

**Appendix 1**  
**Draft Council Improvement Objectives 2020-21**

Working & Learning			
Improvement Objective	Review and Rationale (for retaining or removing)	Indicative Actions for 2020 - 21	Impact (performance measures)
<b>We will support people into employment</b>	<p>When we were developing the Belfast Agenda, “jobs and employment” was the top priority for citizens. We therefore established this as an improvement objective in 2017-18. It remains a recurring theme and key priority in all our engagements with local people, and we propose to retain this improvement objective for 2020-21.</p> <p>Government departments (particularly DfC and DfE) retain statutory responsibility for employability and skills development activities. Our improvement objective and its related interventions, therefore, focus on enhancing the effectiveness of activity by aligning supply and demand, and delivery targeted initiatives relating to live job vacancies.</p> <p>Whilst council is delivering many innovative schemes aimed at helping people to access skills and jobs, to make the greatest impact we need to be more joined up to remove barriers to employment and to help realise the potential of Belfast’s people. Therefore, in addition to improving our own skills and employability programmes, we will continue to work with partners in an integrated and strategic way to ensure that, as a city, local people are able to access decent, secure jobs that pay well and provide opportunity for progression and development.</p>	<p>Support inclusive growth by helping residents access employability &amp; skills through the delivery of:</p> <ul style="list-style-type: none"> <li>• Access to employment package (Employment Academies)</li> <li>• Jobs fairs /careers events</li> <li>• ESF projects by providing match funding</li> <li>• Opportunities from the implementation of developer contributions and social clauses</li> </ul> <p>Support inclusive growth by working with partners to remove barriers to employment:</p> <ul style="list-style-type: none"> <li>• piloting new approaches, focusing on key target groups</li> <li>• Supporting young people at school to enhance attainment levels, particularly those at risk</li> <li>• Developing the City Deal Employability &amp; Skills programme</li> </ul>	<p>Number of jobs promoted through BCC employment programmes</p> <p>Number of individuals attending job fairs supported by BCC</p> <p>Number of accreditations delivered</p>
Growing the Economy			
Improvement Objective	Review and Rationale (for retaining or removing)	Indicative Actions for 2020 - 21	Impact (performance measures)
<b>We will support investment and business growth in the city</b>	<p>Attracting investment to Belfast and building a strong local economy that supports jobs and encourages entrepreneurs has been a key priority for local people, as evidenced by our 2017 resident survey, the Belfast Conversation and from other ongoing engagement.</p>	<p>Enable inclusive growth by enhancing how we support local business start-up:</p> <ul style="list-style-type: none"> <li>- increasing local awareness of enterprise, including with underrepresented groups</li> <li>- providing programmes to help local people start a business</li> </ul>	<p>Number of jobs promoted through the Go for It Programme (statutory)</p> <p>Number of jobs promoted through BCC business start-up</p>

	<p>A strong and prosperous economy with a healthy and vibrant business sector is vital to for the success and wellbeing of our city and for those who live here. This in turn supports local wealth creation and employment, which allows us to deliver our vision of inclusive growth, where all people share in the success of the city.</p> <p>The recent engagement on our draft Inclusive Growth Strategy has reinforced the importance of sustainable investment and business growth.</p> <p>For the past three years, our improvement objectives have reflected these issues. Therefore, given their continuing importance and the unique challenges and opportunities of the UK's exit from Europe, we are proposing to retain this objective for 2020-21. In addition to the continued focus on innovation and support for businesses, our improvement actions will focus on maximising investment opportunities by promoting Belfast internationally and lobbying on its behalf locally and regionally to secure sustainable investment.</p>	<ul style="list-style-type: none"> <li>- providing support to social enterprise and co-operative sectors</li> <li>- delivering the Belfast enterprise framework</li> </ul> <p>Build inclusive growth by supporting existing local businesses to grow, become more competitive and ultimately employ more people; by</p> <ul style="list-style-type: none"> <li>• Delivering capacity-building support in key areas</li> <li>• Engaging and supporting businesses in key growth sectors</li> <li>• Providing space for new businesses to start in the Innovation Factory</li> <li>• Identifying support for local businesses in relation to Brexit</li> </ul> <p>Promote and market the city internationally by:</p> <ul style="list-style-type: none"> <li>- Delivering our International Relations work</li> <li>- Participating in national and international initiatives to secure strategic and institutional investment and real estate investment such as MIPIM</li> <li>- Building relationships with key strategic partners in the City of London and along the Belfast Dublin Economic Corridor</li> </ul>	<p>and growth activity (non-statutory activity)</p> <p>Number of participants / businesses supported through business start-up and growth programmes</p>
<b>City Development</b>			
<b>Improvement Objective</b>	<b>Review and Rationale (for retaining or removing)</b>	<b>Indicative Actions for 2020 - 21</b>	<b>Impact (performance measures)</b>
We will support the regeneration of the city centre	During the Belfast Conversation, local people highlighted the importance of a vibrant city centre and its role in rejuvenating Belfast, both socially and economically. Research also underlines the importance of core cities and their impact on regional economies and local wellbeing. As a result, work to regenerate and enhance the city centre, featured strongly in the Belfast Agenda and was included as one of council's improvement objectives. Last year, following the shock and impact of the Bank Buildings fire, we refocused our improvement efforts, focusing on supporting the recovery of the city centre, and using our civic leadership and	<p>Continue to deliver the Local Development Plan by:</p> <ul style="list-style-type: none"> <li>- Complying with the independent examination process</li> <li>- Developing supplementary and associated planning guidance</li> </ul> <p>Progress the City Centre Connectivity Study by:</p> <ul style="list-style-type: none"> <li>- Developing an action plan to outline scenarios and delivery options</li> </ul>	<p>Resident satisfaction with Belfast as a place to live</p> <p>% residents who agree the city centre is vibrant and attractive, with lots going on</p> <p>See also statutory planning indicators</p>

	<p>planning roles to drive joined up and sustainable improvements to the city centre.</p> <p>Whilst significant work has been completed, including a city centre revitalisation programme, we are committed to creating a vibrant, enjoyable and well-connected city centre environment where people want to live and spend time. This is an ongoing improvement objective. We will therefore continue to advocate for our city and work to improve the vitality and liveability of the city centre by developing a fit for purpose and sustainable spatial planning framework and by taking forward various programmes and initiatives to achieve the city centre our residents, businesses and visitors demand.</p>	<ul style="list-style-type: none"> <li>- Undertaking city-wide public consultation</li> <li>- Final agreed Vision</li> </ul> <p>Improve the liveability of the city centre (focus on city centre living) by:</p> <ul style="list-style-type: none"> <li>- Completing the Residential Analysis</li> <li>- Progressing the Inner North West Cluster (Strategic Site Assessment)</li> </ul>	
Living Here			
<i>Improvement Objective</i>	<i>Review and Rationale (for retaining or removing)</i>	<i>Indicative Actions for 2020 - 21</i>	<i>Impact (performance measures)</i>
<p>We will support people to lead healthier more active lives by:</p> <p>a) improving the quality of our parks and open spaces</p> <p>b) increasing participation in sport and physical activity</p>	<p>In our 2017 resident survey, “improving health and wellbeing and addressing health inequalities” was the second highest ranked priority for our citizens. In 2017-18, we therefore set out a broad improvement objective aimed at addressing health inequalities. However, last year in response to public feedback, we refocused the improvement objective on those areas that council could directly influence and the contribution that our services could make.</p> <p>Access to good quality leisure facilities and parks and open spaces is essential to improving people’s health and wellbeing. By focusing our effort on ensuring that our parks and open spaces are attractive, high quality, safe and welcoming, and that our leisure centres, physical activity programmes and initiatives are fit for purpose, we can encourage and enable people to be more active and live healthier lives. Furthermore, by encouraging “active travel” we can also help reduce levels of pollution and help improve overall air quality.</p> <p>This more targeted focus reflects our residents desire to see improvements in local council services. However, statistical data highlights the ongoing and complex health and wellbeing challenges we face as a city. Therefore, through</p>	<p>Improve the quality of our parks and open spaces by:</p> <ul style="list-style-type: none"> <li>- Finalising the open spaces strategy &amp; development of action plan</li> <li>- Maintaining X Green Flag award status for council parks</li> <li>- Commence development of Colin Park</li> </ul> <p>Increase participation in sport and physical activity by:</p> <ul style="list-style-type: none"> <li>- Implementing actions from Every Body Active 2020</li> <li>- Roll out the Support for Sport and Active Belfast grants</li> <li>- Develop and deliver the Stadia Community Benefits initiative</li> <li>- Commence development of a sports development strategy</li> <li>- To be confirmed - Belfast Bikes. Actions subject to party briefings and committee decision in April.</li> </ul> <p>Improve the quality of leisure centres by continuing to deliver the Leisure Transformation Programme:</p> <ul style="list-style-type: none"> <li>- Complete Andersonstown Leisure Centre redevelopment</li> </ul>	<p>Number of parks and green spaces with Green Flag accreditation</p> <p>% residents who agree that their local area has good parks and green spaces</p> <p>% of residents using council parks on at least a monthly basis</p> <p>BCC leisure centre throughput</p> <p>% residents who spend at least 150 minutes per week being physical active</p> <p>Number of Belfast bike journeys</p>

	the Belfast Agenda, we will continue to work in collaboration to improve health and wellbeing and to help address health inequalities	<ul style="list-style-type: none"> <li>- Commence Templemore redevelopment</li> <li>- Commence Avoniel Leisure Centre redevelopment</li> <li>- Commence design development for further leisure facility at Girdwood</li> </ul>	
<b>Cross Cutting - Excellent Services</b>			
<b>Improvement Objective</b>	<b>Review and Rationale (for retaining or removing)</b>	<b>Indicative Actions for 2020 - 21</b>	<b>Impact (performance measures)</b>
<b>We will improve council services and increase customer satisfaction with council</b>	<p>Whilst local people were supportive of our city level, strategic improvements, they also told us that they wanted our improvement objectives to relate more directly to improving council services. Last year, we added a new objective that focused specifically on improving council services and increasing satisfaction with council. To help us achieve this we focused on three core areas:</p> <ul style="list-style-type: none"> <li>- neighbourhood working programme</li> <li>- customer care programme</li> <li>- continuous improvement programme</li> </ul> <p>When we consulted local people about this new objective, it received high levels of support. It was clear and that the provision of high quality, customer focused and efficient services was very important. Therefore, we will continue to focus on these improvement areas for 2020-21. The actions within each of the programmes have now been updated to reflect progress made during 2019- 20. Collectively, these actions will help us deliver better services, enhanced customer care and value for money.</p>	<p>Continue to develop our new approach to neighbourhood working:</p> <ul style="list-style-type: none"> <li>- Design a new model of neighbourhood working with teams that are better integrated, flexible and responsive</li> <li>- Develop a new approach to local regeneration planning across North, South, East and West Belfast</li> </ul> <p>Implement the customer focus programme: The customer focus programme will be implemented incrementally. Phase 1 will include :</p> <ul style="list-style-type: none"> <li>- a new customer hub function including specific services for elected members; new telephony system and CRM</li> <li>- information available at first point of contact for all Council services with specific in depth value services for Resources and Fleet</li> <li>- a new council website</li> </ul> <p>Continue to develop and implement the Community &amp; Neighbourhood Services (CNS) Transition and Improvement Programme, focusing on the delivery of the following four priority projects:</p> <ul style="list-style-type: none"> <li>- Open Spaces and Streetscene</li> <li>- Regulatory and Enforcement Services</li> <li>- Resources and Fleet Services</li> <li>- Review of Community Provision</li> </ul>	<p>% of residents satisfied with Belfast City Council</p> <p>% of residents who agree that Council provides good customer service</p> <p>% of residents who are satisfied with their local area as a place to live</p>

<b>Resilience and Sustainability (new)</b>			
<b>Improvement Objective</b>	<b>Rationale for establishing as a new priority</b>	<b>Indicative Actions for 2020 - 21</b>	<b>Impact (performance measures)</b>
<p><b>We will enhance the city's capacity to respond to shocks and stresses</b></p>	<p>Climate change and resilience is a global concern, receiving worldwide attention. And it is a message that resounds with Belfast, our Elected Members and our residents. Our new Corporate Plan 2019 - 23, has responded to this challenge, drawing out resilience and sustainability into a targeted and bespoke corporate priority.</p> <p>In recognition of the growing importance and momentum, we are proposing to establish this as a new improvement objective for 2020-21.</p> <p>Through our membership of 100 Resilient Cities programme, which requires Belfast to produce a Resilience Strategy, we can help drive a shared approach and practical framework that helps achieve a resilient and sustainable Belfast.</p>	<p>Produce a Belfast Resilience Strategy that identifies the risks and levers for action that will help to future-proof Belfast:</p> <ul style="list-style-type: none"> <li>- Complete the public consultation programme of area, public and themed engagement</li> <li>- Revise the draft strategy and launch the finalised Belfast Resilience Strategy</li> </ul> <p>Develop and support joined up approaches to addressing resilience, climate change and sustainability within Belfast</p> <ul style="list-style-type: none"> <li>- Coordinate the Belfast Resilience and Sustainability Board</li> <li>- Coordinate a planning process to agree the Belfast Climate Mitigation and Adaptation Plan</li> <li>- Coordinate a planning process to agree the Belfast City Council Climate Mitigation and Adaptation Plan</li> <li>- Establish a Belfast City Council Programme Board to oversee the development and implementation of the Belfast City Council Climate Mitigation and Adaptation Plan</li> </ul>	<p>Number of organisations or individuals who contribute to strategy and climate plan development and implementation</p> <p>% of residents who agree that Belfast is environmentally friendly; it protects and values its natural resources</p> <p>% of residents who agree that Belfast is a well-connected city (easy to get about) with excellent infrastructure</p> <p>PIs to be developed through the Climate Mitigation and Adaptation planning process</p>
<p><b>We will increase levels of household recycling and reduce the amount of waste sent to landfill</b></p>	<p>We established this as a new improvement objective for 2020-21 to reflect the importance of this core service. During 2018, we undertook extensive engagement with residents regarding our current recycling arrangements and it became very clear that this was an important issue for local people. Residents' growing concern about the impacts of waste and pollution on our environment, coupled with the significant investment required to enable positive practice and behaviours, compelled us to prioritise this an improvement objective.</p> <p>Our aim is to provide efficient and effective services, which enable us to meet national recycling targets and protect our environment for generations to come. This requires a strategic approach, focusing on implementing new and</p>	<p>Improve and extend recycling opportunities:</p> <ul style="list-style-type: none"> <li>- Develop new collection arrangement proposals for dry recyclables: <ul style="list-style-type: none"> <li>o Evaluation of wheelie box scheme</li> <li>o Development of OBC</li> </ul> </li> <li>- Introduce carpet recycling at Household Recycling</li> <li>- Continue to work with contractors to identify additional opportunities for recycling schemes from waste streams</li> </ul> <p>Change behaviours through policy development, engagement and awareness activity:</p>	<p>Amount of (tonnage) of biodegradable BCC collected waste that is landfilled</p> <p>% of household waste collected that is sent for recycling (including waste prepared for re-use)</p> <p>Amount (tonnage) of BCC collected municipal waste arisings</p>

	<p>innovative approaches and embedding positive behaviours. We are proposing to retain this improvement objective for 2020-21 so that we can continue to meet resident expectations and build in the foundations that we have begun to put in place.</p> <p>Initially, sitting under the Belfast Agenda theme of City Development, this improvement objective now sits under our “new” corporate priority of Resilience and Sustainability. Whilst not strictly a new priority, it represents a refocus with our newly elected councillors drawing out the resilience and sustainability aspects of the City Development priority to improve its profile and enable more targeted attention.</p>	<ul style="list-style-type: none"><li>– Continue to deliver Phase 2 of food waste campaign to improve brown bin tonnage in local areas</li><li>– Gain approval and implement waste acceptance policy to increase efficiencies and maintain recycling rates at recycling centres.</li></ul>	
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## Strategic Alignment

<i>Improvement Objective</i>	<i>Strategic Alignment</i>	
<b>Working &amp; Learning</b>	<b><i>Belfast Agenda Outcome:</i></b>	<b><i>Improvement Duty</i></b>
<b>We will support people into employment</b>	Everyone in Belfast benefits from a thriving and prosperous economy Everyone in Belfast fulfils their potential	Strategic Effectiveness, Fairness, Innovation and Sustainability
<b>Growing the Economy</b>	<b><i>Belfast Agenda Outcome</i></b>	<b><i>Improvement Duty</i></b>
<b>We will support investment and business growth in the city</b>	Everyone in Belfast benefits from a thriving and prosperous economy	Strategic Effectiveness, Fairness, Innovation and Sustainability
<b>City Development</b>	<b><i>Belfast Agenda Outcome</i></b>	<b><i>Improvement Duty</i></b>
<b>We will support the regeneration of the city centre</b>	Belfast is a vibrant, attractive, connected and environmentally sustainable city	Strategic Effectiveness, Efficiency, Innovation and Sustainability
<b>Living Here</b>	<b><i>Belfast Agenda Outcome</i></b>	<b><i>Improvement Duty</i></b>
<b>We will support people to lead healthier more active lives by:</b> a) improving the quality of our parks and open spaces b) increasing participation in sport and physical activity, including walking and cycling	Everyone in Belfast experiences good health & wellbeing	Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Innovation and Sustainability
<b>Resilience and Sustainability (new)</b>	<b><i>Belfast Agenda Outcome</i></b>	<b><i>Improvement Duty</i></b>
<b>We will enhance the city's capacity to respond to shocks and stresses</b>	Belfast is a vibrant, attractive, connected and environmentally sustainable city Belfast is a welcoming, safe, fair and inclusive city for all	Strategic Effectiveness, Fairness, Innovation and Sustainability
<b>We will increase levels of household recycling and reduce the amount of waste sent to landfill</b>	Belfast is a vibrant, attractive, connected and environmentally sustainable city	Strategic Effectiveness, Service Quality, Fairness, Efficiency, Innovation and Sustainability
<b>Cross Cutting - Excellent Services</b>		<b><i>Improvement Duty</i></b>
<b>We will improve council services and increase customer satisfaction with council</b>	Corporate Plan and organisational priorities	Service Quality, Service Availability, Fairness, Efficiency, Innovation and Sustainability