and evidence how BYF work has influenced decisions and change. The Assembly Commission is particularly interested in learning from what we do in this regard and in following our example.

3.16 Over the coming months a scoping exercise involving BYF members, Council staff and the youth participation sector will take place in which options for formalised structures will be explored. Following this exercise an options paper will be presented to committee for agreement and approval.

#### **Ur City 2 2018/19**

3.17 The UrCity2 programme involves a linked city initiative for children and young people which has been formulated and delivered in conjunction with the fourteen Neighbourhood Renewal Partnerships in Belfast. Relatively modest amounts of funding, that is, up to £5,000, are made available to each of the NRPs to enable them to give impetus to programmes or projects that have been identified as priorities within their action plans but for which funding is not otherwise secured. We have rolled out the 18/19 funding to all 14

	<p>NRP's and a total of £70,000 has been awarded (please see Appendix 1 for details on how funding was awarded).</p> <p><b>Ur City 2 2019/2020</b></p> <p>3.18 UrCity2 has been running for a number of years and there is now an opportunity, in partnership with the Neighbourhood Renewal Areas, to reflect on and evaluate its impacts and also to shape it going forward. The Children &amp; Young People's Unit will spend the next number of months engaging with the NRA's and BYF members on the future of Ur City 2. In particular how we can better align the programme to the work of the BYF and, in line with the review of our youth participation structures, what steps we might take to move towards a participatory budget model for Ur City 2. A paper on this will be presented to Committee at a future date.</p> <p>3.19 <u>Financial &amp; Resource Implications</u></p> <p>£10,000 over 3 years for the EITR mental health project (£3,333 per annum). The first year will be met within existing 18/19 CYP revenue budget and future support will be considered as part of the estimates process.</p> <p>3.20 <u>Equality or Good Relations Implications/Rural Needs Assessment</u></p> <ul style="list-style-type: none"> <li>• There are no equality or good relations implications.</li> <li>• No rural needs assessment is needed.</li> </ul>
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix one: List of funded Ur City 2 projects for 2017/18.

## **Appendix 1: List of Ur City 2 funded groups 2018/19**

---

### **1. Greater Shankill Partnership - £5,000**

The Greater Shankill Partnership is the grant Lead Organisation in the application. The money will be used to fund an education programme that will support the transition of P.7 children from primary to secondary school and will then follow up with a personal development programme for these children. The programme will be delivered in partnership with Belfast Boys Model and Belfast Model School for Girls and will target children in the BT13 area working to reduce anxiety and increase their readiness to learn.

### **2. East Belfast Community Development Agency - £5,000**

EBCDA has been identified by Inner East NRP as the grant Lead Organisation. They will deliver through partnership working five developmental and outreach programmes to children and young people linked to health and wellbeing, promoting learning, community safety, improving the environment, children's rights, the arts, community pride and contributing to the community.

### **3. Ashton Community Trust - £5,000**

Ashton Community Trust has been identified by Inner North NRP as the grant Lead Organisation. They will deliver 9 area wide arts projects to children and young people linked to promoting young people's Rights and to improving health and well-being. These arts projects will also help to increase creative skills and access to cultural activity, promoting learning, improving the image of the NRP area, the promotion of health and wellbeing, and the promotion of social cohesion and good relations.

### **4. Lenadoon Community Forum - £5,000**

Lenadoon Community Forum has been identified by Lenadoon NRP as the grant Lead Organisation. Through partnership working they a series of community wide developmental programmes including healthy living programmes, music classes, a children's mural for their community garden and a ten week interface programme for young people.

### **5. Greater Village Regeneration Trust - £5,000**

Greater Village Regeneration Trust has been identified by South West Belfast NRP as the grant Lead Organisation. Through partnership working they will deliver a number of community wide developmental projects to children and young people. These include health and wellbeing programmes, an internet safety course for children and an intergenerational community history project.

### **6. Upper Andersonstown Community Forum - £5,000**

Upper Andersonstown Community Forum has been identified by Andersonstown NRP as the grant Lead Organisation. Through partnership working they will deliver a range of activities linked to promoting health and wellbeing, and emotional resilience including boxing programme for boys and girls, a couch to 5k programme, a music programme, mindfulness courses and a healthy eating 'Cook It' programme in for primary school children.

### **7. Upper Springfield Resource Centre - £5,000**

USRC has been identified by the Upper Springfield Whiterock NRP as the grant Lead Organisation. They will build and progress on the success of previous Ur City 2 projects and deliver to children and young people a variety of Summer, Halloween and Christmas themed events to promote intergenerational practice, community engagement and participation, healthy lifestyles, and building civic pride and to combat social deprivation and isolation.

#### **8. Colin Neighbourhood Partnership- £5,000**

The Colin NRP is the grant lead organisation in the application. The money will be used to deliver 7 community wide projects with children and young people including summer diversionary activities, soccer coaching badges, healthy eating programmes and a summer schemes for young people with disabilities.

#### **9. Tullycarnet Neighbourhood Collective- £5,000**

The Tullycarnet Neighbourhood Collective is the grant lead organisation. The money will be used to deliver to children and young people a variety of Halloween and Christmas themed events, a youth engagement programme for young people currently not engaged in youth provision and a young people's community newsletter that will all help promote active citizenship, learning, achieving and contributing positively to the community.

#### **10. Roden Street Community Development Group - £5,000**

The Roden Street C.D.G is the grant Lead Organisation for the Greater Falls NRP in the application. The money will be used to fund three area wide education programmes called 'Learning Together' that will support 6-11 year old's and 12-15 year old's in their learning outside of the formal school environment. The programmes seeks to improve study skills, educational attainment and relations between local schools and the community. The money will also fund a youth led family event for the children and young people to showcase their work in the programme.

#### **11. Ligoniel Improvement Association - £5,000**

Ligoniel Improvement Association has been identified by Ligoniel NRP as the grant Lead Organisation. They will build and progress on the success of previous Ur City 2 projects and deliver to children and young people a variety of Halloween and Christmas themed events to promote intergenerational practice, community engagement and participation and healthy lifestyles. The projects will also tackle the isolation that children and young people from the community often feel as a result of living in an area on the outskirts of Belfast.

#### **12. North Belfast Alternatives - £5,000**

North Belfast Alternatives is the lead organisation for the Ballysillan Upper Ardoyne NRP. Six area wide youth programmes will be ran over a number of months as part of the Youth Working Groups priority of tackling anti-social and risk taking behaviour. These include health and nutrition programmes, a developmental programme for first year pupils, a youth safety partnership training programme and a peer led mental health training programme.

#### **13. Ardoyne Youth Enterprises - £5,000**

Ardoyne Youth Enterprises is the lead organisation for the Crumlin Ardoyne NRP. The money will be used to fund a youth led good relations event for young people that aims to increase cross community understanding, respect and diversity as well as an increase in community cohesion. Young people from eight different communities will take part in

planning sessions for the event and will also come together to plan and deliver the event which will take place in February 2019.

**14. Lower Ormeau Residents Action Group - £5,000**

Lower Ormeau Residents Action Group has been identified by Inner South NRP as the grant Lead Organisation. Following on from last year's Inner South Youth Audit, this year's money will be used to fund the setup of an inner south youth forum made up of young people from the Market, Donegal Pass and Lower Ormeau Road. Young people identified the need for a youth forum in the youth audit and the money will be used to establish the Forum, train the young people and provide study visits and workshops.

This page is intentionally left blank





<b>Subject:</b>	Control of Graffiti
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director, City and Neighbourhood Services
<b>Contact Officer:</b>	Siobhan Toland, Director of City Services Vivienne Donnelly, Enforcement Manager

<b>Restricted Reports</b>	
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"/>
Sometime in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	<p>The purpose of this report is to update the Committee on the Motion that was brought to Council on 3<sup>rd</sup> September 2018 with regard to the Council’s approach to dealing with the control and removal of graffiti throughout the city. The Motion was proposed by Councillor Boyle and seconded by Councillor Dudgeon called for as follows:</p> <p><i>“This Council recognises the damage caused by and unsightliness of the growing amount of graffiti within our City centre and our neighbourhoods, on our shutters, our walls, our doors, our utility boxes etc.</i></p> <p><i>As the Council has the power under Article 18 of the Local Government (Miscellaneous Provisions) (Northern Ireland) Order 1985 to remove or obliterate any graffiti which, in the opinion of Council, is detrimental to the amenity of any land in the district, pro-active</i></p>

1.2	<p><i>policies and procedures for addressing the problem need to now be put in place, perhaps on the lines of those adopted in 2016 by Ards and North Down Borough Council. Accordingly, the Council agrees to allocate the necessary funding and resources, or the reprioritisation of existing resources, to tackle the environmental scourge of graffiti in the City.”</i></p> <p>(To be referred, without discussion, to the People and Communities Committee).</p> <p>In taking into consideration the above motion, this report outlines:</p> <ul style="list-style-type: none"> <li>(i) current operational practices;</li> <li>(ii) research on approaches by other councils;</li> <li>(iii) cost implications;</li> <li>(iv) legal powers to deal with graffiti; and</li> <li>(v) proposed future approach to deal with graffiti.</li> </ul>
<b>2.0</b>	<b>Recommendations</b>
2.1	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>(i) Note the complex issues and significant costs associated with tackling graffiti removal across Belfast and the responsibilities of property and site owners to carryout maintenance at their own expense.</li> <li>(ii) Approve the future approach, outlined in paragraph 3.20 of the report, to further progress the issue of graffiti removal, including: <ul style="list-style-type: none"> <li>• re-engagement with external partners, statutory agencies and utility companies to raise the profile of problematic graffiti within their organisations, highlight their responsibilities in relation to graffiti removal on their properties and sites, and to agree actions for them to address the issue of graffiti, including site monitoring and graffiti reduction and removal programmes;</li> <li>• following engagement with statutory agencies and utility companies, officers within the enforcement team will undertake a proactive monitoring regime by identifying hotspot areas and engage with the respective statutory agencies and utility companies to achieve removal of the graffiti;</li> <li>• where appropriate, the use of FPNs and Defacement Removal Notices;</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• continued engagement with PBNI to further develop the existing MOU and support, where appropriate, the effective removal of non-contentious graffiti in all areas of the city;</li> <li>• develop a Graffiti Removal Policy; and</li> <li>• in response to reported contentious or offensive graffiti, Council will continue to obliterate this type of graffiti from private property following completion of the relevant disclaimer form.</li> </ul> <p>(iii) Note that a progress report will be presented to Committee in approximately six months.</p>
<b>3.0</b>	<b>Main Report</b>
	<p><b><u>Key Issues</u></b></p> <p>3.1 Graffiti continues to be prevalent and obvious environmental problem in many areas of our city, appearing on a range of public and private property, often linked to antisocial behaviour. Graffiti can sometimes be offensive and contentious, can be unsightly, influencing the visual appearance of local areas and ultimately could have a degrading impact in our neighbourhoods. Although it is recognised that graffiti is widespread, most graffiti does not appear on Council owned property.</p> <p>3.2 Belfast City Council does not have a legal obligation to remove graffiti from any property, however, under the existing provisions of Article 18 of the Local Government (Miscellaneous Provisions) (Northern Ireland) Order 1985 (removal of graffiti and fly-posters), there are discretionary powers which allow the Council to remove or obliterate any graffiti, which in the opinion of the Council is detrimental to the amenity of any land within its district. Council's current approach, which is in line with Councils and Local Authorities across the UK is to:</p> <ul style="list-style-type: none"> <li>(i) remove graffiti from Council owned property;</li> <li>(ii) in the case of contentious or offensive graffiti, following a request for service, remove from private property with the owners signed permission through a disclaimer;</li> <li>(iii) refer requests for graffiti removal from property owned by other statutory agencies, to the relevant statutory agencies; and</li> </ul>

(iv) work in collaboration, through a Memorandum of Understanding (MOU) with the Probation Board Northern Ireland (PBNI) to remove, where practicable, nuisance graffiti.

3.3

In all other cases, removal of graffiti forms part of the normal maintenance responsibility of the person or organisation responsible for the upkeep of the property or site. This includes public and private landlords, other statutory bodies, business owners, private householders, education authorities, utility companies etc.

3.4

In the period April to November 2018, 217 service requests for removal of graffiti were received and actioned. Of these, 139 related to contentious or offensive graffiti. Table 1 below provides a breakdown of service requests in relation to the removal of graffiti over the past five years.

Table 1: Service Requests – Removal of Graffiti 2013 to 2018

Year	Number of Graffiti Removal Service Requests			Annual Variance %
	Contentious	Non-Contentious	Total	
2017/2018	255	139	394	+19.8%
2016/2017	222	94	316	-19.6%
2015/2016	329	64	393	-14.6%
2014/2015	323	137	460	-28.3%
2013/2014	429	212	641	n/a

3.5

The City and Neighbourhood Services Department has limited resources to remove graffiti and, under current resources is unable to assign a dedicated team to this function. At present, one team undertakes graffiti removal as part of its multidisciplinary functions, which includes power washing streets, gum removal, land clearance, fly-posting removal and bulky household waste collections. Currently this team can manage the current workload generated by the requirement to remove graffiti from Council properties and service requests to remove contentious and offensive graffiti elsewhere. This approach is reflective of other Councils in Northern Ireland and across the UK in relation to contentious or offensive graffiti.

3.6

Members will be aware that in 2017, Council developed a partnership arrangement with PBNI and subsequently signed an MOU to support Council, where practicable, with the removal of non-contentious graffiti through a graffiti bus initiative. Council assisted in establishing this project, by providing guidance on the vehicle and equipment specifications, as well as delivering training on graffiti removal operations and the use of equipment. Since the commencement of the service in March 2017 and November 2018, 424 non-contentious

	<p>graffiti incidents have been allocated to the initiative. It should be noted however that, from commencement of the project, the service has encountered several operational difficulties, resulting in the graffiti bus being out of service for a significant period of time. PBNI has put in place additional measures to mitigate against future difficulties and currently the bus is operating two days a week.</p>
3.7	<p>The Council has limited enforcement powers available to deal with the perpetrators of graffiti and its removal from all property types. The introduction of powers under the Clean Neighbourhoods &amp; Environment Act 2011 in Northern Ireland provided Councils with enhanced powers to tackle the issue of fly-posting and the enforcement of these powers has proved effective in controlling the level of flyposting activity within the city council area. Conversely, the legislative control to deal with graffiti was weakened by the removal of any enforcement powers to control graffiti on privately owned property. In the absence of any enforcement powers, it is difficult to effectively tackle this issue and the removal of graffiti by private landowners is dependent on their voluntary co-operation and good will.</p>
3.8	<p>In 2015 Council highlighted the need for stronger powers concerning the control of graffiti to the Department of Environment Regulatory and Natural Resources Division. However, in a response dated September 2015, the Department indicated that a change to the legislation was unlikely. In any event, given the ongoing absence of a Stormont Assembly, Council is unable to progress this matter further at present.</p>
3.9	<p>The Councils enforcement powers in relation to graffiti include:</p> <ul style="list-style-type: none"> <li data-bbox="319 1355 1487 1523">(v) <u>Fixed Penalty Notices:</u> A £80 Fixed Penalty Notice (FPN) can be issue in certain circumstances to anyone who is caught in the act of graffiti.</li> <li data-bbox="319 1545 1487 1803">(vi) <u>Removal Notices:</u> A two-day removal notice can only be served on any individual who is identified as being responsible for the graffiti asking them to remove the graffiti. Failure to comply with the notice may result in the removal of the graffiti by the Council and the recovery of debt as a civil debt.</li> <li data-bbox="319 1825 1487 1991">(vii) <u>Defacement Removal Notices:</u> A Defacement Removal Notice can be served on the owners of utilities and statutory undertakers in certain circumstances to request that they remove graffiti</li> </ul>

from their properties. The Guidance suggest that Councils should seek to achieve co-operation through a partnership approach and that the use of these Notices should be a last resort.

3.10

As stated previously, the responsibility for removal of graffiti should form part of the responsibilities of the person or organisation accountable for maintaining the property or site. It would be a considerable burden on the rates if Council decided to undertake graffiti removal on sites which are the responsibility of other individuals or organisations.

3.11

By way of example, in 2013 the former Cleansing Services participated in a three month, multi-partnership regeneration initiative, in an area comprising 74 streets in the Lower Falls area. Cleansing Services deployed one priority waste team which removed graffiti from 150 sites in the area. The graffiti ranged in size and type and was removed from all properties following completion of the necessary disclaimer. Several issues evolved during the project which included, problems obtaining the necessary signed disclaimer from property owners, access difficulties and staff being threatened. On occasions staff had to be accompanied by local representatives during the graffiti removal process. In 2013 the cost to remove graffiti in this 0.3452km<sup>2</sup>, over a three month period, amounted to £30,000 which was funded from non-recurring monies. A subsequent review of the same area identified that new graffiti had occurred, despite attempts by local communities to control it

3.12

In 2016, a graffiti removal blitz aimed at private and publically owned property in a number of streets within the Holyland and Stramillis area was undertaken by the Council. There are a number of techniques deployed in the removal of graffiti including the most common method of obliteration using masonry paint which is the most cost effective and quickest method. The use of gels/chemicals followed by power hosing is a more expensive and time consuming technique and can only be used to remove small quantities of graffiti within a limited budget. This project highlighted that some property owners refused to allow obliteration of graffiti on their property using paint and insisted on the use of gels, which could cost up to £200 for a sufficient quantity of gel to remove large-scale graffiti from a gable wall. This highlights that the Council's duty to obliterate graffiti in a cost effective manner will not necessarily meet with the expectation of private land owners. After a number of weeks, the graffiti started to emerge again in the area and remains an on-going challenge which many land owners do not pro-actively address.

3.13	<p>In addition to the ongoing operational activity to remove graffiti, Council has, over a number of years, implemented several alternative community initiatives aimed at tackling graffiti problems.</p>
3.14	<p>Additionally in 2015, Council engaged with key external partners, statutory organisations and utility companies to address the issue of graffiti, engagement with a view to ensuring that all organisations and companies were working pro-actively to remove graffiti from their properties. With current technology advances, the street scene now accommodates a wide range street furniture belonging to the various utilities, which is also prone to graffiti activity. In many cases, the owners of the street furniture is neither displayed nor obvious and would require an additional resource to map and investigate the owners to pursue any form of action. During previous engagement with utilities, it was acknowledged that the issue of graffiti is challenging and there was a limited resource available to deal with the issue with some indicating that it was reactive approach rather than a proactive programme.</p>
3.15	<p>Any future decisions on allocating additional resources around this function would need to be considered in detail, and appraised, in terms of the impacts on the rate setting process. It is estimated that the cost of graffiti removal throughout the UK exceeds £1 billion. It should be noted that other UK Local Authorities have responsibility for the functions of housing, education, roads etc. therefore are accountable for much of the public realm. In Northern Ireland responsibilities are divided between local and central government resulting in fragmented lines of accountability which do not support a straightforward approach to the removal of graffiti.</p>
3.16	<p>Recent research undertaken across other Councils and Local Authorities in relation to the removal of non-contentious graffiti from privately owned property demonstrates that a wide and varied approach is adopted. Some Local Authorities charge for graffiti removal, whilst others do not provide any service and place the onus on the land owner to make arrangements for removal. In Northern Ireland, there is a similar varied approach with most Councils prioritising the removal of contentious graffiti from private property. Those Councils who provide non-contentious graffiti removal services free of charge from private property provide a reactionary service following a request for service and this is delivered within a limited budget.</p>
3.17	<p>Glasgow City Council takes a proactive approach to graffiti removal by removing graffiti from all Council owned sites as well as removing contentious and non-contentious graffiti from</p>

	<p>public and private property. At present it has seven dedicated, two person teams, which operate across the city based on a general neighbourhood approach. The annual cost of this service to Glasgow City Council is £500,000. The work of the service is predominately driven by service requests made by the public, to the Council's Customer Care Centre. In addition, the service also undertakes graffiti removal based on observations throughout individual multi-member wards, to ensure all areas of Glasgow benefit from the service. Glasgow City Council has a similar approach to Belfast City Council in that it will only remove graffiti from privately owned property following receipt of a signed disclaimer from the property owner.</p>
3.18	<p>If a similar approach to the Glasgow model was applied in Belfast, significant additional resources would be required. It is estimated that, to introduce two dedicated graffiti removal teams working across the city, the initial annual cost would be £275,743, which would include the purchase of necessary plant and equipment. Thereafter, an annual budget of approximately £209,703 would be required to maintain the service throughout the city. Funding for Council to introduce this model and undertake graffiti removal on a range of sites and properties across the city would have a significant burden on the rate, as these funds could not be found within existing budgets.</p>
3.19	<p>A further consideration in the context of providing an approach similar to the Glasgow City Council model is that Councils in Northern Ireland do not have the have discretionary powers to remove or obliterate graffiti on any property owned by another statutory agency. As a result, each statutory agency is responsible for the removal of graffiti from its own property. It has been explained previously that, unlike UK Local Authorities who have wider responsibilities for functions such as roads, housing etc. and are responsible for graffiti removal from these properties, the responsibility for removal of graffiti on such properties in Northern Ireland is fragmented between a number of statutory organisations. This presents a challenge in terms of achieving an effective, proactive graffiti removal programme for the city through one body such as the Council.</p>
3.20	<p>In further developing this work, it is recommended that Belfast City Council's future approach could include the following:</p> <ul style="list-style-type: none"> <li>(i) re- engagement with external partners, statutory agencies and utility companies to raise the profile of problematic graffiti within their organisations, highlight their responsibilities in relation to graffiti removal on their properties and sites and to</li> </ul>



agree actions for them to address the issue of graffiti, including site monitoring and graffiti reduction and removal programmes;

- (ii) following engagement with statutory agencies and utility companies, officers within the enforcement team will undertake a proactive monitoring regime by identifying hotspot areas and engage with the respective statutory agencies and utility companies to achieve removal of the graffiti;
- (iii) where appropriate, the use of FPNs and Defacement Removal Notices;
- (iv) consider the use of new HMO licence powers to deal with Graffiti on Houses In Multiple Occupation;
- (v) continued engagement with PBNI to further develop the existing MOU and support, where appropriate, the effective removal of non-contentious graffiti in all areas of the city;
- (vi) develop a Graffiti Removal Policy; and
- (vii) In response to reported contentious or offensive graffiti, Council will continue to obliterate this type of graffiti from private property following completion of the relevant disclaimer form.
- (viii) Should include action to write to Department again re new legislation to assist enforcement.

3.21

All future work in respect of graffiti removal must support and align with the Belfast Agenda and Community Planning.

#### Financial & Resource Implications

3.22

The City and Neighbourhood Services Department has a limited budget to deal with graffiti removal. At present resources are sufficient to deal with graffiti removal from Council properties and sites together with the removal of reported contentious graffiti from public places. Any increase in the scope of the current service provision for graffiti removal will have significant cost and resource implications, which will be a considerable burden on the rates if Council decides to undertake graffiti removal on sites which are the responsibility of others.

	<u>Equality or Good Relations Implications / Rural Needs Assessment</u>
3.23	Incidents of reported contentious graffiti include political, sectarian and racist remarks. Council recognises the importance of removing such graffiti, where possible, as quickly as possible to reduce interface and community tension.
3.24	All graffiti removal is undertaken in line with Council's equality and good relations policies and procedures.
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None



<b>Subject:</b>	Update on Transfer of Houses in Multiple Occupation
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director of City & Neighbourhood Services
<b>Contact Officer:</b>	Siobhan Toland, Director of City Services Stephen Leonard, Neighbourhood Services Manager

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	The new legislative control, the Houses in Multiple Occupation (HMO) Act NI 2016 completed the Final Stage on 15 <sup>th</sup> March 2016 and received Royal Assent on 12 <sup>th</sup> May 2016. On commencement of this Act HMO regulation will transfer to local Councils.
1.2	The committee will recall an update paper presented at the meeting on 4 <sup>th</sup> September 2018, and the papers of 10 <sup>th</sup> April 2018 and 8 <sup>th</sup> May 2018.
1.3	This paper provides a further update on the progress with the transfer of Houses of Multiple

	Occupation (HMO) function from the Northern Ireland Housing Executive (NIHE) to Councils.
<b>2.0</b>	<b>Recommendations</b>
2.1	The Committee is asked to: <ul style="list-style-type: none"> <li>• note the update information regarding the Houses of Multiple Occupation function and the current status of the programme of transfer.</li> </ul>
<b>3.0</b>	<b>Main report</b>
	<p><u>Key Issues</u></p> <p><u>Fees</u></p> <p>3.1 During the summer of 2018, the three cluster lead Councils developed a fee calculator, which considered the costs of the new scheme transferring to the Councils, and the necessary fee that would be required to ensure the scheme could be administered at no cost to the councils.</p> <p>The fee calculator has subsequently been reviewed by external consultants.</p> <p>3.2 The consultants, working closely with the finance teams in the Councils, concluded that, the assumptions underpinning the anticipated costs and income for the new scheme were reasonable, while the overriding premise is that the Councils' delivery of the scheme would be cost neutral i.e. no public sector subvention required.</p> <p>3.3 It is intended to bring a further report to the Committee regarding the fees once the Department of Communities (DfC) engagement (see below) has been completed and the feedback from stakeholders has been fully reviewed.</p> <p><u>DfC engagement</u></p> <p>3.4 On 14<sup>th</sup> November 2018, the DfC launched a stakeholder engagement, which included the issuing of 2607 letters to landlords and agents registered under the current scheme, and the publication of the new scheme's details on the DfC website.</p>

3.5	<p>The letter detailed that whilst the Houses in Multiple Occupation Act (Northern Ireland) 2016 has been granted Royal Assent and introduced into law, most of the Sections contained within have not yet been enacted. This means the Act exists, but at this stage, in name only. Following on from the introduction of the primary legislation, DfC officials have been working alongside Council and Housing Executive representatives, to prepare a significant programme of subordinate regulations and a landlords Code of Practice which will give effect to the HMO Act with the aim to introduce a new licensing scheme from 1<sup>st</sup> April 2019. DfC are on track to meet the deadline for transferring the HMO function and introducing the licensing scheme for 01 April 2019.</p>
3.6	<p>The communications also provided additional information on the new HMO licensing scheme and included a copy of the draft HMO Regulations (Northern Ireland) 20XX, the Landlords Code of Practice and a Regulatory Impact Assessment. The communications also outlined the new registration fees for the scheme. The engagement advised interested parties to contact the DfC for any clarification, and with any questions or comments. The engagement will close on 30 November 2018.</p>
	<p><u>ICT</u></p>
3.7	<p>BCC's Digital Services has lead on the process to procure a regional ICT solution for the new scheme. The contract has been awarded, subject to completion of a call off contract, to undertake this work. Considerable work is required to build the new ICT system, and to prepare for the transfer of data from NIHE files to the new ICT platform. Costs associated with the new ICT system will be paid for by DfC as transition costs. Digital Services have developed a SLA for ICT across all the Councils.</p>
	<p><u>Governance</u></p>
3.8	<p>On advice from Legal Services, given the licensing/regulatory nature of the 2016 Act and the expertise gained by the Licensing Committee in terms of assessing similar type issues, a report was taken to the Licensing Committee on 20<sup>th</sup> November 2018, recommending that it assumes responsibility for determining all matters under the Houses in Multiple Occupation (HMO) Act NI 2016, with the exception of those which are proposed to be delegated to the Strategic Director of City and Neighbourhood Services Department, i.e.</p> <ul style="list-style-type: none"> <li>• applications for the grant, renewal, transfer or variation of licences where objections are</li> </ul>

	<p>received;</p> <ul style="list-style-type: none"> <li>• applications where officers believe there may be an issue in relation to the fitness of the applicant to hold a licence;</li> <li>• approving any guidance documents;</li> <li>• setting of licence fees;</li> <li>• revocation of licences, except where in the public interest the Director, in consultation with the City Solicitor, considers that there are particular circumstances which make it necessary to suspend a licence immediately.</li> </ul>
3.9	<p>A subsequent report on 23 November 2018 to the Strategic Policy and Resources Committee recommended amendments to Standing Order 37 (d) Duties of Committees – Licensing Committee to give effect to the Licensing Committee having delegated authority to determine those applications for a house in multiple occupation as set out in paragraph 3.6. The report also confirmed that the Licensing Committee had agreed to the amendments to the Scheme of Delegation, as outlined in paragraph 3.28; subject to the approval of the Strategic Policy and Resources Committee.</p>
3.10	<p>It is proposed to hold a training workshop in January 2019 and bring proposed amendments to the Licencing Committee’s Operating Protocol on February 2019.</p>
3.11	<p><u>Transferring staff</u></p> <p>Consultation with staff transferring from NIHE to BCC continues. Two members of NIHE staff continue to work in BCC offices each week to prepare a procedure manual and other relevant documentation. It is anticipated that an awareness session for transferring staff will take place in December, which will include a tour of the proposed office space and facilities in Cecil Ward Building, an opportunity to meet future colleagues in the City &amp; Neighbourhood Services Department, and a tour of City Hall. A similar process will take place for transferring staff who will be based in the offices of Causeway Coasts and Glens Borough Council. A review of training needs prior to transfer is also ongoing.</p> <p><u>Financial and Resource Implications</u></p>
3.12	<p>The cost of administering the new licensing regime has been included in the draft estimates for 2019/20.</p>

3.13	<u>Equality or Good Relations Implications/Rural Needs Assessment</u> There are no equality, good relations or rural needs implications associated with this report.
<b>4.0</b>	<b>Appendices – Documents Attached</b>
	None.

This page is intentionally left blank





<b>Subject:</b>	Resourceful Belfast Update (formerly the Materials Strategy)
<b>Date:</b>	4 <sup>th</sup> December 2018
<b>Reporting Officer:</b>	Nigel Grimshaw, Strategic Director, City and Neighbourhood Services Department Tim Walker, Head of Waste Management,
<b>Contact Officer:</b>	Marcus Campbell Waste Officer (Project) Brendan Murray, Waste (Strategy, Planning & Delivery) Manager

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

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

<b>1.0</b>	<b>Purpose of Report or Summary of main Issues</b>
1.1	Waste Management has continued to develop and refine the Council's approach to the Circular Economy under the banner of " <i>Resourceful Belfast</i> ". This has involved consideration of how the Council can use procurement and its contract base. We are also considering the policy landscape that could be created and benchmarked against the actions of other cities.

<b>2.0</b>	<b>Recommendations</b>
2.1	<p>Members are requested to</p> <ul style="list-style-type: none"> <li>• note the contents of the report and approve holding a Members' workshop in the New Year to report work to date and inform future steps.</li> </ul>
<b>3.0</b>	<b>Main report</b>
	<p><b><i>Background</i></b></p>
3.1	<p>Members will be aware that the results from the Waste Collections consultation exercise was presented to Committee last month, and briefings on these are being scheduled for January 2019. These amount to a proposal to improve the quality of materials collected which can then be used locally for reprocessing and remanufacture.</p>
3.2	<p>In addition to the proposals around waste collections, which form part of the Council's draft Waste Framework strategic framework, a further series of actions are being developed to improve the Council's waste operations specifically around (i) waste infrastructure and treatment (ii) residents' behaviour change and (iii) the use of ICT and other technologies and new equipment to support these changes. The focus of the Framework is to effect a paradigm shift waste management in Belfast in order to add value to what is currently thrown away and, in the process, to create jobs in Northern Ireland.</p>
3.3	<p>To assist in this transition away from a treatment and disposal operation, Waste Management has been collaborating with other internal/external partners to develop <i>Resourceful Belfast</i> (a sister document to the Waste Framework) to articulate what these jobs may be, and in which sectors. The aim of a Circular Economy is to minimise the extraction of natural resources through the reuse and recirculation of goods and materials in order to gain maximum value from them. By extending a product's life through repair/recirculation, a Circular Economy enhances "waste" to being a material or commodity, while minimising the residues sent for disposal. In such a way, the opportunities created are not just environmental, but economic and social and supports the Belfast Agenda. This means the focus of Resourceful Belfast is not on managing waste, but on identifying the sectors/creation of jobs which could use the materials resulting from working higher up the waste hierarchy (see Diagram 1). As this work is emerging in response to recent Circular Economy legislation, there are no ready-made templates or best practice within cities or regions which the Council can readily adopt so this is a</p>

	<p>discovery piece. Like many proactive councils, Belfast has been collaborating and working with others to inform and develop its thinking and approach.</p>
3.4	<p>At the People &amp; Communities Committee meeting in August 2016, Members approved formation of an Advisory Board to develop a Circular Economy (CE) strategy or framework. That framework was formerly referred to as the “<i>materials strategy</i>” but is now known as <i>Resourceful Belfast</i>. At this meeting, Members also approved a collaborative arrangement with WRAP. Following this meeting, Waste Management created a cross-Departmental <i>Resourceful Belfast</i> Board to identify what actions could be taken.</p> <p><b><i>Circular Economy Advisory Board</i></b></p>
3.5	<p><u>Emerging agendas</u></p> <p>Since the first report there have been a number of game changers as highlighted in last month’s report, particularly with David Attenborough’s Blue Planet II highlighting the scale of the problem of escaped plastics, and the Chinese Government’s implementation of <i>Operation National Sword</i> which reduced China’s acceptance of low quality recyclates (8M tonnes per annum approx.), and a resultant global weakening of these materials’ prices.</p>
3.6	<p>Also, the EU Circular Economy Package was passed. As this was ratified before March 2019, it is part of the legislative bundle which the UK will adopt prior to Brexit and national legislation should be drafted within the next couple of years to enact this. This legislation is of note because it is principally concerned with facilitating increased waste diversion through recycling and reuse, in addition to designing out waste at source, and the promotion of new business models.</p>
3.7	<p>There are higher targets for household waste recycling – 55% by 2025, 60% by 2030 and 65% by 2035, along with a 10% maximum allowance to landfill for municipal waste. This emphasises the need to achieve the significant behavioural change outlined in the Council’s Waste Framework, and highlights the importance of completing the present consultation exercise.</p>

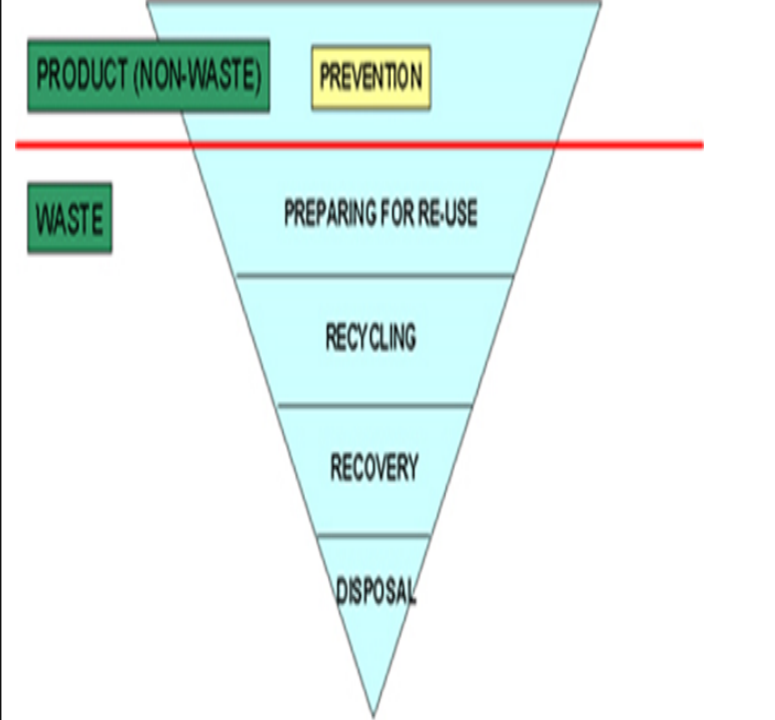
Stages	Include
	Using less material in design & manufacture. Keeping products for longer; re use. Using less hazardous materials.
	Checking, cleaning, repairing, refurbishing, whole items or spare parts.
	Turning waste into a new substance or product. Includes composting if it meets quality protocols.
	Includes anaerobic digestion, incineration with energy recovery, gasification & pyrolysis which produce energy (fuels, heat & power) & materials from waste; some backfilling.
	Landfill & incineration without energy recovery.

Diagram 1: Applying the waste hierarchy

3.8

In parallel, or as part of the Package, several national and international plastics strategies have been proposed or launched focusing on preventing or increased recycling. This has generated many calls for partial or total bans of single use plastics, for example, cotton buds and straws as recently covered locally. As outlined to Members recently, one of the **key objectives of the Waste Framework is to improve the quality of materials collected to create/support local jobs** by introducing new collection arrangements of which one of the most obvious waste streams is plastics. The specific aim of this proposed revision to collections is to collect better quality materials to be used locally in remanufacture, as opposed to offshoring and recycling elsewhere, which is also likely to minimise the Council’s future spend on waste. Such an approach will increase NI’s sustainability and economic resilience. Discussions have been held with the universities and with organisations like the NI Polymers Association (NIPA– which represents over 50 plastic processors across the region) and some limited research using students has been conducted. Many are interested in increasing the amount of recyclate used in plastic polymer production locally although financial support may be needed to progress this further. A recent application to the ESPRC to progress some of these elements involving some Council support has been successful.

3.9	<p>Recently, the Collaborative Network which, in 2016, identified that it could reprocess locally most of the glass, plastic and paper which would be available in NI through better quality recycling and would be worth £47M per annum. These findings contributed considerably to the draft Waste Framework. This Network has now been re-established to explore how to realise these local improvements.</p>
3.10	<p>For over a decade, the Council has been extremely active in NI in moving waste thinking beyond simple collection, treatment and disposal. Initiatives, such as Business Improvement through Environmental Schemes (BITES); European Week for Waste Reduction to NI; securing funding for a Carbon Card (founded due to Great Recession), collaborating on ReNEW project (with WRAP); introducing waste prevention schemes (the Fashion Souk, Stitch &amp; Style, &amp;c); and developing contracts to encourage expand the waste and resources management marketplace in NI were all achieved.</p>
3.11	<p>From this background, the Council developed <i>Resourceful Belfast</i> to explicitly link waste/resources management with local material supply and, in the process, what contribution could be made to the Belfast Agenda and job creation. The Council (Waste Management) and WRAP established a collaborative agreement to help develop a Circular Economy framework and, working with the Advisory Board (comprising officers from Waste Management, WRAP NI, DAERA Policy Unit, Procurement Unit, and Economic Development Unit), we have identified what might be possible for Belfast.</p>
3.12	<p>This identified that, through (i) policies and procedures, (ii) procurement exercises and (iii) market engagement/interventions, the Council could influence how circular economy thinking developed in Belfast. Members of the Advisory Board have also engaged with Strategic Planning and Property &amp; Projects to get this included in other Council documents, such as the Local Development Plan, and with Members.</p>
3.13	<p>In 2016, Waste Management joined the Eurocities Circular Economy taskforce and contributed to a Position Statement at their Annual General Meeting (see <a href="http://nws.eurocities.eu/MediaShell/media/Final_-_Stmt_towards_circular_cities.pdf">http://nws.eurocities.eu/MediaShell/media/Final_-_Stmt_towards_circular_cities.pdf</a> - Appendix 1).</p>
3.14	<p><b><i>Strategy Development</i></b></p> <p>The Circular Economy has proven to be dynamic with considerable focus upon manufacturing and resource efficiency, and new business models. Over the past two</p>

	<p>years, some clarity of councils' role in supporting this has become clearer (as shown by the Eurocities Position Statement). An underlying principle was that waste provided a starting point, the circular economy element means the focus is not only about cataloguing how many jobs are supported by the Council's recycling activities though, but also how additional steps stimulate new sectors/ businesses and thereby create opportunities additional to those from managing waste.</p>
3.15	<p>Rather than merely treating waste, the circular economy addresses the entire process of consumption, production and disposal in a way which conserves natural resources and generates local economic benefits. Adopting this approach over a decade ago supported the steps Bryson Charitable Group took in establishing some of its recycling activities and more recently similar backing has been provided to Extern (WEEE), East Belfast Mission (Bulky Goods) and Ulster Supported Employment Ltd (USEL – mattresses). Building on these approaches, the Advisory Board has been working consistently to develop simple steps in the <i>Resourceful Belfast</i> framework, the objective of which stated that “<i>if we implement targeted interventions and support (1) to stimulate Circular Economy solutions (2) at key points in the local economy (3) we can generate significant economic, environmental and social benefits for the city (4).</i>”</p>
3.16	<p>These elements underpin the framework documents attached to this report which consists of:</p> <ul style="list-style-type: none"> <li>• A summary concept diagram providing a high-level explanation of the framework and their interaction (see Appendix 2)</li> <li>• A slide pack outlining the initial work; as a “<i>living</i>” document it considers how to implement the framework and how actions can be delivered (a copy of this is available within the Members Library)</li> </ul>
3.17	<p>These are now being used to engage with businesses, community and voluntary sectors, and other public sector stakeholders. Learning from Glasgow City Council (supported by Zero Waste Scotland), the Board recognised that longer-term a sectoral analysis of the local economy would identify where the most impactful opportunities exist. Glasgow's results helped inform their approach to developing relevant interventions and, posing this question, highlighted that the Council did not have this data and, as a next step, the Board proposes to work with WRAP to commission a similar exercise for Belfast.</p>

**Associated Programme of Work**

- 3.18 One of the successes in terms of tackling problem wastes has been working with USEL. From a 2015 pilot, the Council contracted for a novel recovery operation which, last year, resulted in 14,000 mattresses being recycling or reuse. This scheme resulted in other councils and institutions getting involved and through its expansion, USEL created 22 jobs. Further materials are being considered including carpets and soft furnishings. In May, Waste Management was selected as USEL's "*Partner of the Year*".
- 3.19 Extending this approach, the Board considered how it could contribute to the Belfast Agenda and identified that, in addition to policy and procurement approaches, four material streams offered the **strongest opportunity to create new jobs through developing projects "on the ground"**. The four were:
- **Clothing & textiles**
  - **Electricals & electronics**
  - **Food & drink**
  - **Furniture (Priority Waste provides a great opportunity for the reuse of bulky waste)**
- 3.20 To date, two workshops have identified seven projects as having potential and, currently, they are being assessed for deliverability given resources and timescales.
- 3.21 By way of example of actions of circular economy underway, a resource-matching community outreach/hub exercise run by International Synergies at South 13 Belfast happened in June to swap materials between organisations, many of which were manufacturers. Interested parties included North Belfast Men's Shed and several local waste management companies which identified new materials for repair and recycling. This prolonging material use, or repairing items is similar to the pop-up Repair Café which has established itself in Belfast and occurs at a different venues across the city. It shows that businesses and third sector organisations are identifying circular economy opportunities and how to realise its benefits. There is a prospect that some may approach the Council to collaborate and maximise local impact.
- 3.22 In terms of increasing employability and skills, as part of the Circular Economy the Economic Development Unit (EDU) has been identifying where there is a significant

	<p>employment need. As this sector develops and employment opportunities emerge around things like light fabrication, facilities management, &amp;c the prospect of accelerating this transition by establishing relevant employment academies may become an option.</p>
3.23	<p>EDU are working with a range of employers across the city to establish these employment academies in a wide range of sectors to provide residents with the skills and qualifications needed to apply for job opportunities. All the Council's employment academies are employer-driven to meet demand issues, and underpinned by sectoral employment needs and intelligence. Regular links are maintained with employers and business stakeholders, such as NIPA and EDU are currently focused on engaging with small businesses on a range of programmes and are promoting the Circular Economy message and <i>Resourceful Belfast</i> activities. In particular EDU has established a Circular Economy pilot programme for cafés and restaurants in Belfast.</p>
3.24	<p>Members may also care to note that a couple of social enterprises have expressed an interest in the North Foreshore, and proposals to develop facilities here or provide alternative approaches for Council services may be in preparation.</p>
	<p><b><i>Waste Framework</i></b></p>
3.25	<p>As highlighted in 3.4 above, currently the Council's wastes have secure treatment and disposal markets but with developments like the Chinese import restrictions, there is an increased emphasis upon maximising quality of recyclables which can be used locally (in NI) and create jobs. This adds weight to the Waste Framework and the paradigm shift needed in householders' behaviours improving the flight to quality of materials collected, rather than the simple approach – chasing ever-increasing weight based goals but relying on these lower grade materials being sorted somewhere else.</p>
3.26	<p>Top grade papers collected at the kerbside are selling well to local re-processors, such as Huhtamaki. On the other hand, recently the Council's contractor (Bryson) had to get a new market for the comingled (blue bin) collections' mixed papers, the price of which has fallen. Similar to <i>Resourceful Belfast</i>, the Waste Framework considers how waste collection changes could mitigate market volatility, optimise income and maintain jobs in line with the Belfast Agenda.</p>
3.27	<p>An application for DAERA funding for a pilot wheelie-box collection service has been submitted and the Council anticipate being informed shortly if this is successful.</p>



**Internal Actions**

3.28

In addition to delivering the Waste Framework and *Resourceful Belfast*, there are other actions which the Council can take/is taking to set the circular economy agenda within the city through leading by example by adopting corporate policies, and further opportunities exist around purchasing, albeit to be fully effective the Standing Orders may need to be amended to provide greater clarity for the Procurement Service to manage environmental and social considerations within capital and revenue tender exercises. Examples from Eurocities and other progressive associations show that this is developing rapidly for councils and alongside enhanced procurement practices, there is scope to explore how circular economy can support SMART city aspirations.

3.29

Members have also been looking at what the Council could do and, at a recent meeting of the North Foreshore Working Group, they were keen the Council lead by example. Recent Notice of Motions on “*Water Refill Points*” and “*Single Use Coffee Cups & Plastic Items*” were considered supportive of the direction of the Council to reduce environmental impact, improve performance and demonstrate civic responsibility. When the issue of probable increased cost to deliver some of these approaches was highlighted, some Members felt this needed recognised but should not be the determining factor. Committee reports responding to Members’ Notices of Motion are addressing such issues.

3.30

Members may care to note that following discussion between Waste Management and canteen staff, single-use cups are now being charged for in the Cecil Ward Building.

**Risk**

3.31

The requirement to create and support local industry to use (reprocess) the materials collected has become more acute in recent months. As mentioned above, the Chinese “*Operation National Sword*” has introduced restrictions on certain wastes; the most relevant are (i) banning post-consumer plastics and mixed/unsorted paper (ii) setting a 0.5% tolerance level for sorted paper from 1 March 2018 and (iii) restricting import waste licences to China next year. Additional restrictions were announced in April which will come into effect in 2019/20 and will further impact income and processing capacity for certain materials.

3.32	<p>To date, the UK (in addition to the EU and US) has been reliant on exporting paper and plastics to China but with these restriction, alternative markets in Turkey, Indonesia and Vietnam (and elsewhere) are developing. In the meantime, income for these materials has fallen (e.g. in the past 6 months, mixed papers have fallen from £100/t to £35/t (or lower)). Nationally, there are concerns that these measures may lead to stockpiling of materials and mid-term create an increased need for landfilling or incineration of these materials.</p> <p><u>Financial &amp; Resource Implications</u></p>
3.33	<p>Discussions with the Services involved in the <i>Resourceful Belfast</i> Board indicate that there are considerable benefits to be gained from the Collaboration Agreement with WRAP in that it provides the Council with access to expertise and resources which it otherwise would not have. The initial agreement ended on 31<sup>st</sup> March 2018 but included provision to extend with the agreement of both parties. We plan to use this arrangement for a further three years to support the Waste Plan and Resourceful Belfast. Members are reminded that this agreement falls under regulation 12(7) of the Procurement Contracts Regulations 2015 which exempts contracts between contracting authorities which establishes or implements co-operation between those two contracting authorities.</p>
3.34	<p>It is envisaged that Waste Management would commit approximately £90K over the life of this agreement to progress projects of benefit to either delivery of the Waste Framework or <i>Resourceful Belfast</i>. This will be accommodated within the Service's Revenue Estimates.</p>
3.35	<p>As circular economy thinking evolves, some travel is likely to be needed for the purposes of exploratory visits and learning opportunities – it is proposed that these will be accommodated within the relevant Service's revenue budget.</p>
3.36	<p>As this work develops, resources to deliver this work will need to be kept under review and proposals will be developed if required.</p> <p><u>Equality or Good Relations Implications/Rural Needs Assessment</u></p>
3.37	<p>Resourceful Belfast has potential to contribute to the Belfast Agenda by providing an opportunity for retraining and job prospects for the long-term unemployed and others distanced from the world of work.</p>

<b>4.0</b>	<b>Appendices – Documents Attached</b>
	Appendix 1 – <a href="http://nws.eurocities.eu/MediaShell/media/Final_-_Stmt_towards_circular_cities.pdf">http://nws.eurocities.eu/MediaShell/media/Final_-_Stmt_towards_circular_cities.pdf</a> - Appendix 2 – Eurocities Position Statement on the Circular Economy Appendix 3 – Draft Resourceful Belfast Summary Concept Diagram (print A3)

This page is intentionally left blank



# Towards circular cities

November 2017



As European cities, we are committed to making the transition to a more circular economy. Moving from a linear ‘take-make-waste’ to a circular approach is an urgent environmental necessity to dramatically reduce the current pressure on our natural resources. We must maintain products, materials and resources in the economy for as long as possible, and minimise the generation of waste. The transition towards a sustainable, low carbon and resource efficient economy is vital to our efforts to future-proof our cities and improve quality of life for citizens. We believe the circular economy is an opportunity to transform our economy, generating new and sustainable competitive advantages for Europe, and to stimulate job creation.

Our cities are all at different stages of the transition towards more circular societies. However, we have a shared understanding of our role and responsibilities, as well as being committed to learning together to accelerate the transition.

## Our role and responsibilities

As the level of government closest to citizens, we see that our societies are already on the path towards a circular transition through citizen and community based commitments and initiatives. We recognise our responsibility to facilitate and accelerate this transition, while ensuring that opportunities generates benefits for citizens, leaving no one behind. As city authorities, we hold a broad range of roles to achieve this.

- As policy makers: we can shape political debates and our policies, including on consumer behaviour, to facilitate the transition to the circular economy. We can create the right environment at the level of our cities and metropolitan areas to drive innovation and collaboration to unlock the potential of the transition.
- As buyers of public goods and services: we can lead by example, using our public purchasing power in full support of a resource efficient, environmentally friendly, circular transition. We recognise that public sector procurement holds the largest potential to drive the move towards a circular economy.
- As providers of services, including canteens or meal delivery, cities can make a difference in terms of prevention of food waste and show the way for restaurants and citizens to make sure that food waste is minimised and handled in best possible way.
- As managers of waste collection: we have extensive experience in providing sustainable waste management as a service of general interest. We play a crucial role in improving waste management and transforming waste into raw materials. We integrate resource efficiency measures with economic and social policies, stimulating local job creation.
- As facilitators of collaboration and matchmakers: we can build and support partnerships with local business, research organisations and community groups. A partnership approach, engaging all relevant stakeholders, is vital to ensuring momentum and a broad ownership of the circular transition process. We support our

local SMEs to manage business transition and recognise the role of our social enterprises in recovering goods, e.g. textiles, at the end of their lifecycle. This contributes to waste reduction and strengthens the social added value of the circular economy.

- As urban planners: we can manage our growth following circular principles in urban planning and development of city districts and public spaces. We can trigger new integrated approaches that reduce pressure on urban resources. A precondition for this is connecting our taxation, employment, economic development and waste management policies to accelerate circular transition.

## Moving forward together

As city authorities, we are committed to sharing our experiences and learning from each other to jointly build our capacity and speed up the transition towards circular cities. We will:

- seek to jointly develop our tools to monitor progress at city level in a circular way, considering the economic, social and environmental impact of the transition. We need to rethink our approach to data, currently based on our linear societal model, to adequately assess progress and to build evidence of the impact of the circular economy.
- work with our EU level partners, including the urban agenda partnership on circular economy, business organisations, the EU institutions and the circular economy stakeholder platform to support policy and programme developments at EU level from a city perspective.
- strengthen circular economy as a transversal theme in our own network to build capacity across all sectors to contribute to the transition process.

## What's needed from EU policy makers

Work with us to accelerate the transition towards a circular economic model. As city authorities, we are ready to play a strong role to future-fit our cities and Europe. To maximise the potential benefits of a circular economy, we need EU leadership, backing our efforts at city level and setting a strong enabling framework. This will include reviewing EU current and forthcoming legislation from the perspective of removing possible barriers to accelerating the circular economy<sup>1</sup>. In addition, we ask EU policy makers to:

- strengthen support for mutual learning and capacity building between cities across the EU, using the established effective tools for these purposes, including peer reviews and mentoring programmes. The outreach must be Europe-wide to accelerate the circular transition in the EU.
- stimulate and promote sustainable business models through an EU framework that considers the whole value chain. Public authorities and SMEs can do a great deal, but won't be able to maximise the potential of a circular economy on their own. We need EU's influence to get multinational business on board and expand already existing EU labels so that circular public procurement can be used for a wider variety of products.
- drive investments in jobs and skills for a circular future-fit work force for Europe, ensuring all citizens can benefit from the opportunities provided by a new economic model.
- facilitate the creation of a real market for secondary raw material, developing a level playing field between virgin material and the reuse of treated material. This include for example prompting reflection about taxation measures and fiscal reform in member states.
- strengthen the development of standards and indicators on the circular economy as well as the progress towards circular data to adequately measure the impact of a circular transition process.

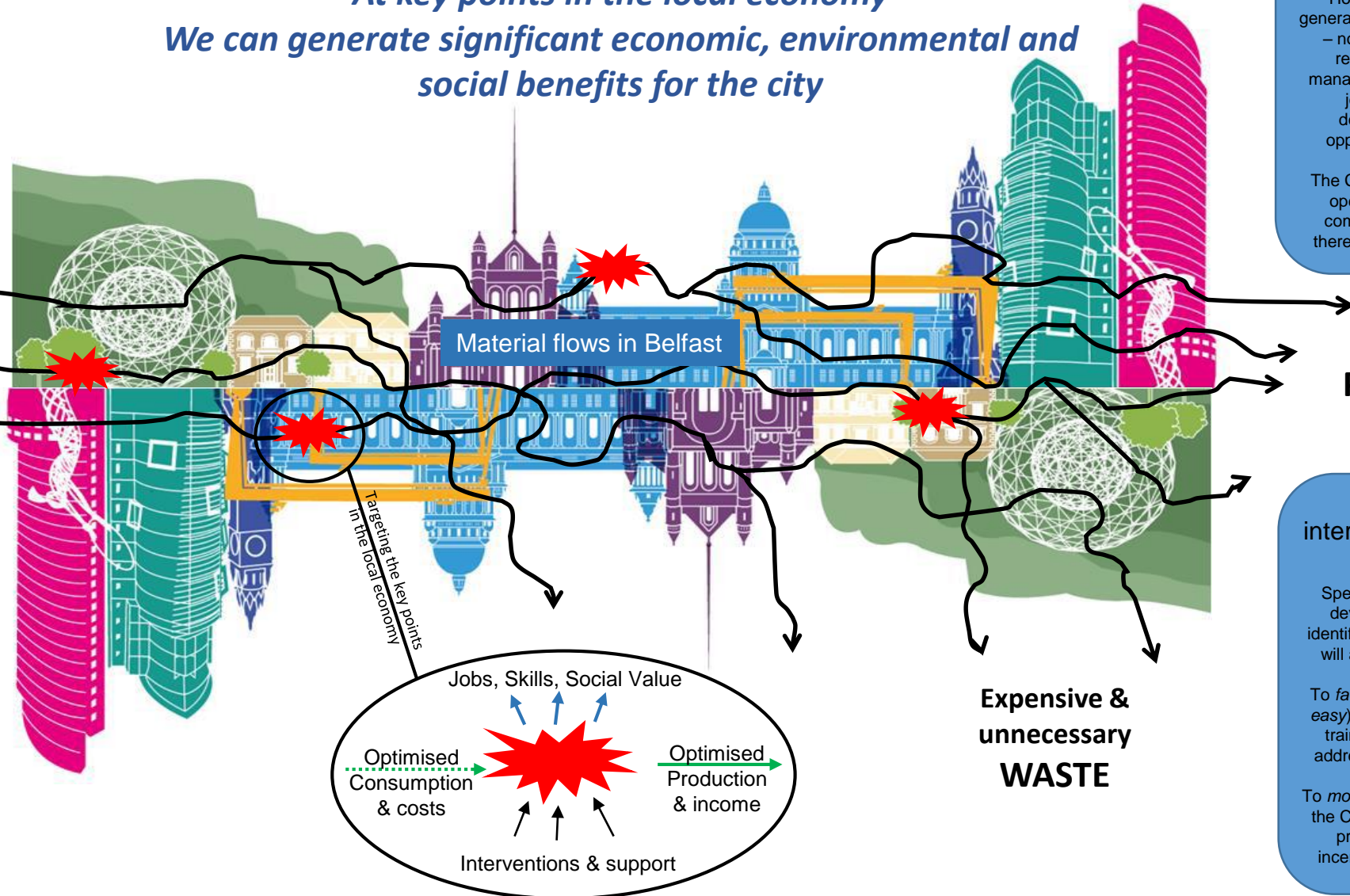
---

<sup>1</sup> More detailed proposals are included in EUROCIITIES response to the circular economy package <http://bit.ly/2hRuWRT>, EUROCIITIES statement on plastic strategy in circular economy, <http://bit.ly/2hJrCbw>, EUROCIITIES statement on waste-to-energy in a circular economy: <http://bit.ly/2zdCNAe>. Attention should also be given to the forthcoming outcomes of the work on better regulation of the [urban agenda partnership on circular economy](#).

# Resourceful Belfast

*If we implement targeted interventions and support  
To stimulate Circular Economy solutions  
At key points in the local economy*

*We can generate significant economic, environmental and  
social benefits for the city*



## What are Circular Economy solutions?

A circular economy (CE) is one which keeps goods and materials in circulation, to make the best use and get the greatest value out of them. A CE encourages secure supply, sustainable consumption, efficient production and minimal waste.

This is in contrast to the traditional TAKE-MAKE-USE-DISPOSE (linear) approach.

Progressive organisations and administrations are developing new approaches to promote CE across all stages of the value chain – from design through manufacturing, supply chain management, retail models and consumer behaviour, as well as a range of post-consumer options other than recycling and disposal.

Expensive & unsustainable  
**CONSUMPTION**

## What are the benefits?

The environmental benefits of a circular economy are self-evident – it puts much less pressure on the earth's resources and it minimises waste and associated greenhouse gases, thereby mitigating climate change.

However, CE approaches also generate significant economic benefits – not only in the obvious form of reduced materials and waste management costs – but in terms of jobs, employability & skills development, new business opportunities and technologies.

The CE also requires increased co-operation between individuals, communities and organisations, thereby improving social cohesion.

Inefficient  
**PRODUCTION**

## Where are the key points in the local economy?

As a Council we have identified and nurtured individual opportunities to stimulate CE practices (see case study overleaf). We will continue to scan for additional opportunities in those areas where we have the most influence, but this approach is largely opportunistic.

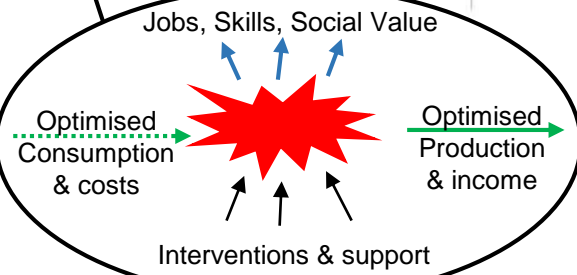
One of the key elements of the Resourceful Belfast strategy will be to work with a number of partners to develop a more methodical approach and undertake a structured sectoral analysis to identify where the most impactful opportunities lie.

## What types of interventions and support are needed?

Specific support packages will be developed as opportunities are identified. However, these packages will achieve two broad objectives:

To *facilitate* the CE solution (make it easy) - increase awareness; provide training, equipment and finance; address legal and policy obstacles.

To *motivate* stakeholders to engage in the CE solution (make it attractive) - promote the benefits; provide incentives to change; address any negative perceptions.



Expensive & unnecessary  
**WASTE**

This page is intentionally left blank