

# Strategic Policy and Resources Committee

Friday, 23rd June, 2017

## MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Members present: Councillor Hargey (Chairperson);  
The High Sheriff (Alderman Haire);  
Aldermen Browne and Convery;  
Councillors Attwood, Beattie, Campbell,  
Corr, Craig, Graham, Hussey, Hutchinson,  
Long, McVeigh, Reynolds and Walsh.

Also Attended: Councillor O'Neill.

In attendance: Mrs. S. Wylie, Chief Executive;  
Mr. R. Cregan, Director of Finance and Resources;  
Mr. G. Millar, Director of Property and Projects;  
Mr. J. Walsh, City Solicitor;  
Mr. N. Grimshaw, Director of City and Neighbourhood  
Services;  
Mr. S. McCrory, Democratic Services Manager; and  
Mr. J. Hanna, Senior Democratic Services Officer.

### Minutes

The minutes of the meeting of 19th May were taken as read and signed as correct. It was reported that those minutes had been adopted by the Council at its meeting on 1st June.

### Declarations of Interest

No declarations of interest were reported.

### Restricted Items

**The Information contained in the following six reports is restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014**

#### **Leisure Transformation Programme – Assets Update**

The Committee considered a report which provided an update in relation to the development and implementation of the £105m leisure assets capital programme. The report provided details regarding social and community benefit clauses, a supply chain opportunity event and updates on the Andersonstown, Brooke, Avoniel/Templemore and Robinson centres.

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The Committee noted the information which had been provided and, in relation to the Andersonstown temporary car park, agreed that the Council enters into a licence agreement with the landowner for three years for the temporary car park site, with an option to extend to five years and further enters into a Development and Cost Collaboration Agreement with the Department for Infrastructure and the GAA to secure shared apportionment of costs.

**Year End Management Accounts**

The Director of Finance and Resources submitted a report which presented the financial outturn for the Council for the year ended 31st March, 2017. It included a reporting pack which contained a summary of the financial indicators and an executive summary. It also provided a more detailed explanation of each of the relevant indicators and covered the outturn for the year and implications for reserves and the year-end Treasury Management position.

He reported that the departmental position for the Council was a year-end underspend of £1.915m, of which £1.896m would be used to finance the clawback from the Council by Land and Property Services, with the remaining balance of £19k being added to the Council's general reserves.

The Year-end capital financing expenditure was £1.278m below budget, due to slippage in the capital programme. Accordingly, the Committee was asked to consider the allocation of that balance to specified reserves to fund the expenditure detailed below:

<b>Description</b>	<b>Amount</b>
Linguistic Diversity	£25,000
Security	£100,000
Smart Belfast	£370,000
Property Dilapidations	£500,000
Car Parking	£75,000
<b>Total</b>	<b>£1,070,000</b>

After discussion, the committee agreed to allocate £1.070m of the capital financing year-end underspend as detailed above.

The Director reported that that left a balance of £208k and the Committee needed to consider whether if that should be allocated to a number of funding requests which had been received or to general reserves.

**Proposal**

Moved by Councillor Beattie,  
Seconded by Councillor Walsh,

That the remaining capital underspend of £208k be allocated as follows:

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Description	Amount
Pilot Diversionary Programme	£100,000
Orangefest	£30,000
East Belfast Community Dev. Agency	£20,000
Amateur Boxing Strategy	£50,000
City of Belfast Youth Orchestra	£8,000
<b>Total</b>	<b>£208,000</b>

**Amendment**

Moved by Councillor Long,  
Seconded by councillor Hutchison,

That the remaining capital underspend of £208k be used for the following purposes:

Description	Amount
Pilot scheme for an early intervention programme to address educational inequalities	£100,000
Reserves	£108,000
	<b>£208,000</b>

On a vote by show of hands, two Members voted for the amendment and twelve against and it was declared lost.

**Further Amendment**

Moved by Councillor Reynolds,  
Seconded by Councillor Craig,

That the remaining capital underspend of £208k be used to meet the following requests for funding:

Description	Amount
Pilot Diversionary Programme	£100,000
Orangefest	£30,000
East Belfast Community Dev. Agency	£25,000
City of Belfast Youth Orchestra	£8,000
Reserves	£45,000
<b>Total</b>	<b>£208,000</b>

On a vote by show of hands, seven Members voted for the amendment and six against and it was declared carried.

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The amendment was put to the Committee as the substantive motion, with seven Members voting for and six against and it was declared carried

It was noted that the Council, at its meeting on 1st June, had delegated authority to the Committee to make the decision on whether or not to fund the proposal in relation to the Pilot Diversionary Programme and therefore that part of the decision did not require Council ratification.

**Giant's Park, North Foreshore**

The Committee considered a report which provided an update in relation to development proposals at Giant's Park, North Foreshore.

After discussion, the Committee noted that:

- i. marketing of the Environmental Resource Park on the southern portion of the site was ongoing, with interest shown from various sectors in the cleantech and environmental industry. Due diligence was currently ongoing also in respect of detailed proposals received from two companies for a proposed pipeline of complimentary renewable energy and waste projects and a further report would be submitted to the Committee on this in due course if it progressed;
- ii. following an Expression of Interest marketing process for the proposed Commercial Leisure Led/Mixed Use development on the northern and western portions of the site, nine submissions had been received. Following the Stage 1 evaluation, it was agreed that eight of these submissions now progress to the more detailed Stage 2 process, with further details being brought back to the Committee following the Stage 2 process;
- iii. the film studio development by Belfast Harbour Commissioners had now been completed, with the lease agreement between the Council and BHC in place from 8th June 2017. The first production to be housed in the new studios had been announced as the Superman prequel, KRYPTON, a series in association with Warner Horizon Scripted Television; and
- iv. work was currently underway by the Council's Economic Development Section, working with Property and Projects, to develop an employment initiatives programme targeted at the various sectors proposed for Giant's Park.

**Council Standing Orders – Qualified  
Majority Voting**

The Committee was reminded that, at its meeting on 19th May, it had adopted the recommendations in a report on the annual updates to the Council Constitution documents. One of those recommendations was to approve some minor changes to the Council's Standing Orders. One of those changes was to amend Standing Order 47 on the Call-In Process.

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The proposed change was recommended due to the receipt of a letter from the Director of the Local Government Policy Division of the Department for Communities. In the letter the Director had advised that, based upon legal advice which the Department had received, the Council should amend its Standing Orders to provide that any decision which is called-in under Section 41(1)(b) of the Local Government Act (NI) 2014 (that is, Community Impact) must be reconsidered by the Council by way of a qualified majority (that is, 80% of members present and voting) regardless of the opinion which was received from the practising Barrister or Solicitor. Previously, the Council's Standing Orders had required the use of a qualified majority **only where the opinion of the Barrister or Solicitor was that the call-in had "merit"**.

In May the Committee had noted that the City Solicitor had sought legal opinion regarding this matter due to a number of concerns that had been raised by a number of local councils regarding the Department's direction. Advice had now been received from Senior Counsel which departed from that received from the Department for Communities in that he advised that the best sense that could be made of the relevant legislation currently in place was that qualified majority voting should only be used in circumstances where a decision called-in under Section 41(1)(b) of the Local Government Act (NI) 2014 was found by a practising Barrister or Solicitor to have merit. Where the opinion is that the merit test has not been met then the reconsideration of the decision should be under the usual rules of simple majority.

Based upon this advice, it was recommended that the Committee rescind its decision of 19th May in so far as it related to the proposed change to Standing Order 47 and to approve the revised Standing Order.

The Committee adopted the recommendation.

### **City Centre Investment Fund**

The Committee considered a report which provided an update on the inclusion of the Aurora Real Estate Fund (Aurora) in the City Centre Investment Fund (CCIF), including progress made to date, a summary of advice received from KPMG and the planned next steps.

The Committee delegated authority to the Director of Finance and Resources in relation to progressing further negotiations with Aurora and to agree and issue Heads of Terms based upon the principles laid out in the report. It agreed also that Aurora could mention in its funding discussions/materials that Belfast City Council had given a conditional commitment to it in terms of a £5m investment as part of CCIF.

### **Organisational Development Update**

The Chief Executive submitted for the Committee's consideration an update report on the organisation development.

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After discussion, the Committee agreed:

1. That, in addition to the Chairperson and Deputy Chairperson (or their nominees), the third elected member from the Strategic Policy and Resources Committee to comprise the selection panel for the post of Strategic Director of Place and Economy be nominated by the Alliance Party;
2. That the three selection panels to recruit the posts of Operational Director for Planning and Building Control; Operational Director for Economic Development; and Operational Director for City Regeneration in the new Place and Economy Department be constituted by the City Growth and Regeneration and Planning Committees at their next meetings in August 2017, with the outcome of the recruitment exercises being reported back to the Strategic Policy and Resources Committee for noting;
3. That, in addition to the Chairperson and Deputy Chairperson (or their nominees), the third elected member from the Strategic Policy and Resources Committee to comprise the selection panel for the post of Director of Strategic Development be nominated by the SDLP; and
4. That the elected members from the Strategic Policy and Resources Committee to comprise the selection panel for the replacement post of Head of Corporate Communications should comprise the Chairperson; the Deputy Chairperson (or their nominees), with the third Member to be nominated by the UUP, along with the Chief Executive or a Council Director and another Council Director, to balance the panel in terms of gender and community background.

**Bonfire Inter-Agency Working**

The Director of City and Neighbourhood Services tabled a report which provided an update on the Inter-Agency Bonfire Programme of Work and various work streams.

The Chief Executive outlined the very difficult situation which the Council faced when dealing with bonfires and that, given what had arisen, she proposed to carry out a full review of the circumstances and actions and the future approaches going forward.

A lengthy discussion then ensued, during which the Chief Executive and the Director of City and Neighbourhood Services answered a number of questions in relation to the removal and storage of the bonfire material and its subsequent theft from the storage area.

After further discussion, the Committee agreed:

- that an investigation and full review, led by the Chief Executive with independent input, would be carried out into the issue of collection and storage of bonfire material, and the future approach to bonfires across the city; and
- that a report on the contractual position relating to bonfire material retrieval be submitted to a future meeting.

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Moved by Councillor McVeigh,  
Seconded by Councillor Beattie,

That any of the pallets which were still held in storage by the Council should not be returned to the bonfire sites and the Council should not store pallets from bonfire sites in the future.

On a vote by show of hands, eight Members voted for the proposal and six against and it was declared carried.

**Matters Referred Back from Council/Notices of Motion**

**Notice of Motion - Belfast Youth Forum**

The Committee considered the following report:

**“1.0 Purpose of Report or Summary of main Issues**

**1.1 To consider a notice of motion in relation to the Belfast Youth Forum Report on Poverty which, in accordance with standing orders, was referred to the Committee by the Council at its meeting on 1st June.**

**1.2 This report also contains context information on the Belfast Agenda, which has a focus on inclusive growth and reducing poverty in the city. It is proposed that Members may wish to consider establishing a Member-led programme to explicitly address the issue of inclusive supported by specifically commissioned evidence to support the development of new policy and strategic approaches to addressing the issue on a city-wide and local basis. This would form part of the implementation plan for the Belfast Agenda moving forward. If the Committee agrees a more detailed report will be brought back to a future meeting.**

**2.0 Recommendations**

**2.1 The Committee is asked to:**

- Consider the notice of motion and to take such action thereon as may be determined.**
- Consider establishing a member led programme to focus on the objective of inclusive growth and addressing poverty, supported by commissioned evidence to inform the development of new policy and strategic approaches to addressing the issue on a city-wide and local basis.**

3.0 **Main report**

**Key Issues**

- 3.1 At the meeting of the Council on 1st June, the following notice of motion, which was proposed by Councillor Nicholl and seconded by Councillor Campbell, was, in accordance with Standing Order 13(f), referred to the Committee for consideration:

**“This Council welcomes the publication of the Belfast Youth Forum’s research report ‘Poverty: It’s not a Choice -Young People’s Views of Poverty in Belfast’, notes the recommendations of the report, commits to dispelling myths and stereotypes about poverty and pledges to do everything in our power to eradicate poverty in our City”.**

- 3.2 As Members are aware the Belfast Agenda contains a commitment to promoting inclusive growth in the city which includes reducing levels of economic inequality and poverty. The draft document states:

- 3.3 ***“For Belfast to work we need as many people as possible to contribute to, and benefit from, its success.***

***This is why the Belfast Agenda is not just about economic growth but about all the things that make the benefits of growth as inclusive and widespread as possible. We need to address interlocking issues of poverty, economic inactivity, unemployment and underemployment. In particular we need to create jobs and make sure that those most in need of work can get those jobs.***

***Inclusive economic growth is about more and better jobs; improving living standards and earnings; offering in-work progression and challenging barriers to employment. As it is about improving life chances, it is something that no one organisation or sector can deliver alone; we must do it together.***

***Our priorities for the next four years include making sure that people have the best life chances and best living experience no matter where they are born or live in Belfast.”***

- 3.4 There is the opportunity now, as we move forward to implement the Belfast Agenda to build on research such as that carried out by the Belfast Youth Forum, the RSA Inclusive Growth Commission, the Joseph Rowntree Foundation and others to develop an agreed narrative on what inclusive growth



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means for Belfast, develop the right evidence-base within which to drive effective policy, design intervention and monitor progress and work with partners to bring together an integrated programme of work. This would build upon the work that has taken place around these issues and draw together in a more strategic and impactful way the various interventions Members have already agreed to address these issues in the city, including the employability pipe-line model, maximizing the social value of procurement and city and neighbourhood investment programmes as well as the work the council does to mitigate the impact of poverty, for example for older people and those in fuel poverty.

- 3.5** To support this work it is proposed that we commission a specific piece of evidence to support the development of new policy and strategic approaches to addressing the issue of inclusive growth and reducing poverty on a city-wide and local basis. This would form part of the implementation plan for the Belfast Agenda moving forward and bring together the various strands of evidence that already exist to ensure maximum impact. The Belfast Agenda includes a commitment to develop an inclusive growth monitor and this would assist with that process.

**3.6** **Financial & Resource Implications**

The budget for this work has been included within the revenue estimates for 2017/18.

**3.7** **Equality or Good Relations Implications**

None.”

The Committee adopted the recommendations and agreed also to set up a Poverty Forum consisting of Elected Members, NGOs in the city already dealing with poverty, statutory agencies and a member of the Youth Forum.

**Notice of Motion re Fire Brigades Union**

The Committee was reminded that, at the Council meeting on 1st June, the following notice of motion, which had been proposed by Councillor McVeigh, had been referred, in accordance with standing orders, to the Committee for consideration:

*"This Council recognises the huge contribution which the Fire Service has made to the life of the City and the safety of its citizens. This year sees the 100th anniversary of the Fire Brigades Union (FBU), a Trade Union that represents the rank and file of our brave fire fighters.*

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*In recognition of that milestone, the Council agrees to erect a suitable monument within the City Hall, its grounds or another suitable public space. The Council will enter into discussions with the FBU about the type and design of an appropriate monument”.*

The motion was seconded by Councillor Reynolds.

The Committee agreed to establish a Members’ Steering Group and that the motion be considered, in the first instance, by that group with a report on the matter being submitted to the Committee in due course.

**Notice of Motion re Shrouds of the Somme**

The Committee was advised that, at the meeting of the Council on 1st June, the following notice of motion, which was proposed by Councillor Reynolds and seconded by Councillor Hutchinson, was, in accordance with Standing Order 13(f), referred to the Committee for consideration:

*"This Council agrees to become an official sponsor of 'Shrouds of the Somme', a unique art installation intended to mark the centenary of the end of the First World War and to explore the possibilities of workshops with the artist and of an installation/partial installation in Belfast."*

The Committee agreed to establish a Members’ Steering Group and that the motion be considered, in the first instance, by that group with a report on the matter being submitted to the Committee in due course.

**Belfast Agenda**

**City Region Growth Deal update**

The Committee was reminded that it had agreed to commission a full feasibility study on a City Region Growth Deal (City Deal) at its meeting in December and, following a competitive process, KPMG had now been appointed. The Organisation had been tasked to provide a detailed evidence base, including forecast modelling, which sets out the rationale, financial construct and benefits (financial and social) of a City Deal.

The outline timeline for delivery from KPMG was as follows:

<b>Deliverables</b>	<b>By when</b>
1. An initial City Deal ‘narrative’ to build partner and political engagement, and secure buy-in.	Mid-June
2. Financial and economic modelling reports based on potential geographies and investment priorities, and analysis report on infrastructural needs, financing options and preliminary delivery routes for ‘pathfinder’ projects	Mid-September
3. Detailed City Deal proposal	End March

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Throughout the process, there would be ongoing political and stakeholder engagement. This would include intensive engagement with:

- Belfast City-Region Councillors and officers;
- Newry, Mourne and Down, and Derry and Strabane Councillors and officers;
- NI Assembly representatives;
- Northern Ireland Office and Taoiseach's Office/Department for Foreign Affairs;
- Business sector including large businesses and representative bodies
- Innovation sector including universities, further education and innovation hubs; and
- City stakeholders such as the Belfast Harbour Commission; and
- NI Civil Service departments, notably the Department for Infrastructure; and the Department for Finance.

A detailed advocacy schedule for the next 12 weeks was being prepared. The culmination of that process would be formal engagement with the Treasury in late summer/early autumn, in partnership with the NI Executive and relevant councils.

Further to the political engagement in the past 6 months at Westminster, Stormont and in Council, an initial narrative paper had been prepared entitled *When Belfast Succeeds...* Subsequently, a workshop had been held with city partners and included a presentation from the KPMG team on deals elsewhere and the process for securing a deal for Belfast.

As a result of that series of discussions, an influencing/position paper had been prepared which sets out more of the detail on a potential City Deal vision, objectives and targets. It outlines the city-region's competitive advantages and how we propose to construct a compelling programme of 'asks' that would demonstrably build inclusive growth, particularly in preparation for exit from the EU.

The purpose of the influencing/position paper was to engage in more meaningful discussions with NI Assembly parties, other local councils and the British and Irish governments. It would also be presented to the Belfast Agenda's Economic Forum at its scheduled meeting later this month.

The Committee noted the progress to date and agreed to the next steps.

**Belfast City Council Corporate Plan 2017-21  
and Programme for Delivery 2017-18**

The Committee considered the following report:

**“1.0 Purpose of Report**

- 1.1 To present for agreement the Council's high level corporate plan for 2017-2021, which will be reviewed annually and the council's delivery programme for the first year of the plan 2017/18. Both documents are based upon decisions which Members have taken about city and corporate priorities as part**

of the process for developing the 'Belfast Agenda', Belfast's first community plan, as well as organisational priorities agreed by Members as part of the financial planning and rate-setting process and committee planning process. They draw heavily on engagement with the public about improvement priorities and socio economic analysis of the city. The corporate plan incorporates the council's improvement plan for 2017/18, which has been produced in accordance with the improvement duty set out within the Local Government Act 2014.

## **2.0 Recommendations**

### **2.1 The Committee is asked to:**

- approve the council's Corporate Plan 2017/21 subject to annual review and update and
- approve the corresponding Programme for Delivery 2017/18

## **3.0 Main report**

### **Corporate Plan 2017-21**

- 3.1** The corporate plan is a key governance document, cited in the council's constitution as the means by which the Strategic Policy & Resources Committee sets the strategic direction of the council. It sets out what the council wants to achieve for the city and the key priority actions to make this happen.
- 3.2** The corporate plan document is the culmination of a range of organisational and city-wide planning led by Members over the last year and builds upon the one-year plan agreed by Members in April 2016. Since that time, significant work has been undertaken to finalise for consultation the 'Belfast Agenda' – Belfast's first community plan. Members have agreed that the priorities of the organisation should align to those within the Belfast Agenda, which has at its heart the idea of 'inclusive growth' for Belfast.
- 3.3** Consequently the Corporate Plan focuses largely on the 4 key 'pillars' of the Belfast Agenda which aim to take forward programmes of both economic and social progress for the people and communities across the city. The document also contains a programme related to creating a 'fit for purpose' organisation, which includes customer focus, service improvement, organisational development and the efficiency programme. This also includes reference to the council's

physical programme as this programme will deliver across a wide range of economic, social and environmental outcomes.

**3.4** As members will be aware, a significant amount of organisational planning has already taken place, underpinned by an extensive range of consultation and engagement activities, which has provided a strong foundation upon which to finalise the Corporate Plan for 2017/21. This work has included:

- The on-going development of the Belfast Agenda, including a wide range of stakeholder engagement events;
- Planning workshop with the SP&R Committee to which all Members were invited;
- A survey of 1,500 residents which asked them to consider their priorities for the city;
- The 2017/18 revenue estimating process and the departmental and service planning assumptions which underpin this;
- The development of committee plans for the City Growth & Regeneration Committee and the People & Communities Committee.
- The Belfast Agenda is being finalised for launch in the Autumn and an update will be brought to the Committee's August meeting. The corporate plan will be reviewed on a regular basis to ensure on-going alignment with the Belfast Agenda.

**Programme for Delivery 2017-18**

**3.5** Members have stressed the importance of ensuring an effective and properly resourced programme delivery approach to ensure that the council's priorities are executed. Therefore, whilst the corporate plan sets out the council's priorities at a high level, in a public-friendly way, the programme for delivery sets out in detail the key milestones and activities that will be delivered over the coming year across the organisation. In order to support delivery a clear process has been put in place with ongoing monitoring and evaluation of progress including regular reporting to Members on both individual projects and the overall plan. The purpose of this is to help give Members assurance around delivery of council priorities and also to clarify accountability.

**3.6** Both the corporate plan and the programme for delivery form part of a suite of strategic planning and management documents which are brought to Members on a regular basis and are all designed to support the achievement of Members'

ambitions for the city, these include committee plans, the capital programme, financial plans and audit and risk plans.

**Performance Improvement**

- 3.7 Members will also be aware that the Local Government Act (Northern Ireland) 2014 introduced a duty on council to make arrangements to secure continuous improvement in the exercise of [its] functions. The council therefore has a statutory obligation to publish an Improvement Plan setting out the Council's Improvement Objectives. The Northern Ireland Audit Office will be responsible for overseeing the implementation of this duty and will undertake an examination of the planning process the council uses to derive their improvement objectives and its progress against them. The Corporate Plan therefore incorporates the council's improvement plan, which lays out more explicitly our improvement objectives. These improvements, as is the case with all of our objectives, cascade from the council's priorities as informed by a wide body of evidence including a far reaching consultation process which informed the development of the Belfast Agenda and Corporate Plan.

3.8 **Financial & Resource Implications**

Costs for the implementation of the council's Corporate Plan and delivery programme have been factored into the budget estimates for 2017/18.

3.9 **Equality or Good Relations Implications**

As part of the Belfast Agenda and corporate planning process, residents and other stakeholders have been consulted through our residents' survey and other stakeholder engagement events. The corporate plan and delivery programme contain actions intended to promote equality and good relations."

The Committee adopted the recommendations.

**Annual Performance Report 2016-17**

The Committee considered the Council's Annual Performance Report 2016-17, together with a quarter 4 update on the projects and milestones contributing to the achievement of the Council's corporate improvement objectives as agreed in the 2016-17 Corporate Plan.

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The Committee:

- noted and approved the Annual Report;
- noted and approved the quarter 4 corporate performance report for the 2016-17 period; and
- noted that the process for monitoring and reporting the Corporate Plan objectives was subject to formal audit by the Northern Ireland Audit Office and that the abovementioned reports would be provided as part of the Council's evidence of compliance with its Performance Improvement duty (Part 12 Local government (NI) Act 2014).

**Recruitment of the Belfast Commissioner  
of Resilience**

The Committee considered the undernoted report:

**“1.0 Purpose of Report or Summary of main Issues**

- 1.1 Belfast is now a member of the Rockefeller Foundation's 100 Resilient Cities (100RC) program, and, as a member, will receive funding to appoint a Commissioner for Resilience who will champion the development and implementation of a Belfast resilience strategy.**
- 1.2 This senior role, reporting to the Chief Executive, will be fully funded by 100RC for an initial two year period. After this period Belfast City Council and 100RC will carry out a substantial review of the role (to align with the Resilience Strategy's recommendations) with the intention of creating a revised permanent post within Council.**
- 1.3 The Council, with logistic and recruitment support from 100RC, now wish to begin a global 'Executive Search' recruitment process to appoint a suitable candidate for what is likely to be a high profile and demanding role.**
- 1.4 In addition, as part of our 100RC membership, international consultants Ricardo Energy & Environment, have been appointed to develop an evaluation framework to support the wider resilience work program including the work of the Commissioner. This will begin with a baseline study to be carried out from August 2017 and engagement with a wide spectrum of relevant stakeholders, including Elected Members.**

## **2.0 Recommendations**

The Committee is asked to consider the following:

- 1. To give approval to proceed with the Executive Search for Commissioner for Resilience including providing delegated authority to the Chief Executive and/or Deputy Chief Executive to participate, along with 100RC, in the recruitment of the Commissioner.**
- 2. To note the initiation of the baseline study and the opportunity for Elected Members to engage in the development of the evaluation framework.**

## **3.0 Main report**

### **Key Issues**

- 3.1 Rockefeller Foundation's '100 Resilient Cities' programme provides expert support to cities across the world to help them understand and prepare for future social, economic and environmental shocks and stresses. These issues could range from coastal flooding, to mass unemployment, transport issues, social unrest, or infrastructure failure.**
- 3.2 Each participating city is offered access to a global network of resilience experts, practical solutions, service providers, and consultancy partners. 100RC also provides funding for a 'Commissioner for Resilience' to work with stakeholders to develop a resilience strategy which will be embedded within wider city planning processes. Locally, the resilience strategy will align closely to the Belfast Agenda's economic growth outcomes.**
- 3.3 Belfast is now in a position to work with 100RC to recruit the Commissioner for Resilience. This will be a significant strategic role within Council, reporting directly to the Chief Executive. With logistical and expert advice from 100RC in New York, the Council will undertake a global executive search process for the position. It is proposed that, with delegated authority, the Chief Executive (and Deputy Chief Executive) will work with colleagues from 100 Resilience Cities to carry out the recruitment process.**
- 3.4 The post will be fully funded by 100 Resilient Cities for an initial two years. After this period Belfast City Council and 100RC will carry out a substantial review of the role (to align it with the new Resilience Strategy's recommendations) with the intention of creating a revised permanent post within Council.**



**3.5** In a related strand of work, international consultants, Ricardo Energy & Environment, have been appointed by 100RC to develop an evaluation framework for Belfast. Work on this will begin in August 2017 with a baseline study and the consultants will engage with a wide spectrum of relevant stakeholders, including Elected Members.

**3.6** Financial & Resource Implications

In addition, to fully funding the Commissioner role for two years, 100RC will also support wider work to develop and implement the resilience strategy. This includes:

- Access to international consultancy expertise in Year 1 to the approximate value of \$240,000.
- Funding for the launch and publication of the Belfast resilience strategy.
- Capacity building, training and global networking programme for the Commissioner
- In the second year, the Commissioner will be able draw on expertise from a range of 100RC consultancy partners up to a potential value of up to \$5,000,000.

It is envisioned that the Commissioner will draw upon a number of existing Council resources in the delivery of his or her work including officers from the planned Strategic hub and the Smart Belfast team.

**3.7** Equality or Good Relations Implications

Equality and good relations implications, in relation to this policy, are still under consideration. Further updates will be sent to the Equality and Diversity Officer in due course.”

The Committee adopted the recommendations.

**Physical Programme and Asset Management**

**Physical Programme Update**

The Committee considered the undernoted report:

**“1.0 Purpose of Report or Summary of main Issues**

**1.1** Members will be aware that the Council manages a substantial physical programme under a range of funding streams. The purpose of this report is to update Members on the current

status of the Programme and the emerging implications for future investment decisions.

**2.0 Recommendations**

**2.1 Members are asked to–**

- note the achievements under the physical programme since the beginning of the Investment Programme in 2012 and to note the scale of the Council's current Physical Programme which covers over 300 projects worth in excess of £325m
- note that the physical programme is one of the most important and high profile programmes delivered by the Council due to its visibility on the ground and the positive reputational impact that it has. Given this Members have expressed a desire to continue to deliver a substantial physical programme going forward.
- note that the capital financing budget will come under pressure of all projects currently in the programme are to be delivered and given this there is a need to review how schemes are prioritised in the context of the Council's overall affordability limits; alignment with the strategic objectives under the Belfast Agenda and the Corporate Plan and ensure that they are fully cognisant of other assets and ongoing initiatives in an area. To aid this it is therefore proposed that a prioritisation and outcomes framework to help Members make informed, evidence based physical investment decisions is developed and to help ensure that Members can invest in those projects which deliver maximum returns for the city and local areas
- given the complexity of this area agree that a series of Party Group briefings are undertaken on the Physical Programme and the proposed prioritisation framework

**3.0 Main report**

**Key Issues**

**3.1 Physical Programme – Role as an Enabler for transformational change**

In setting the context within this paper it is important for Members to appreciate from the outset that the Council's physical programme is not simply about the stand-alone development of new facilities or assets but that all physical projects are an enabler in their own right towards the achievement of the City's and the Council's wider strategic

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objectives under the Belfast Agenda and the Corporate Plan (which the Committee is also considering on the agenda today).

**3.2 Physical Programme – Achievements to date and current programme**

Members will be aware that the Council runs a substantial physical programme under a range of funding streams. In addition to the delivery of our own projects the Council is becoming the delivery agent of choice for external projects across the city

Funding stream	KEY DETAILS
<b>Capital Programme</b>	Rolling programme of enhancing <b>existing Council assets</b> or <b>building / buying new ones.</b>
<b>Leisure Transformation Programme</b>	£105m in the Council's leisure estate. 7 major redevelopments
<b>Local Investment Fund (L11 &amp; LIF2)</b>	<b>£9million</b> fixed programme of capital investment in <b>non-council neighbourhood assets (£5m – LIF1 and £4m – LIF2)</b> . Minimum investment of £15,000 - Maximum £250,000). Over 130 projects
<b>Belfast Investment Fund (BIF)</b>	<b>£28.2million</b> rolling programme of investment in <b>partnership projects</b> Minimum council investment £250,000 - 38 projects in total
<b>Planned Maintenance Programme</b>	A £6m rolling programme of ongoing maintenance on existing council assets.
<b>Non –recurrent maintenance projects</b>	<b>A fixed programme of nonrecurring projects</b> funded from the capital financing budget.

**Key achievements to date**

**3.3 Members will be aware of the many of the great achievements that have been delivered under the Physical Programme since the launch of the Investment Programme in February 2012 including**

- **Delivery of over £200m of projects including the £40m Connswater Community Greenway project, the £30m Waterfront Exhibition and Conference Centre, the £27m**

new corporate accommodation for staff, the £9m Innovation Factory, the £8m infrastructure at the North Foreshore, the £11m Girdwood Community Hub, more than £15m on new pitches and pavilions, over £5m on playgrounds and MUGAs; the £2m upgrades of Dunville and Woodvale Parks; the £3m Mary Peter's Track, the £1.3m new visitor attraction in the City Hall; the Bike Share Scheme, the completion of over 60 LIF projects worth £4.3m and the recent completion of the redevelopment of Willowfield Church Halls which received £560,000 of BIF investment

- Levering in over £100m in external funding which surpassed the initial target set of £50m. The Council is continuing to look for opportunities for external funding and has recently secured HLF funding for the redevelopment of both the City Cemetery and the Templemore Baths. Other monies recently levered in includes £290k from the Department for Communities for the new pavilion at Sally Gardens, and £100k for a new sensory garden at the Blacks Road together with £2.4m from HLF for the redevelopment of Tropical Ravine
- External recognition of projects – Members are asked to note that the Girdwood Community Hub was recently awarded the RICS Northern Ireland Project of Year. The RICS awards celebrate inspirational initiatives in the land, property and construction sectors. The highly acclaimed Project of the Year title is presented to the scheme which demonstrates overall outstanding best practice and an exemplary commitment to adding value to its local area. This is a very prestigious accolade with the judges noting that *“when Belfast City Council stepped in with the ambitious cross-community hub concept, it seemed a noble but impossible idea. Yet in the two years since opening it is in full use by all communities, it has opened previously blockaded streets and peace walls and created a positive ripple effect”*. In addition, the Waterfront won the Commercial Project of the Year. Other awards that the Council has won for the physical programme include Councillor Initiative of the Year for the LIF programme at the NILGA Awards and the Waterfront also won an accessibility design award from the William Keown Trust

#### Current Programme

- 3.4 The Council's current physical programme encompasses over 300 projects including -

- over 100 projects on the Capital Programme including the £4.2m redevelopment of the Tropical Ravine, the rollout of phase 4 of our alleygating programme which will see a minimum of 300 gates installed across the city and a new changing pavilion at Sally Gardens. In addition, works will commence on new pitches and pavilions at Falls Park and Cherryvale Playing Fields and a new mini 3G pitch at Clarendon and environmental upgrades at Skegoneil and Falls Park
- the £105m Leisure Transformation Programme which will see the redevelopment of 7 leisure centres across the city with works due to commence in the summer on Andersonstown, Brook and Robinson Centre
- 35 BIF projects which includes 12 which are at Stage 3 –Committed with the 23 projects currently being worked up
- A £9m LIF programme –70 projects either underway or agreed in principle
- a £6m annual rolling programme of maintenance

**3.5** In addition, the Council is now becoming the delivery agent of choice for a number of central government departments and is currently either delivering or proposed to be the delivery agent for over 30 projects across the city under the Building Successful Communities initiative, Urban Villages or the Social Investment Fund. Delivering these type of projects, while a recognition of both the successful track record of the Council as a delivery agent for capital projects and also the uniquely placed role of the Council as a civic leader in the city also bring with them their own risks and issues and a separate paper on this is on the agenda for discussion today (See *Council's role as a delivery agent – Update paper*).

#### **Physical Programme – Challenges and Implications for Members**

**3.6** Members will appreciate that the Council's physical programme is one of the most important programmes delivered by the Council and due to the nature of capital projects it is also one of the most visible and easily recognisable signs of the Council's civic leadership role in the city. Moving forward the Council will face two key challenges in respect of the capital programme. These are:

- The capital financing budget will soon come under pressure if all the projects currently in the programme are to be delivered.
- The need to ensure that Investment decisions are taken within the context of strategic alignment with the

**Belfast Agenda and in full consideration of what assets  
already exist in an area and how these are being used**

**3.8** It is therefore proposed that a prioritisation and outcomes framework to help Members make informed, evidence based physical investment decisions is developed. It is envisaged that this will form part of the three stage approval process for physical projects which Members have previously approved and will ensure that the physical programme is aligned with the city outcomes framework and the Belfast Agenda to ensure that the maximum benefits and outcomes are achieved. This will also ensure that the projects which Members choose to invest in are those which deliver the maximum benefit for the city and for local areas.

**3.9** Given the complexity of this issue and its implications for Members in terms of future decision making it is proposed that a series of Party Group briefings are undertaken on the Physical Programme and the prioritisation framework. It is proposed that the briefing areas will include - City/area strategy; Use of existing assets; Affordability; Prioritisation; Whole life costs and Benefits

**3.10 Financial & Resource Implications**

**Financial – The Council’s physical programme covers a number of funding streams as outlined in 3.2 above**

**3.11 Equality or Good Relations Implications**

**There are no direct equality implications.”**

The Committee adopted the recommendations.

**Area Working Update**

The Committee considered an update report on the area working and:

**Area Working Group Minutes**

- approved and adopted the minutes of the meetings of the Area Working Groups (AWG) as follows: West AWG 25th May; North AWG 30th May and South AWG 31st May.

**Local Investment Fund**

- adopted the recommendation of the North AWG which had agreed to recommend to the Committee that the Brantwood and Loughside FC project

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(NLIF061) be phased into 2 phases, each subject to match funding being secured within 12 months; and

- noted that the LIF project - NLIF2-19 Women's Tec, which had previously been approved in principle had been scored, that this project has met the threshold and agreed that this was progressed to due-diligence.

**Future Area Working Update reports**

- noted that, giving the changing nature of the work of the Area Working groups and the move away from a focus on the physical, it was proposed that this report be taken forward by the Director of City and Neighbourhood Services which would help align this with area and neighbourhood planning.

**Council Role as Delivery Agent**

The Director of Property and Projects submitted for the Committee's consideration the following report:

**"1.0 Purpose of Report or Summary of main Issues**

- 1.1 Members will be aware that the Council is acting as the delivery agent for a range of capital projects on behalf of other organisations including the Executive Office and the Department for Communities. The purpose of this paper is to update Members on the current status of these projects and to highlight a number of emerging issues in relation to the delivery of the SIF projects.**

**2.0 Recommendations**

**2.1 The Committee is asked to note:**

- **the projects which the Council has committed to deliver under the Social Investment Fund (SIF) and Urban Villages (UV) on behalf of the Executive Office along with the committed projects under the Building Successful Communities (BSC) on behalf of the Department for Communities as laid out at 3.2-3.5 below**
- **that the Council has now been awaiting approval to proceed on a number of the SIF projects which it has signed LOOs to deliver for a number of months and a number of Groups have contacted the Council directly requesting clarification and expressing their frustration at the ongoing delays in the process. Members are asked to note that the Council's role in respect of these projects is to act as the delivery agent only and that these issues are outside the control of Council. Members are asked to note that the Council officers have escalated these issues with the Executive Office**

but it is also proposed that the Council writes to all affected groups updating them on the current status and advising them of the current status and the Council's role within the process

**3.0 Main report**

**Key Issues**

- 3.1** Members will be aware that over the past couple of years the Council has been requested to deliver a series of capital projects under a number of externally funded initiatives including the Social Investment Fund (SIF) and Urban Villages (UV) on behalf of the Executive Office together with projects Building Successful Communities (BSC) on behalf of the Department for Communities. In addition the Council is also taking forward a number of other projects on behalf of the Department of Communities. These requests recognise both the successful track record of the Council as a delivery agent for capital projects and also the uniquely placed role of the Council as a civic leader in the city. There are also a sign of confidence in the Council and recognition of the Council's increasing role in terms of regeneration and community planning role. Letters of offer have been signed for over 40 projects worth approx. £8m

**Department for Communities**

**Building Successful Communities**

- 3.2** Committee is asked to note that under the Building Successful Communities initiative the Council has already successfully delivered 14 projects worth nearly £1m under way with works finalising on the remaining bike docking stations at Carlisle Circus and Twin Spires. In addition the Council is taking forward a range of feasibility studies under BSC

BSC AREA	PROJECT	STATUS
Lenadoon	Provision of 7 Alley-gates	Completed
Lenadoon	Provision of 26 Alley-gates	Completed - plus one additional gate
Lenadoon	First Steps Early Year Group Refurbishment	Completed
Lenadoon	Kids Together Outdoor Play Area	Completed
Lenadoon	Lenadoon Park Fencing Replacement	Completed
Lower Falls	Provision of 12 Alley-gates	Completed
Lower Falls	Installation of 2 no Bike Docking	Servia St



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	Stations	operational. Twin Spires due to be operational before end of June
Lower Falls	Refurbishment - St Mary's	Completed
Lower Falls	Provision of Banner at Radio Failte site	Completed
Lower Oldpark	Installation of 2 no Bike Docking Stations	Completed (Girdwood and 174 Trust)
Lower Oldpark	Refurbishment of LOCA Centre	Completed
Lower Shankill	Environmental upgrades - Peter's Hill Pumping Station, Millfield Corner, Townsend St	Completed

- 3.3 Other – The Council is also taking forward Phase 1 of the works on Springfield Dam on behalf of the Department for Communities. As previously agreed by Committee this asset will transfer to the Council upon completion of these works.**

**EXECUTIVE OFFICE**

**Urban Villages**

- 3.4 The Council is delivering the following projects under the Urban Villages initiative. Members are asked to note that many of these projects are still at the development stage and that the focus of work is on technical design and assistance at this stage. The Council is however proposed to be the delivery agent for the build phases of these projects if they progress.**

<b>Area</b>	<b>Project</b>	<b>Status</b>
South	Inner City South Belfast Sure Start	Completed
Colin	Saints Boxing Club - Refurbishment	Completed
Colin	Lagmore Community Forum – New build	On ground
Colin	Colin Urban Park and Play Park	Design stage – consultation feedback
South	Rev Bradford Memorial Playground	Design stage – consultation analysis
South	Sandy Row Playpark	Completed (site investigation)
North	Ballysillan Park/ Playing Fields	Project paused for review of needs analysis, options and further liaison with

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Area	Project	Status
		stakeholders
South	Sure Start Lighting	Design stage
Eastside	Belfast Bike Share Scheme	Letter of offer received

**In addition the Council is in discussions with the Executive Office on a range of other emerging projects under Urban Villages (including Glenbryn Playground, Gilpins, Marrowbone Millennium Park and the Skyline Building Newtownards Road along with a range of city wide projects including alleygates). Members will be kept up to date if any of these projects progress.**

**Social Investment Fund**

**3.5 The Council is due to be the delivery agent for the following projects under the Social Investment fund on behalf of the Executive Office.**

Project	Description	Status
Westland Community Centre	New Build Community Facility	Awaiting approval to proceed from funder
Arts for All	Refurbished Community Facility	Not through due diligence
PIPs Suicide Prevention Ireland	Refurbished Community Facility	Awaiting approval to proceed from funder
NBWISP	Refurbished Community Facility	Awaiting approval to proceed from funder
Joanmount Methodist Church	Refurbished Community Facility	Awaiting approval to proceed from funder
St Comgall's	Refurbished Interpretive Centre	Letter of offer being signed
Titanic People	Refurbished Tourism Facility	Awaiting approval to proceed from funder
Walkway Community Centre	New Build Community Facility	Awaiting approval to proceed from funder
Greenway Women's Centre	Refurbished Community Facility	Awaiting approval to proceed from funder
Mount Merrion Parish Development Project	Refurbished Community Facility	Awaiting approval to proceed from funder
Oasis Early Years Intervention Project	Refurbished Community Facility	Awaiting approval to proceed from funder
Glenburn Methodist Church Community Outreach Project	Refurbished Community Facility	Awaiting approval to proceed from funder
Mornington Community Project	Refurbished Community Facility	Awaiting approval to proceed from funder
South City Resource Centre (St. Simon's Church Hall)	Refurbished Community Facility	Awaiting approval to proceed from funder

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<b>Project</b>	<b>Description</b>	<b>Status</b>
Lanyon Tunnels	New Community / Social Economy Facility	Not through due diligence

- 3.6** However as can be seen from the table above the majority of these projects are awaiting approval from the Executive Office to proceed. This is for a variety of reasons including queries on charges and clarification on issues including title.
- 3.7** Members will however be aware that SIF was established in 2012 and all capital projects were originally due to be completed by 2015. Understandably the Groups who are due to receive funding are now becoming increasingly frustrated with the process and a number of them have written to the Council to express their concerns and have raised issues politically. A number are now also expressing their intention to withdraw from the process if no progress is made in the coming months. The issue in this regards is that there is a danger that SIF is seen as the Council's funding stream and that the Council is responsible for the delays and from this perspective there is a potential reputational risk to the Council. The Council has escalated these issues with the Executive Office and is awaiting a response. However in the interim to mitigate any further reputational risk it is proposed that the Council write to all affected groups appraising them of the current position and advise them if they have any queries in respect of the process that these are directed to the Executive Office.
- 3.8** Members are asked to note that in the interim officers are progressing what works can be carried forward (see separate asset report this month in respect of the Social Investment Fund Asset management update) so that projects are in a better position to progress when/if permission to proceed is received from the Executive Office.

**Other projects**

- 3.9** Members are asked to note that the Council is proposed to be the delivery agent for two projects which are currently seeking Peace V funding – Blackmountain Shared Space Centre and the Shankill Women's Centre. These projects are currently both at Stage 2 in terms of the SEUPB appraisal process with the outcome due to be known in November. This is in addition to the Council's own proposals for capital works under the Belfast Local Action Plan.
- 3.10** **Financial & Resource Implications**

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- **Financial – SIF and UV are Executive Office initiatives while BSC is being taken forward by the Department for Communities**
- **Resource - Officers time to deliver projects.**

**3.11 Equality & Good Relations Implications**

**No implications.”**

The Committee adopted the recommendations.

**Assets- Estates Update Report**

**Glenburn Methodist Church Hall – New Licence**

The Committee granted approval for the Council to enter into a 2-year licence agreement with Glenburn Methodist Church for use of its Church Hall.

**Benview Community Centre – New Licence**

The Committee agreed to enter into a new 2-year licence agreement with Benview and Ballysillan Avenue Tenants Association for use of Benview Community Centre as a Playcentre.

**Proposed licence from the Department for Communities for land at Girdwood**

The Committee agreed to take a licence from the Department for Communities (DfC) for two areas of additional land at Girdwood Park and noted that the Girdwood Hub had recently won the Royal Institute of Chartered Surveyors NI overall Project of the Year award. The project would now go through to the final award ceremony to be held in London and it was agreed that the Director of Property and Projects (or nominee) be authorised to attend, together with two Councillors from the North Area Working Group.

**Lock Keepers Cottage Visitors Centre – New lease for The Tea Rooms**

The Committee agreed to grant a new 5-year lease to Lawrence Huddleson for the Tea Rooms at Lock Keepers Cottage Visitors Centre.

**Corporation Street off street car park – Licence renewal**

The Committee agreed to the renewal of the 1-year licence with the Department for Infrastructure for the off street car park at Corporation Street.

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**Cregagh Youth and Community Centre –  
New licence for use of School Hall**

The Committee agreed to enter into a new 5-year licence agreement with the Education Authority for the Council's use of Cregagh Primary School Hall.

**Cregagh Youth and Community Centre – New licence to Ulster Rugby for  
occasional use of overflow car park**

The Committee agreed to enter into a new 11-month licence agreement with Ulster Rugby for their occasional use of the overflow car park adjacent to Cregagh Youth and Community Centre.

**Social Investment Fund Lease Requirements**

The Committee noted the Executive Office requirements in relation to security of tenure issues relating to SIF projects on Council assets and approved:

- The grant of a 50-year Lease to Westland Community Group for an area of land at the Council's Waterworks Park.
- The grant of a minimum 25-year extension of the existing lease to Greenway Women's Group at No.19 Greenway, Cregagh Road.
- The grant of a 50-year lease to Walkway Community Association for the land at Finvoy Street.

**Finance, Procurement and Performance**

**Efficiency Programme 2018/19 – 2019/20**

The Committee considered the following report:

**“1.0 Purpose of Report or Summary of main Issues**

**1.1 This report provides a summary of the key financial risks facing the Council over the next three years and outlines the approach to the future efficiency programme for 2018/19 – 2019/20.**

**2.0 Recommendations**

**2.1 The Committee is asked to**

- **note the update on the efficiency programme and that a further report will be brought to Committee in August 2017.**

**3.0 Main report**

**Pay Bill Cost Risks**

- 3.1** The pay settlement for 2016/17 and 2017/18 was 1% increase. At this stage a 1% pay increase is assumed for 2018/19, 2019/20 and 2020/21, although given the current level of inflation the pay claim is expected to be higher than 1% per annum. A management side pay briefing will be held in late July 2017.
- 3.2** NILGOSC have advised that following the triennial review in 2016, employer contribution rates would increase by 1% in 2017/18, 2018/19 and 2019/20. A 1% increase in 2020/21 has also been assumed.
- 3.3** The Apprentice Levy remains at 0.5% of the pay bill and the annual increase will therefore be minimal.
- 3.4** The impact of increases in the national living wage have not been quantified at this stage.

**Committee Decisions Affecting 2018/19 Estimates**

- 3.5** The following decisions will require growth in the 2018/19 revenue estimates.
- Additional BCC security staff for city centre office locations (£164,500).
  - Linguistic Diversity (£30,000)

**Summary of Employee Costs and Committee Decision Increases**

**3.6 Table 1: Employee and Committee Decision Cost Increases**

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Pay Rise	893,486	902,421	911,445
Pensions	831,579	847,295	862,827
Security	164,500		
Linguistic Diversity	30,000		
<b>Total</b>	<b>1,919,565</b>	<b>1,749,716</b>	<b>1,774,272</b>
District Rate Increase	1.28%	1.17%	1.18%

**Other Financial Risks**

- 3.7 **Other Inflation Increases:** Inflation impact on supplies and services contracts including energy and fuel. Current CPI rate 2.9% with forecast of between 2.6% - 2.8% for 2018/19. In addition, the introduction of the National Living Wage is likely to increase the cost of supplies and services as contractors pass on increased costs.
- 3.8 **Central Government Grants:** High degree of uncertainty about the current and future central government budgets and the potential impact on the Council.
- 3.9 **Loss of Income:** Potential for further reduction in levels of income e.g. decline of the North Foreshore electricity generation.
- 3.10 **Waste Disposal Costs:** The Council will face significant year on year increases in waste disposal contracts arising from the arc21 residual waste contract or interim contracts.
- 3.11 **Belfast Agenda:** Resource requirements to deliver priorities such as Employability and Skills, Tourism and Events.
- 3.12 **European Capital of Culture:** Additional resources required for the build-up of events and support to the ECOC year.
- 3.13 **Capital Investment:** The financing of Members capital investment ambitions and emerging large scale projects such as the crematorium and the cemetery provision.
- 3.14 **Whole Life Costing:** Additional costs required to operate and maintain new facilities e.g. future replacement programme of new 3G pitches.

**Future Efficiency Programme**

- 3.15 **As part of the medium term financial strategy the Committee agreed the following actions for 2018/19:**
- **Achieve cash savings of £2.5m per annum 2018/19 and 2019/20.**
  - **Additional income of £0.5m per annum 2018/19 and 2019/20.**
  - **Progress towards £2m cash savings from Leisure to be transferred to Leisure capital financing.**

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- Achieve further savings of £576k from the Waterfront and Ulster Hall Model to be transferred to the subvention / sinking fund.
- Achieve further cash savings of £852k from accommodation costs to be transferred to 9 Adelaide capital financing.

**3.16 The Committee also agreed that the efficiency programme would be based on the following strands of work:**

- Income Maximisation
- Procurement
- Service Redesign
- Alternative Service Models
- Asset Management
- Back Office
- Rate Base

**Organisational Context**

**3.17 Over £22m of cash savings have been removed from base budgets over the past 10 years, with savings of £2.9m removed for the 2017/18 revenue estimates.**

**3.18 Members should recognise that there will be a degree of difficulty in achieving the 2018/19 efficiency targets because:**

- It is a difficult and uncertain economic environment.
- The increasing trend in inflation will impact on running costs and the basis for the 2018/19 pay claim.
- The easy budgetary challenge savings have been removed from estimates in previous years.
- The degree of change in the organisation impacts on the capacity of resources available to plan, and deliver the savings.
- Major savings will require reconfiguration of services which is complex and time intensive process and will require difficult political decisions.
- The major proportion of back office and support services costs is staffing and making significant savings in these areas will therefore involve difficult human resources and political decisions.
- The efficiency target has been increased from £2m per annum to £2.5m expenditure savings plus £0.5m additional income.



**Work in Progress**

- 3.19 Council officers are working with IESE to complete a detailed revenue analysis and forensic testing of commercial income / expenditure across services by the end of July 2017. This will provide options to support robust cost reduction targets, cost recovery from demand led services and maximising income from commercial activities.
- 3.20 Organisational development programme progressing and will include addressing issues such as spend on agency and overtime. The work will be supported by a third phase of VR programme with non-recurrent costs funded from the VR reserve.
- 3.21 Fleet Management proposals being considered and a report will be presented to the Committee in August 2017.
- 3.22 The Commercial Panel is now operational and is developing a programme of cross departmental activities to generate procurement savings through better procurement and spend management. The panel is also researching alternative service model options for some demand led services for political consideration.
- 3.23 ICT programme in progress to use technology to improve innovation, customer service and efficiency of business processes. This includes replacement of the HR / Payroll System.
- 3.24 City Regeneration projects and Smart Cities and IRRV projects are continuing with the aim of growing and maximising income from the rate base.

**Next Steps**

- 3.25 An outline programme which identifies areas where expenditure savings and additional income will focus will be brought to the August 2017 Budget Panel and SP&R Committee.
- 3.26 **Financial and Resource Implications**

The implications of the efficiency programme will be considered at the August meeting of the Committee.

**3.27 Equality Implications**

**There are no equality implications with this report.”**

The Committee adopted the recommendations.

**Assurance Framework and Annual  
Governance Statement for 2016-17**

The Director of Finance and Resources submitted the following report:

**“1.0 Purpose of Report or Summary of main Issues**

**1.1 The end of the financial year is a busy time of year for the Council. We are required by statute to produce a complex set of draft accounts and accompanying audit and governance related information.**

**1.2 The purpose of this paper is twofold;**

- Firstly, to explain to Members the key elements of the ‘year-end’ process and the ‘assurance framework’ that the Council has developed over recent years to help ensure that the Council complies with statutory requirements and Members and senior officers can have effective, ongoing oversight of the Council’s governance and assurance arrangements. It will also help explain the context of the various reports now being presented to the Strategic Policy and Resources Committee.**
- Secondly, to present the Annual Governance Statement for 2016/17, for consideration and inclusion in the unaudited statement of accounts which will be certified by the Chief Financial Officer by 30 June 2017 and then subject to NIAO audit. The Statement has been considered by the Audit & Risk Panel but must be signed by the Committee Chair.**

**1.3 The Annual Governance Statement is an important document and it is important that the committee is fully aware of its contents. The disclosures in the statement are based upon the Council’s corporate risk register and take into consideration the disclosures made by Chief Officers in their individual annual assurance statements. The Annual Governance Statement also incorporates a summary of the Head of Audit, Governance and Risk Service’s annual assurance statement.**

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**2.0 Recommendations**

**2.1 The Committee is asked to**

- **Note the Council's Assurance Framework, described in section 3 below.**
- **Review the draft Annual Governance Statement for 2016/17 and, in particular, the disclosure of the significant governance issues contained in the statement.**

**2.2 Following review, the statement will be incorporated into the Council's unaudited financial statements for 2016/17 and certified by the Chief Financial Officer by 30 June 2017. It will be subject to review by the LGA (NIAO) as part of their annual audit.**

**2.3 Following the audit, the Annual Governance Statement, as part of the audited statement of accounts will be approved by the Chair of Strategic Policy and Resources, the Chief Executive and the Deputy Chief Executive and Director of Finance and Resources.**

**3.0 Main report**

**3.1 Key Issues**

**The Council's Assurance Framework is summarised at Appendix 1. It shows how different sources of assurance and related key elements / control measures combine to enable the Council to monitor its governance arrangements and produce the information which enables the Council to prepare their Annual Governance Statement. The diagram also shows how the Council's Audit & Risk Panel, the Strategic Policy and Resources Committee and Council provide oversight of these governance arrangements. The key elements of the framework are described below.**

**3.2 Financial Control**

**A Financial Report for the y/e 31st March is prepared annually and submitted to the Department for Communities by 30th June. The Report is then audited by the NIAO and published by 30th September each year (after approval by Committee). There is a budgetary control process including budget setting, budget monitoring and budget reporting. The process is challenged corporately by Corporate Management Team (CMT) and Strategic Policy and Resources (SP&R)**

Committee when budgets are approved annually and performance is reported quarterly. Standing Committees are also responsible for challenging and approving their annual budget and subsequently scrutinizing their budget performance at the end of each quarter in the following financial year.

### **3.3 Performance Management**

The Council's performance management framework supports the implementation of the corporate, departmental and service plans through regular monitoring, reporting and review and, in future, will support monitoring / reporting on Community Planning / Belfast Agenda outcomes. These plans set out what the Council intends to deliver over the course of the year and through the performance framework regular performance reports are produced detailing progress against key milestones and targets. These reports are considered by Departmental Management Teams (DMTs) and the Corporate Management Team (CMT) and actions for improvement are agreed. These arrangements are also designed to ensure that the Council meets its statutory duties in relation to performance improvement and our performance and related plans are subject to annual NIAO audit.

### **3.4 Internal Audit**

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. The Council has an Audit Governance and Risk Services (AGRS) section, which prepares an annual Strategy and Plan of work designed to ensure that:

- there is a robust system of internal audit of key Council activities and processes through a plan of work which affords suitable priority to the Council's objectives and risks
- there is a process of ensuring improvements to the Council's control environment, by providing management with advice, training and recommendations to improve risk management, governance and control arrangements, including the formal monitoring of the implementation of audit recommendations
- the Head of AGRS will be in a position to provide, at the end of each year, a professional, evidence-based opinion on the adequacy of the Council's risk management, control and governance arrangements

which, in turn, will support the preparation of the Council's Annual Governance Statement

- the Council meets its legislative responsibilities for internal control, risk management and internal audit.

### **3.5 External Audit**

Each year, the Local Government Auditor (LGA) (the Northern Ireland Audit Office) (NIAO), completes an audit of the Council's accounts in accordance with legislation and the Local Government Code of Audit Practice issued by the Chief LGA. The LGA Annual Report sets out their opinion on the Council's financial statements and is included within the annual Financial Report. The NIAO also examines annually whether the Council has proper arrangements in place to secure economy, efficiency and effectiveness in the use of resources and that public money is properly accounted for and undertakes an annual audit and assessment of the Council's performance improvement arrangements. Their findings are summarised in an Annual Audit Letter, a Performance audit report and a Report to those Charged with Governance.

### **3.6 Assurances from Management & Governance Statement**

Each quarter, each Chief Officer, signs a Quarterly Assurance Statement confirming:

- Their responsibility for ensuring that there is a sound risk management and internal control system which supports the achievement of the corporate, departmental and service plans.
- compliance with the risk review process and outlining progress to manage key risks

3.7 In addition, at the year-end, the quarterly process is extended to all Senior Managers who are required to complete an Annual Assurance Statement and to highlight any significant governance issues that should be considered by the Chief Officers for inclusion within the Council's Annual Governance Statement.

### **3.8 Risk Management**

There is an agreed risk management strategy which sets out the processes the Council has put in place to manage risk. Risk registers and risk action plans are in place at corporate, departmental, service and, where appropriate, unit level and are recorded on the corporate risk management system, MK Insight. There is reporting to CMT, the Assurance Board, the

Audit & Risk Panel and relevant Committees on risk management.

**3.9 Programme Management**

A team of Programme and Project Managers support and provide assurance over the delivery of the Council's Capital and Investment programmes and other projects and regular reports on the progress and future delivery plans are taken to a senior management Oversight Board and the SP&R Committee.

**3.10 Health and Safety (H&S)**

The Council has an H&S Policy in place with an associated Organisation Structure and Arrangements to deliver on the Policy. The Corporate Health and Safety Unit reports on a quarterly basis to a senior management H&S Assurance Board and then on to the Audit Assurance Board and Audit & Risk Panel on compliance and strategic matters regarding the Council's health and safety management system. Operational matters are dealt with through the quarterly H&S Committee structure. Routine reports include information on performance against health and safety targets, accident statistics, policy changes, legislative changes and emerging health and safety issues. The Corporate H&S Unit deliver an annual programme of health and safety inspections, audits and training to monitor and support the management system. Risk assessments are in place at an operational level to identify and manage health and safety risks.

**3.11 Our Code of Governance**

Underlying our Assurance Framework is our Code of Governance. The Council is committed to the principles of good governance and our Code of Governance is a public statement of that commitment. Our Code has been prepared in line with best practice and a summary is contained in the Annual Governance Statement (para 3.15).

**3.12 Policies, procedures and processes**

Policies, procedures and processes are designed to underpin day to day operations. A new policy management and compliance process is currently being developed.

**3.13 Audit Assurance Board**

The Assurance Board is a mechanism established by the Chief Executive to ensure senior corporate management oversight of risk, control and governance issues arising from AGRS and other sources. The Board comprises the Chief Executive, Deputy Chief Executive & Director of Finance and Resources and the City Solicitor.

**3.14 Audit and Risk Panel**

The Audit and Risk Panel in Belfast City Council is established as a working group reporting to the Council's SP&R Committee. It undertakes the functions of an Audit Committee. Its purpose is to provide an independent assurance on the adequacy of the Council's risk management framework and associated control environment. It may also report, with the approval of the SP&R Committee, to other standing committees on matters that are of direct relevance to the responsibilities of these committees.

**3.15 Strategic Policy & Resources Committee (SP&R) reporting**

An accompanying report and the minutes of the Audit and Risk Panel are approved by the SP&R Committee. The SP&R Committee also oversees directly the financial management / stewardship of the Council.

**3.16 Preparation of Annual Governance Statement**

The Council has a statutory responsibility to annually prepare and publish an Annual Governance Statement (AGS) as part of the Financial Report. Many different processes inform the preparation of the AGS as can be seen from the Assurance Framework at Appendix 1. Specifically, the AGS sets out:

- scope of the responsibility of the Council in relation to governance
- the purpose of the governance framework
- the governance framework in place
- the review of effectiveness of the governance framework
- an update on the significant governance issues disclosed at year-end 2016
- significant governance issues to be disclosed for year-end 2017 and action proposed to address them.

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**3.17 The AGS for 2016/17 is presented at Appendix 2. The Annual Governance Statement will be incorporated into the unaudited statement of accounts and certified by the Chief Financial Officer by 30 June 2017. It is subject to review by the LGA (NIAO) as part of their annual audit.**

**3.18 Following the audit, the Annual Governance Statement, as part of the audited statement of accounts will be approved by the Chair of Strategic Policy and Resources, the Chief Executive and the Deputy Chief Executive and Director of Finance and Resources.**

**3.19 Financial & Resource Implications**

**None**

**3.20 Equality or Good Relations Implications**

**None.”**

The Committee adopted the recommendations.

**Annual Report and Review of the  
Audit and Risk Panel**

The Director of Finance and Resources reminded the Committee that the Audit and Risk Panel was constituted as a working group of the Strategic Policy and Resources Committee. The purpose of the Panel was to provide an independent assurance on the adequacy of the Council's risk management framework and associated control environment. The Panel also oversees the Council's financial reporting process. During 2016/17 the Panel met 5 times (including a training session at Belfast Castle).

The Panel had considered audit plans and issues arising from audit activity, such as the findings, assurance levels and recommendations arising from audit work and the progress being made to implement audit recommendations. It also received regular updates on:

- the Council's financial position, as set out in its financial statements
- reports from the Council's external auditors
- risk management
- business continuity
- fraud, financial irregularity and whistleblowing investigations
- governance related matters
- financial control
- health and safety
- staff attendance.



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The key assurances that the Panel had received on these were as follows:

- the Council's financial statements and annual governance statement, as prepared by the Director of Finance and Resources and his team; this provided a management assurance on the Council's financial position
- the audited accounts and the associated external audit annual letters for 2015/16 (providing an opinion on the accounts) and report to those charged with governance (setting out control issues arising from the annual external audit), as prepared and presented by the Northern Ireland Audit Office. This provided an external assurance on the Council's financial position for 2015/16. (The accounts for 2016/17 are in the process of being audited).
- the Head of Audit, Governance and Risk Service's annual assurance statement on the adequacy and effectiveness of the Council's risk management, control and governance arrangements, based on the findings of audit work completed throughout the year.

Where areas for improvement had been identified these had been reported and implementation of agreed recommendations was actively monitored and reported back to the Panel. The Panel had, on occasions, raised issues where either audit reports had identified significant issues or progress against recommendations had not been satisfactory, with Directors asked, where necessary, to attend the Panel and provide further explanation. The key areas considered during 2016/17 had included planning, waste management and procurement, where relevant Directors and senior managers had attended Panel meetings and provided information on current arrangements and improvement plans.

The Audit and Risk Panel had also received updates during the year on the Council's risk management arrangements, including reports on the management of the Council's key corporate risks. That process had been supplemented by direct reporting to Committees on their key risks.

The Committee noted the summary of the work of the Panel during 2016/17.

**Minutes of the Meeting of the Audit and Risk Panel**

The Committee approved and adopted the minutes of the meeting of the audit and Risk Panel of 16th June.

**Corporate Risk Management**

The Committee considered the following report:

**“1.0 Purpose of Report or Summary of main Issues**

- 1.1 The Audit and Risk Panel is constituted as a working group of the Strategic Policy and Resources Committee. The purpose**

of the Panel is to provide an independent assurance on the adequacy of the Council's risk management framework and associated control environment. The Panel also oversees the Council's financial reporting process.

1.2 The purpose of this report is to provide a summary to Committee of the key issues that have been considered and discussed by the Panel during the 2016/17 financial year, the assurances received and the areas requiring attention and present minutes of the last meeting of the Panel for approval.

## 2.0 Recommendations

2.1 The Committee is asked to;

- Note the summary of the work of the Panel during 2016/17 as set out at Section 3 below.
- Approve the minutes of the Audit & Risk Panel of 13 June 2017.

## 3.0 Main report

Summary of the work of the Audit and Risk Panel in 2016/2017

3.1 During 2016/17 the Panel met 5 times (including a training session at Belfast Castle).

3.2 The Panel has considered audit plans and issues arising from audit activity, such as the findings, assurance levels and recommendations arising from audit work and the progress being made to implement audit recommendations. It also received regular updates on:

- the Council's financial position, as set out in its financial statements
- reports from the Council's external auditors
- risk management
- business continuity
- fraud, financial irregularity and whistleblowing investigations
- governance related matters
- financial control
- health and safety
- staff attendance.

**3.3 The key assurances that the Panel has received on are as follows:**

- **the Council's financial statements and annual governance statement, as prepared by the Director of Finance and Resources and his team; this provided a management assurance on the Council's financial position**
- **the audited accounts and the associated external audit annual letters for 2015/16 (providing an opinion on the accounts) and report to those charged with governance (setting out control issues arising from the annual external audit), as prepared and presented by the Northern Ireland Audit Office. This provided an external assurance on the Council's financial position for 2015/16. (The accounts for 2016/17 are in the process of being audited).**
- **the Head of Audit, Governance and Risk Service's annual assurance statement on the adequacy and effectiveness of the Council's risk management, control and governance arrangements, based on the findings of audit work completed throughout the year.**

**3.4 Where areas for improvement have been identified these have been reported and implementation of agreed recommendations is actively monitored and reported back to the Panel. The Panel has, on occasions, raised issues where either audit reports have identified significant issues or progress against recommendations has not been satisfactory, with Directors asked, where necessary, to attend the Panel and provide further explanation. The key areas considered during 2016/17 have included planning, waste management and procurement, where relevant Directors and senior managers have attended Panel meetings and provided information on current arrangements and improvement plans.**

**3.5 The Audit and Risk Panel have also received updates during the year on the Council's risk management arrangements, including reports on the management of the Council's key corporate risks. This process has been supplemented by direct reporting to Committees on their key risks.**

**3.6 Financial & Resource Implications**

**None.**

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**3.7 Equality or Good Relations Implications**

**None.”**

The Committee adopted the recommendations.

**Contracts for Award**

The Committee:

- (1) approved the public advertisement and acceptance of tenders as listed in Appendix 1, table 1, through the Council's electronic procurement system; and
- (2) grant delegated authority to the appropriate Director, using pre-agreed criteria, to accept the most economic advantageous tender, and allow extensions where contracts were under review as per table 2:

**Appendix 1 - Schedule of Tenders for consideration**

**Table 1 – NEW TENDERS**

Title of tender	Senior Responsible Officer	Proposed contract duration
Procurement support service including strategic advice and expertise	Gerry Millar	12 months
BEMS new panels Duncrue Complex, Belfast Castle and Malone House	Gerry Millar	3 months
BEMS new panels Duncrue Complex, Belfast Castle and Malone House	Gerry Millar	3 months
Annual valuation of Belfast City Council's property assets	Gerry Millar	Up to 4 years
Removal, Storage and Retrieval of Office Records	John Walsh	5 years with option to renew for a further 5 years on an annual basis
MIPIIM 2018	Suzanne Wylie	Up to 1 year
Delivery of manned security and events stewarding services - Lot (3) - Cash and valuables in transit	George Wright	Up to 4 years
Delivery of manned security and events stewarding services - Lot (1) - Manned security services	George Wright	Up to 4 years
Delivery of manned security and events stewarding services - Lot (4) - Key holding services	George Wright	Up to 4 years

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Delivery of manned security and events stewarding services – Lot (2)Events Security Services	George Wright	Up to 4 years
Refresh of Open Spaces	Nigel Grimshaw	9 months
Mobile CCTV Vehicle	Nigel Grimshaw	2 years
Off street car parking enforcement	Nigel Grimshaw	Up to 5 years
Facilities management agreement for Mary Peters Track	George Wright	5 years
Supply and delivery of frozen raptor and reptile food	Nigel Grimshaw	4 year
Supply and delivery of frozen fish for Belfast Zoo	Nigel Grimshaw	4 year
Supply and delivery of live animal feed for Belfast Zoo	Nigel Grimshaw	4 year
Supply and delivery of wet pour repairs in various Parks sites	Nigel Grimshaw	4 years
Hire of heavy plant for Waste Transfer Station	Nigel Grimshaw	2 years with option of additional 1 year extension
Collection and treatment of rigid plastics	Nigel Grimshaw	3 years with option of additional 1 year extension
Collection and treatment of asbestos (hazardous waste)	Nigel Grimshaw	3 years with option of additional 1 year extension
Collection and recycling of mixed waste timber	Nigel Grimshaw	3 years with option of additional 1 year extension
Treatment/recycling of various waste streams – including Residual from Household Recycling Centres	Nigel Grimshaw	3 years with option of additional 1 year extension
Collection and treatment of paints and varnishes	Nigel Grimshaw	3 years with option of additional 1 year extension
Advertising for Planning	Phil Williams	Up to 4 years
Provision of animal healthcare service	Nigel Grimshaw	Up to 5 years
Provision of medical referee for Cemeteries	Nigel Grimshaw	Up to 5 years
Provision of service to control pest birds at Waste	Nigel Grimshaw	3 years with option of additional 1 year

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Transfer System		extension
Reception Treatment of Street Sweepings	Nigel Grimshaw	
Treatment and Disposal of a proportion of residual waste	Nigel Grimshaw	
Provision of kerbside collection and treatment services for recyclable materials	Nigel Grimshaw	7 years with option of additional 3 yearly extensions
City Business Start-up Programme	Donal Durkan	Up to 2 years
International Trade and Export Development Programme	Donal Durkan	Up to 4 years
Retail and Tourism support Programme	Donal Durkan	Up to 4 years

**Table 2 – Contracts for Extension of contract period**

Title of tender	Director Responsible	Proposed extension
Provision of Employment Agency Services	John Walsh	6 months and then on a month to month basis until a new contract in place
Term contract for Drainage Works	Nigel Grimshaw	31 March 2018
Measured Term Contract for repair & maintenance of swimming pools filtration & ozone generation	Gerry Millar	Month to month from July until new contract in place
Measured Term Contract for repair & maintenance of CCTV systems	Gerry Millar	Month to month from August until new contract in place

**Equality and Good Relations**

**Shared City Partnership Meeting**

The Committee approved and adopted the minutes of the meeting of the Shared City Partnership of 12th June and specifically the following recommendations:

- To note the contents of the update on the Bonfire and Cultural Expression programme;
- To approve the recommended approach to developing proposals around future approaches to St Patrick's Day Celebration grants;

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- To note the dates for Community Relations and Cultural Diversity week and approve the recommendation that Belfast City Council hold an event with partners to mark International Day of Peace on 21 September 2017;
- To note the contents of the Peace IV update paper and approve the recommendation that the Shared City Partnership hold a workshop to look at future membership before its next meeting in August;
- To note the Partnership's decision that it was not in a position to make a recommendation in relation to the request for support from Feile/BSCR because it did not have sufficient information and that Strategic Policy and Resources committee should consider; and
- To note that the Belfast Health Trust's Good Relations Strategy was now out for consultation as was the Council's draft Linguistic Diversity Policy.

**Operational Issues**

**City and Neighbourhood Services**  
**Change Management**

The Director of City and Neighbourhood Services submitted for the Committee's consideration the following report:

**"1.0 Purpose of Report or Summary of main Issues**

**1.1 In March 2017, Committee agreed the objectives for the Change Programme as:**

- Integrated city wide and area working in addition to improved delivery of services;
- Improved focus on customers, partners and relationship management;
- Increased efficiencies, value for money, employability and skills opportunities;
- Enhanced political and community engagement; and
- The creation of a new departmental culture and identity, including future structure.

**Work has been ongoing over recent months, and this report presents progress and next steps to be agreed.**

**2.0 Recommendations**

**2.1 The Committee is asked to:**

- **Agree the overarching narrative for the developing area management structure.**

- Agree that the Director, supported by Corporate HR/OD, take the appropriate next steps towards implementation, including formal consultation with affected staff and TU representatives.

### **3.0 Main report**

#### **Key Issues**

- 3.1** An emerging functional diagram is appended to this report, setting out at a high level a direction of travel in relation to the next tier of management supporting the Director and Assistant Directors, to enable the effective management of a department of scale and ensure integrated support for the anticipated area management model. This includes four 'portfolios':

1. Neighbourhood Services;
2. City Services;
3. City Waste Services; and
4. Support Services.

#### **Area Working**

- 3.2** In the objectives outlined above, the integration of services is a key driver. For elected Members, this is particularly important on an area basis, to enable their place-leadership mandate. In order to meet this, the department, supported by Corporate HR/OD, has been examining the functional implications to organise its services on an area basis.

- 3.3** The starting point for this has been a core set of assumptions, based on previous discussions with elected representatives, and benchmarking work, on what a 'model' Neighbourhood Services Portfolio looks like, namely, that they:

- Are passionate about outcomes for their area and local neighbourhoods
- Provide dynamic operational leadership for the area, communicating the vision of neighbourhood regeneration
- Are a single point for customers (internal/external), by designing professional services from the point-of-view of the customer
- Stimulate a culture of pride and collaboration, with a 'figure it out' attitude amongst their teams to deliver the best for local places, with communities
- Have the right mix of resources, skills and experience, good data and local intelligence



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- **Are well-connected with elected Members, local communities and partners to prioritise and deliver creative, innovative solutions, including making connections and building collaboration with other parts of the city.**
- 3.4** In terms of the ‘right mix’ of resources, skills and experience, it is imperative that we ensure that a Neighbourhood Services Manager is sufficiently resourced to be effectively responsive, but also balances economies of scale that are value for money, and minimising duplication. Work is ongoing in relation to the appropriate ‘blend’ of services in that portfolio, but likely to include community safety, community services, neighbourhood regeneration, as well as some elements of local operations.
- 3.5** The four senior officers would operate on a geographical basis – north, south, east and west – correlating to the District Electoral Areas around which the Area Working Groups are organised. There will be a role for the AWGs in terms of setting priorities and in-year re-prioritisation, but this requires further discussion with them. However, in the early stages, they will certainly have a consultative role, to draw in their local intelligence, as well as their understanding of competing priorities in their areas.
- 3.6** It is proposed that a number of ‘universal services’ e.g. regulatory services are held under a City Services Portfolio, where the economies of scale mean that there is no advantage at disaggregating to an area level. A business planning process is developed by which the Neighbourhood Services Managers would ‘bid’ against an agreed annual, and in-year, where there are emerging priorities or seasonal ‘spikes’.
- 3.7** The city centre area, geographically as defined by the City Centre Regeneration and Investment Strategy, will be included in the City Services portfolio, to ensure that interventions and operations are managed, appropriate to the objectives articulated in the CCRI strategy and Belfast Agenda.
- 3.8** It is imperative that there is a robust evidence-based planning, assurance and performance monitoring framework built around the structure. The implementation of this approach to area management is wholly dependent on the integration of support services (e.g. HR; finance; policy/planning; communications), which in turn, is inextricably linked to the outcome of the corporate review of support services.

**3.9** In order to effectively support the Director and Assistant Directors, support a new area approach and to pull together the services from across the legacy departments, it is proposed that the above functions are integrated from across the services into a support function for the Directorate team. Recognising that these functions are all being reviewed as part of the corporate OD programme, it is proposed that the arrangements that the department puts in place will be interim.

**3.10** It is proposed that the timeline for implementation for the Area Managers posts will be by December 2017. It is anticipated that the Business Support and Development function changes will be made over the coming immediate months. Consultation with the trades unions is ongoing and will continue in line with the agreed governance arrangements.

**3.11** Financial & Resource Implications

Proposed structure will be accommodated within financial parameters for the Change Programme and overall corporate efficiency objectives.

**3.12** Equality or Good Relations Implications

The Change Programme will continue to be screened for equality and good relations impacts.”

The Committee adopted the recommendations.

**Independent Review of the Leisure Operating Model**

The Committee was reminded that, at its meeting on 19 May 2017, it had agreed that:

*“A report, which provided options on how an independent review of the new operating model could be undertaken, taking into account the contractual position between BCC and GLL, be submitted to a future meeting. The Active Belfast Board would sign off on the review scope.”*

The Director of City and Neighbourhood Services reported that draft terms of reference had been prepared for consideration by the Active Belfast Board. In addition, legal advice had been sought in respect of the context for the review of this major services contract, which had specified review points contained within the established contract agreements.

The terms of reference covered a range of issues raised by the Committee. He pointed out that, in the discussion, there was an emphasis on the need for an

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independence from the leisure partnership. This had ruled out a number of usual contractors for the Council and advice was now being sought from leisure networks to provide a list of recommended consultants with appropriate experience and understanding of the leisure services market.

The terms of reference are:

1. Undertake an independent review of the overall performance of the leisure operating model against the Council's original objectives, the future build programme and other plans as part of the ongoing transformational programme and business transformation process, including comparative analysis with other partnerships potentially UK wide;
2. Review of the 'customer journey', including market demand, marketing, and customer expectations and feedback;
3. Assess the operational documentation and practice against industry standards and regulations, including but not limited to, normal operating procedures, emergency action plans, pool safety measures, health and safety, and RIDDOR records;
4. Review employment practices in Belfast leisure services, including treatment of casual staff, pensions, terms and conditions, TUPE legacy, training and development, access to promotions, and trade union relations;
5. Provide a commentary on the overall state of the partnership and its governance, between the three parties to the contracts.

It was planned that the appointed consultants would engage with a wide range of stakeholders, including the following: elected representatives; GLL; Council officers; Active Belfast Limited; customers, staff and trade unions in Belfast leisure services.

It was anticipated that this work would take place over July and August, to report back to the Active Belfast Limited Board and the Committee in September, taking into account that there might be some delays due to holiday arrangements. Up to £10,000 had been prioritised from existing revenue budgets to commission an external consultant.

The Committee noted the terms of reference and process for the independent review.

**Minutes of Budget and Transformation  
Panel June 2017**

The Committee approved and adopted the minutes of the meeting of the Budget and Transformation Panel of 15th June.

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**Requests for use of the City Hall  
and the Provision of Hospitality**

The Committee:

1. approved the revisions to the current access and hospitality criteria as set out in 1.( a and b) below:
  - a) where a large event with significant international attendees is booked (which may often involve a bid to bring a specific event or function to Belfast) and is supported by the Belfast Welcome Centre the Committee may at its discretion waive or reduce any room hire charges and/or agree the provision of a civic drinks reception up to a maximum value of £500;
  - b) where an educational establishment seeks use of the City Hall prestige rooms the following approach to be applied: -
    - I. where an event is organised by a parent/teacher group or other voluntary grouping no room hire charges will be levied and the Committee may at its discretion provide civic hospitality;
    - II. where an event is organised and funded by a specific school or college etc. the lower rate of £300 will be applied and the Committee may at its discretion also provide civic hospitality; and
    - III. where an event is organised by an umbrella body (e.g. Education and Library Board, major University/College or group of schools/colleges etc.) the standard room hire rates and hospitality criteria will be applied subject always to the Committee's discretion.
2. approved the recommendations made in respect of applications received up to June 2017 as set out below:

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**JUNE 2017 FUNCTION APPLICATIONS**

<b>NAME OF ORGANIZATION</b>	<b>FUNCTION DATE</b>	<b>FUNCTION DESCRIPTION</b>	<b>CRITERIA MET</b>	<b>ROOM CHARGE</b>	<b>HOSPITALITY OFFERED</b>	<b>CIVIC HQ RECOMMEND</b>
<b>2017 EVENTS</b>						
Community Engagement Network Awards	3 July 2017	Reception and graduation ceremony for group who completed course at University of Maynooth and celebrate the achievements of those on the programme.  Attending 50	Yes – c & d	No charge (voluntary)	Hospitality – Tea/coffee reception at £2 per head	Allow No charge Hospitality Tea/ coffee reception
Women's Under 19 Championship Dinner	9 August 2017	Official dinner for the IFA to welcome the officials of participating nations and UEFA to Belfast for this Championship event.  Attending - 100	Yes – a & b	£300.00	Yes Wine reception up to £500	Allow Charge £300 Hospitality – wine up to £500
Newington Credit Union 50 <sup>th</sup> Anniversary Celebration	28 October 2017	Welcome reception, dinner and evening to celebrate 50 years of Newington Credit Union branch.  Attending 250	Yes – c	No charge (voluntary)	No hospitality	Allow No charge No Hospitality
Ulster Secondary Schools Athletics Association 50 <sup>th</sup> Anniversary Dinner	2 December 2017	Welcome reception, dinner and Q&A session with key Ulster athletes to celebrate 50 years of Ulster Schools	Yes – c & d	No charge (voluntary)	No hospitality	Allow No charge No Hospitality

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		Athletics. Attending 120				
Co Operation Ireland Graduation & Celebration	18 December 2017	Reception and graduation ceremony for NCS programme to celebrate the achievements of young people on the programme.  Attending 200	Yes – c & d	No charge (voluntary)	Hospitality – Tea/coffee reception at £2 per head	Allow No charge Hospitality Tea/ coffee reception
<b>2018 EVENTS</b>						
Malaysian Night 2018 Cultural evening	3 or 10 March 2018	Gala dinner and cultural programme to celebrate Malaysian culture and students living in Belfast.  Attending 300	Yes – b & d	No charge (voluntary)	No hospitality	Allow No charge No Hospitality
Legal Island – Equality and Diversity Awards 2018	23 March 2018	Welcome reception and dinner and entertainment to recognize organizations in NI championing diversity in the workplace.  Attending – 280/300	Yes – c	£825.00	No hospitality	Allow Charge £825 No Hospitality
Institute of Historic Building Conservation Annual Conference 2018 Dinner	22 June 2018	Each year IHBC host a conference for members in venues throughout the UK. A dinner and awards evening for students and members.  Attending – 140	Yes – a & b	No charge (charity)	Yes Wine reception up to £500	Allow No charge Hospitality – Wine reception
St Josephs College, (Ravenhill Road) Silver Jubilee Dinner	23 June 2018	Welcome reception and gala dinner & dance to celebrate the school being opened 25 years.	Yes – c	£300.00	No hospitality	Allow Charge £300 No Hospitality

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		Attending – 200+				
School of Computing	22 August 2018	Each year IHBC host a conference for members in venues throughout the UK. A dinner and awards evening for students and members.  Attending – 140	Yes – a & b	£300.00	Yes Wine reception up to £500	Allow Charge £300 Hospitality – Wine reception

The Director of Property and Projects reported that in April an application for the use of the City Hall which had been submitted by Malayalis N.I. had been approved by the Committee. However, unbeknown to staff there had been a fallout in the group and two applications had been submitted on the same day and the application which the Committee had approved had been from the breakaway group. Accordingly, the Director suggested that the Committee might wish to honour both applications and the original group be also offered the use of the City Hall for an evening on the basis that in future years only up to one event would be approved.

The Committee approved this course of action.

**Minutes of the Meeting of the Active Belfast Board Ltd**

The Committee noted the minutes of the meeting of the Active Belfast Board Ltd. of 15th June.

**Request for the Use of the Council Chamber and Reception Room**

The Committee was advised that a request has been received from the Royal Institute of British Architects (RIBA) for the use of the Council Chamber in March, 2018 for its Annual General Meeting, which was held in different locations throughout the UK on an annual basis. In addition to the Council Chamber, the RIBA had requested the use of the Reception Room for lunch for the delegates. If the Committee was minded to approve the application, then there would be a charge applied for the use of the Reception Room in the amount of £115 for a daytime small-scale event and the Facilities Management Section had confirmed that the use of the Reception Room for this purpose would meet the criteria for the use of the City Hall which had been agreed by the Committee earlier this year.

The Members would be aware that Committee approval was required for the use of the Council Chamber by an outside body. Although such approval was rarely sought,

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the Committee had recently approved such use both for the Queen's University Students Union and the Belfast Youth Forum.

The Royal Institute of British Architects (RIBA) was a professional body for architects primarily in the United Kingdom, but also internationally, founded for the advancement of architecture. It currently had 44,000 members.

The Committee approved the request from the Royal Institute of British Architects for the use of the Council Chamber and the Reception Room for its Annual Meeting in March, 2018.

Chairperson