



Belfast City Council

Report to:	Strategic Policy & Resources Committee
Subject:	Strategy 2008 – Key meeting dates
Date:	Friday 25th January 2008
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Relevant Background Information

At the Strategic Policy & Resources Committee's strategic planning session at Galgorm in November it was agreed that the dates for future sessions should be revisited in line with an extended timescale for agreeing the corporate plan for 2008-2011. This report outlines the process for further defining the strategy and the proposed new dates.

Strategy Development Process

The strategy development process for 2008 and beyond, builds upon the work Members undertook in 2006 and 2007 to develop the Council's Value Creation Map. The front page of the Council's Value Creation Map is attached at Appendix 1. The purpose of the Value Creation Map (VCM) exercise was to move the organisation into a process of planning that focused on the value the Council creates in the city. At the time Members defined the Council's overall purpose as being about improving quality of life in Belfast. The detail of the map focused largely on the Council's internal processes and these formed the basis of the Council's improvement agenda. It was felt that in order to get ready to take on a bigger, more influential and strategic role in the city, the Council needed to improve its basic processes before defining its purpose and longer term strategic goals further.

Having begun the process of improving the Council's basic processes, attention turned to expanding and defining in more detail the Council's strategy and strategic objectives for 2008 and beyond. In order to do this, over the last few months, Members have met to discuss the Council's purpose and ambition in the light of a range of evidence and emerging strategic processes including:

- Feedback from the consultation exercises which have taken place;
- Analysis of key external strategic developments;
- Organisational analysis;
- Strategic Financial issues, including the development of a City Investment Strategy
- Analysis of data and evidence relating to issues identified by Members as priorities for their parties.

The first stage of this process culminated in the strategic planning session at Galgorm, where Members started to tie down definitions for four emerging strategic themes:

Strong Leadership - *providing and growing city leadership;*

Economic Growth and wealth creation – *creating a prosperous city;*

Community Cohesion and Well-being - *promoting and improving the well-being of communities and individual and building good relations between communities and individuals.*

Environmental Sensitivity and Sustainability - *creating a clean, green, attractive and safe city.*

A more detailed definition of these themes and their links to the priorities and objectives emerging from the analysis of the evidence and party priorities is attached as Appendix 2, amendments made by Members at the last away day are highlighted in red.

Refining the definitions further, making them measurable and identifying programmes and projects

It is important that as many Members as possible help shape the emerging definitions and are content that they reflect the direction in which they wish the Council to travel. It is therefore proposed that Jon Huish, who has facilitated the Committee's strategic planning workshops to date, will meet with parties to ensure that Members have a chance to discuss the matter within their own groups before coming together as a Committee to agree the high level objectives.

Whilst the definitions are currently at quite a high level, work is currently underway with officers across the Council to undertake further analysis to ensure that the emerging Council strategy is as well defined as possible in terms of objectives, actions and performance measures. This work will be informed by the services' own value creation maps and by the emerging City Investment Strategy and other relevant strategic developments. Feed-back from the parties will be fed into this process so that the most complete information possible can be brought to the next strategic planning session of the Committee.

Proposed Dates for next Strategic Planning sessions

The proposed dates for the above work are as follows:

Jon Huish will be available to facilitate discussions within Party Groups regarding the definition of the Council's emerging objectives for 2008 on **29th and 30th January**. Officers from the Core Improvement Team will be in touch with Party Group leaders to arrange timings. He will also be available for further facilitation of these discussions on **21st and 22nd February**.

The next Council Improvement Board date has been scheduled for the **25th February**, and the emerging strategy will form part of the Board's agenda.

The next strategic planning session for the Committee as a whole is being scheduled for an afternoon between 6th and 14th March, a date will be confirmed at the Committee meeting. The purpose of this session will be to agree the definition of the Council's strategy for 2008 and beyond and the projects and programmes that are emerging under each of the Council's objectives, including the City Investment Strategy.

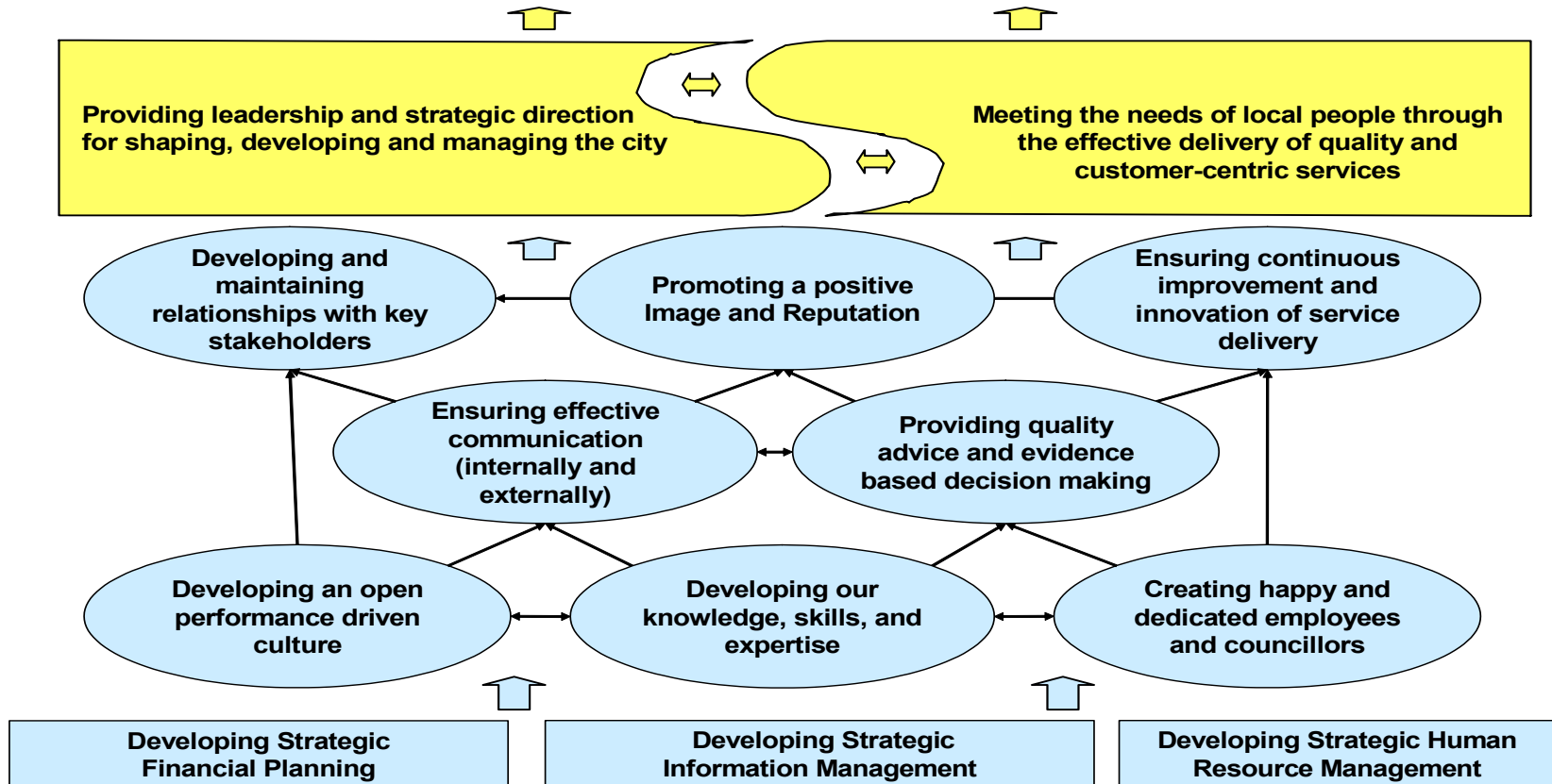
Recommendations

The Committee is asked to note the next steps in the strategic planning process and agree the proposed dates.

VCM: Belfast City Council

Appendix 1

The Council takes a leading role in improving quality of life now and for future generations for the people of Belfast by making the city a better place to live in, work in, invest in and visit



Appendix 2

	Strong Leadership <i>Providing and growing city leadership</i>
Definitions	Leading with others across the city to help Belfast reach its potential as a great place to live, work and do business and engine of regional growth.
	Providing informed and decisive advocacy on behalf of the city and its people on issues that matter most.
	Leaving a great legacy for future generations.
	Connecting local issues and finding joint solutions. Leading the creation of a shared, peaceful, welcoming and open city.
Related objectives/priorities/projects	Influence the outcome of the RPA
	Develop a clear plan for Belfast - Masterplan/City Plan
	Align political/executive leadership
	Provide an Advocacy function – in key quality of life issues (to be identified but to include – education, skills, transport)
	Lead the region and shape the regional agenda through a strong and effective relationship with the NI Assembly
	Develop and improve partnership working
	Become an 'Open Council'” (move to internal objective)
	Improve our image and credibility Promote responsible citizenship Be the key “place-shapers” of the city.

	Economic Growth and Wealth Creation <i>Creating a prosperous city</i>
Definitions	Creating a successful Belfast by encouraging and promoting sustainable, inclusive economic growth.
	Improving the prosperity of people, communities and places by:- <ul style="list-style-type: none"> - supporting the growth of the private sector, - physically improving localities, using the Council's assets effectively, and - attracting new sources of income.
	Working to enable as many people as possible to benefit from growing prosperity, Helping people to access employment opportunities. Promote development in a way that encourages a shared city. Providing investment for the future by growing the city's rate base.
Related objectives/priorities/projects	Brand the city (links to Improve our image)
	Maximise the potential of Council land (links to Property and Asset mgt)
	Implement the city investment strategy
	Re-invigorate the city centre
	Strengthen the local economy
	Develop tourism and improve the cultural offer
	Develop cultural capacity across the City

	Community Cohesion and Well-being <i>Building stronger relationships between communities and individuals, promoting and improving the well-being of communities and individuals</i>
Definitions	Supporting the development of strong, confident communities that are active, inclusive, safe and welcoming.
	Promoting good relations between communities by:- <ul style="list-style-type: none"> - securing shared city space, - transforming contested space, - developing shared cultural space, and - building shared organisational space.
	Working to improve the experience of young and older people living in the city.
	Providing access to high quality facilities that make it easier for people to access services. Promoting the well-being of people and communities.
Related objectives/priorities/projects	Play a key role in health improvement
	Address migrant issues
	Improve community engagement
	Provide community based leisure provision Cemetery Provision
	Investigate ways the Council can contribute to the alleviation of poverty and narrowing of social inequalities
	Influence improvement of housing provision
	Improve community safety
	Provide Shared spaces (links to multi-purpose facilities) Encourage dynamic neighbourhoods Lead development of a strategy for older people

	Environmental Sensitivity and Sustainability <i>Creating a clean, green, attractive and safe city.</i>
Definitions	
	Making the city clean and promoting good urban design and high quality public places.
	Maintaining and developing high quality open space with communities that: - <ul style="list-style-type: none"> - meets local needs; - is accessible and shared; - and which makes a positive contribution to health and well-being.
Related objectives/priorities/projects	Manage the city's waste
	Advocate to address Climate change issues and reduce the Council's carbon footprint
	Provide quality open spaces
	Establish cleaner/greener neighbourhoods Provide environmental leadership Influence a transport strategy Protect the city's heritage

