

# Document Pack

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



3<sup>rd</sup> January, 2014

## **MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE**

Dear Councillor,

The above-named Committee will meet in the Lavery Room (Room G05), City Hall on Friday, 10th January, 2014 at 10.00 am, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully

PETER McNANEY

Chief Executive

### **AGENDA:**

1. Routine Matters
  - (a) Apologies
  - (b) Minutes
  - (c) Declarations of Interest
2. Finance/Value-for-Money
  - (a) Financial Estimates and District Rate 2014-15 (Pages 3 - 24)

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**Belfast City Council**

<b>Report to:</b>	Strategic Policy and Resources Committee
<b>Subject:</b>	<b>Financial Estimates and District Rate 2014/15</b>
<b>Date:</b>	10 January 2014
<b>Reporting Officer:</b>	Ronan Cregan, Director of Finance and Resources
<b>Contact Officer:</b>	Mark McBride, Head of Finance and Performance

<b>1</b>	<b>Relevant Background Information</b>																								
1.1	<p>Members will recall that the following process has been agreed for the setting of the district rate and agreeing the estimates for 2014/15.</p> <p style="text-align: center;"><b>Agreed rate setting process for 2014/15</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Apr</td> <td style="text-align: center;">Budget Panel and SP&amp;R</td> <td style="text-align: center;">Indicative rate, efficiency target and overview of efficiency programme</td> </tr> <tr> <td style="text-align: center;">Jun</td> <td style="text-align: center;">Budget Panel and SP&amp;R</td> <td style="text-align: center;">Year End Report Agree Efficiency Programme</td> </tr> <tr> <td style="text-align: center;">Aug</td> <td style="text-align: center;">Budget Panel and SP&amp;R</td> <td style="text-align: center;">Issue Guidance on estimates and medium term financial plan to Departments Q1 Finance Report</td> </tr> <tr> <td style="text-align: center;">Sep-Oct</td> <td style="text-align: center;">Budget Panel and SP&amp;R</td> <td style="text-align: center;">Update on Rates Position Update on Medium Term Financial Plan Capital Investment Programme</td> </tr> <tr> <td style="text-align: center;">Nov</td> <td style="text-align: center;">SP&amp;R</td> <td style="text-align: center;">Further update on rate to highlight key issues &amp; Scenario analysis Q2 Finance Report</td> </tr> <tr> <td style="text-align: center;">Dec</td> <td style="text-align: center;">Budget Panel and SP&amp;R</td> <td style="text-align: center;">Discuss and finalise options for rates position taking into account Medium Term Financial Plan, capital financing strategy and treasury management strategy</td> </tr> <tr> <td style="text-align: center;">Jan</td> <td style="text-align: center;">SP&amp; Department Committees SP&amp;R</td> <td style="text-align: center;">Recommendation to Council on district rate and medium term financial plan,</td> </tr> <tr> <td style="text-align: center;">Feb</td> <td style="text-align: center;">Council</td> <td style="text-align: center;">Agree district rate Q3 Finance Report</td> </tr> </table>	Apr	Budget Panel and SP&R	Indicative rate, efficiency target and overview of efficiency programme	Jun	Budget Panel and SP&R	Year End Report Agree Efficiency Programme	Aug	Budget Panel and SP&R	Issue Guidance on estimates and medium term financial plan to Departments Q1 Finance Report	Sep-Oct	Budget Panel and SP&R	Update on Rates Position Update on Medium Term Financial Plan Capital Investment Programme	Nov	SP&R	Further update on rate to highlight key issues & Scenario analysis Q2 Finance Report	Dec	Budget Panel and SP&R	Discuss and finalise options for rates position taking into account Medium Term Financial Plan, capital financing strategy and treasury management strategy	Jan	SP& Department Committees SP&R	Recommendation to Council on district rate and medium term financial plan,	Feb	Council	Agree district rate Q3 Finance Report
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1.2	<p>At the meeting of the Strategic Policy and Resources Committee on 13 December 2013, Members approved the following recommendations in relation to the 2014/15 revenue estimates:</p> <ol style="list-style-type: none"> <li>1. That Officers should prepare the departmental cash limits report based on a zero district rate.</li> <li>2. That the calculations should be based on a zero growth in the Estimated Penny Product.</li> </ol>																																												
1.3	<p>The purpose of this report is to present the cash limits for Departmental committees and the estimates for the Strategic Policy and Resources Committee for 2014/15. An outline of the key priority actions for 2014/15 for each committee has also been included as appendices to the report. Departmental plans will be presented to standing committees in March 2014.</p>																																												
<b>2</b>	<b>Key Issues</b>																																												
	<p><b>Cash Limits for Departmental Committees and the Estimates for SP&amp;R Committee</b></p> <p>2.1 One of the key tasks for Members is to agree the estimates for the Strategic Policy and Resources Committee and to set the cash limits for the standing committees.</p> <p>2.2 The table below summarises the revenue estimates for Belfast City Council for 2014/15 based on a zero district rate increase. It should be noted that all departments have a reduced cash limit from the 2013/14 position.</p> <table border="1" data-bbox="379 1043 1353 1861"> <thead> <tr> <th><u>REVENUE ESTIMATES</u></th> <th><u>2014/15</u></th> </tr> </thead> <tbody> <tr> <td></td> <td style="text-align: right;"><u>£</u></td> </tr> <tr> <td>Strategic Policy and Resources Committee</td> <td style="text-align: right;">32,563,620</td> </tr> <tr> <td>Development Committee</td> <td style="text-align: right;">19,144,021</td> </tr> <tr> <td>Parks and Leisure Committee</td> <td style="text-align: right;">23,971,115</td> </tr> <tr> <td>Health and Environmental Services Committee</td> <td style="text-align: right;">39,497,245</td> </tr> <tr> <td>Town Planning Committee</td> <td style="text-align: right;">3,750</td> </tr> <tr> <td>Employee Pay Rise</td> <td style="text-align: right;"><u>870,000</u></td> </tr> <tr> <td><b>NET DEPARTMENTAL EXPENDITURE</b></td> <td style="text-align: right;"><b>116,049,751</b></td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td><b>WASTE FUND CONTRIBUTION</b></td> <td style="text-align: right;"><b>2,159,047</b></td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td><b>CAPITAL FINANCING</b></td> <td></td> </tr> <tr> <td>Investment Programme</td> <td style="text-align: right;">10,137,676</td> </tr> <tr> <td>Leisure Transformation Financing</td> <td style="text-align: right;"><u>3,230,000</u></td> </tr> <tr> <td></td> <td style="text-align: right;"><b>13,367,676</b></td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td><b>BELFAST INVESTMENT FUND</b></td> <td style="text-align: right;"><b>2,770,000</b></td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td><b>LESS GENERAL EXCHEQUER GRANT</b></td> <td style="text-align: right;"><b><u>(4,630,116)</u></b></td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td><b>AMOUNT TO BE RAISED THROUGH DISTRICT RATE</b></td> <td style="text-align: right;"><b><u>129,716,358</u></b></td> </tr> </tbody> </table>	<u>REVENUE ESTIMATES</u>	<u>2014/15</u>		<u>£</u>	Strategic Policy and Resources Committee	32,563,620	Development Committee	19,144,021	Parks and Leisure Committee	23,971,115	Health and Environmental Services Committee	39,497,245	Town Planning Committee	3,750	Employee Pay Rise	<u>870,000</u>	<b>NET DEPARTMENTAL EXPENDITURE</b>	<b>116,049,751</b>	 		<b>WASTE FUND CONTRIBUTION</b>	<b>2,159,047</b>	 		<b>CAPITAL FINANCING</b>		Investment Programme	10,137,676	Leisure Transformation Financing	<u>3,230,000</u>		<b>13,367,676</b>	 		<b>BELFAST INVESTMENT FUND</b>	<b>2,770,000</b>	 		<b>LESS GENERAL EXCHEQUER GRANT</b>	<b><u>(4,630,116)</u></b>	 		<b>AMOUNT TO BE RAISED THROUGH DISTRICT RATE</b>	<b><u>129,716,358</u></b>
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2.3	<p><b>Local Government Finance Act (NI) 2011</b></p> <p>Under the Local Government Finance Act (NI) 2011, the Director of Finance and Resources is required to provide assurance to Members on the robustness of the revenue estimates and the adequacy of the council's reserve position as part of the rate setting process.</p>																																												

- 2.4 The departmental estimates have been subject to scrutiny and challenge by the Finance and Performance Section to ensure that they have been developed in compliance with the corporate guidelines issued in August 2013, taking into account the key financial risks and confirming that the planned efficiencies of £2m have been identified and removed from the estimates for 2014/15.
- 2.5 **On this basis the Director of Finance and Resources is satisfied that the estimates presented should provide adequate financial resources to support service delivery and the council's key actions for 2014/15 and that reasonable consideration of the financial risks to the council have been made in the preparation of the estimates.**
- 2.6 The council's general reserves position is forecast to be at least £13m by the end of 2013/14. This is above the minimum requirement of £10m, as set out in the council's reserve strategy. Given the uncertainty surrounding the financial implications of Local Government Reform and the new rate base it is believed that this level of reserves is appropriate.
- 2.7 **The Director of Finance and Resources is therefore satisfied that the reserves position is adequate for the council and will not require enhancement through the district rate in 2014/15.**

**Strategic Policy and Resources Committee**

- 2.8 A spending limit of £32,563,620 is recommended for the Strategic Policy and Resources Committee in 2014/15. This represents a reduction of £214,324 or 0.65% from the 2013/14 estimate. Despite a continuing loss of income as a result of reduced supply and production of electricity at the North Foreshore, efficiencies arising from the review of security and a reduction in the central pension budget are the key drivers to this position.
- 2.9 A breakdown of the estimates for the Strategic Policy and Resources Committee is provided in the table below.

<b><u>STRATEGIC POLICY AND RESOURCES COMMITTEE</u></b>	<b><u>2014/15</u></b>
	<b>£</b>
Chief Executive's Department (Inc. Legal Services)	8,330,005
Finance and Resources Department	11,274,914
Property and projects Department	12,442,702
Corporate Priorities	<u>515,999</u>
<b>TOTAL</b>	<b><u>32,563,620</u></b>

- 2.10 In addition to the above departmental estimates, the revenue estimates include a central budget of £870,000 to make provision for a 1% pay rise. This budget will be retained centrally and only released to departments on the basis of a nationally agreed pay award.

**Standing Committees**

- 2.11 Further information on the revenue estimates for the Standing Committees, including an outline of the key actions for each committee, have been included as appendices to the report. Detailed reports will be presented to each Standing Committee prior to final consideration of the District Rate at the Strategic Policy and Resources Committee meeting on the 24 January 2014.

	<p><b>Waste Fund</b></p>
2.12	No increase is required to the contribution to the waste fund, which is used to offset the stepped increase in future waste costs, and this has therefore been set at £2,159,047 for 2014/15.
	<p><b>Investment Programme Commitments</b></p>
	<p><b>Capital Programme</b></p>
2.13	This is used to pay for enhancements to existing council assets or for the provision of new assets owned by the council. The capital programme is financed through an annual budget of £10.14m and this budget is sufficient to meet the £75m spending commitment included in the council's investment programme.
2.14	In addition an annual financing budget of £3.23m has been provided for Leisure Transformation through the agreed transfer from the annual Belfast Investment Fund contribution. This will be used to pay the £38m for the first phase of Leisure capital investment in Olympia and Andersonstown.
2.15	A further report detailing the Capital programme for 2014/15 – 2016/17 will be provided to the Strategic Policy and Resources Committee in February 2014.
	<p><b>Belfast Investment Fund</b></p>
2.16	This is used to finance investment package schemes for non-council assets. The current annual contribution to the fund of £2.77m will ensure that at least £20m of Belfast Investment Funding is available by 2014/15. <b>There is therefore no requirement to increase the current level of contribution to the Belfast Investment Fund during 2014/15.</b>
	<p><b>Local Investment Fund</b></p>
2.17	This is used to fund neighbourhood capital projects for non-council assets. <b>The £5m fund has been fully financed and there is therefore no requirement to make additional contributions through the District Rate during 2014/15.</b>
	<p><b>Impact on Ratepayer</b></p>
2.18	A rates bill in Belfast is made up of 56% Regional Rate and 44% District Rate. The Regional Rate, subject to Executive approval, is due to increase by 2.7%. The proposed zero district rate will mean that a ratepayer's total bill will increase by 1.49%. Appendix 1 illustrates the monetary impact on average property types.
	<p><b>Key Messages</b></p>
2.19	The Head of Corporate Communications is working on briefing materials for presentation to Members at the Strategic Policy and Resources Committee on the 24 January 2014.

<b>3</b>	<b>Recommendations</b>
3.1	<p>Members are requested to:</p> <ul style="list-style-type: none"> <li>• Approve the total amount to be raised through the district rate for 2014/15 of £129,716,358</li> <li>• Approve the revenue estimates for the Strategic Policy and Resources Committee and the cash limit for the Strategic Policy and Resources Committee of £32,563,620 for 2014/15.</li> <li>• Approve the cash limit for the Town Planning Committee of £3,750 for 2014/15.</li> <li>• Approve the following departmental cash limits for 2014/15: <ul style="list-style-type: none"> <li>• Health and Environmental Services Department £39,497,245</li> <li>• Parks and Leisure Department £23,971,115</li> <li>• Development Department £19,144,021</li> </ul> </li> <li>• Agree that the general reserves will not be enhanced through the district rate in 2014/15</li> <li>• Approve a central budget of £870,000 to make provision for a 1% pay rise. This budget will be retained centrally under the control of the Director of Finance and Resources and only released to departments on the basis of a nationally agreed pay award.</li> <li>• Note that the revenue estimates provide adequate financial resources to deliver on the Investment programme commitments with regard to the Capital Programme, the Belfast Investment Fund and the Local Investment Fund without an additional increase in the district rate.</li> </ul>
<b>4</b>	<p><b>Decision Tracker</b></p> <p>Responsible Officer: R Cregan, Director of Finance &amp; Resources</p>
<b>5</b>	<p><b>Documents Attached</b></p> <p><b>Appendix 1: Rate Impact by House Type</b></p> <p><b>Appendix 2: SP&amp;R Committee Main Items of Expenditure 2013/14 and 2014/15</b></p> <p><b>Appendix 3: SP&amp;R Committee Key Departmental Priorities</b></p> <p><b>Appendix 4: H&amp;E Services Committee Main Items of Expenditure 2013/14 and 2014/15</b></p> <p><b>Appendix 5: H&amp;E Services Committee Key Departmental Priorities</b></p> <p><b>Appendix 6: Parks &amp; Leisure Committee Main Items of Expenditure 2013/14 and 2014/15</b></p> <p><b>Appendix 7: Parks and Leisure Committee Key Departmental Priorities</b></p> <p><b>Appendix 8: Development Committee Main Items of Expenditure 2013/14 and 2014/15</b></p> <p><b>Appendix 9: Development Committee Key Departmental Priorities</b></p>





## APPENDIX 1

**Rate Impact by House Type**

Based on a “Zero” District Rate increase and a 2.7% Regional Rate increase,  
 Giving an overall increase of 1.49%  
 Average increase in property types.

<b>PROPERTY</b>	<b>Annual Increase in Rates Bill</b>	<b>Weekly Increase in Rates Bill</b>
<b><i>Domestic Properties</i></b>	<b>£</b>	<b>£</b>
Terrace House	8.97	0.17
3-Bed Semi-Detached House	13.72	0.26
4-Bed Detached House	30.50	0.59
Apartment	8.66	0.17
Average Capital Value	11.94	0.23
<b><i>Non - Domestic Properties</i></b>	<b>£</b>	<b>£</b>
Office Property	113.48	2.18
Retail Property	91.36	1.76

## APPENDIX 2

**STRATEGIC POLICY & RESOURCES COMMITTEE  
MAIN ITEMS OF ESTIMATED EXPENDITURE**

	Net Expenditure 2013/14 £	Net Expenditure 2014/15 £
<b>Chief Executive's Department</b>	<b>8,330,885</b>	<b>8,330,005</b>
Human Resources	2,390,436	2,420,019
Democratic Services	2,302,777	2,242,953
Corporate Communications	1,056,362	1,087,846
Good Relations	418,854	426,852
Central Support Unit	1,263,154	1,238,980
Legal Services	526,876	544,148
Strategic Policy	372,426	369,207
<b>Finance and Resources Department</b>	<b>11,387,674</b>	<b>11,274,914</b>
Corporate Management	1,761,455	1,663,475
Finance & Performance	2,670,449	2,688,146
ISB	4,920,156	4,889,371
Audit	928,932	902,206
Corporate Directorate	1,106,681	1,131,716
<b>Property &amp; Projects Department</b>	<b>12,711,521</b>	<b>12,442,702</b>
PPD Management	1,217,966	1,236,957
PPD Operations	-4,169,644	-4,208,898
Facilities Management	15,108,126	14,839,012
Contracts	555,072	575,632
<b>Corporate Priorities</b>	<b>347,864</b>	<b>515,999</b>

## STRATEGIC POLICY & RESOURCES COMMITTEE

### KEY DEPARTMENTAL PRIORITIES 2014/2015

The Strategic Policy and Resources Committee is responsible for setting the strategic priorities of the council and the resources used to deliver them - namely - staff, money and assets. The work of the Committee is supported by three departments - Chief Executive's, Finance and Resources and Property and Projects. The key priority actions for 2014/15 for each of these departments are outlined below.

#### CHIEF EXECUTIVE'S DEPARTMENT

- Support the implementation of the reform of local government, including the policy and legal outcomes of the legislation, preparing for shadow elections and the HR implications surrounding service convergence and transfer of functions
- Oversee the communications plan for local government reform including a full range of communications activity following election of new Council
- Provide support and work for the Statutory Transition Committee and shadow council in preparing for the implementation of Local Government Reform
- Provide communications, HR and legal advice for the leisure transformation programme
- Develop and implement community planning in line with emerging guidance from the DoE
- Continue to implement the Organisational Development Strategy
- As part of the Council's investment programme continue to support the employability and skills development element
- As part of the Council's efficiency agenda control and seek to reduce employee costs
- Provide ongoing legal advice to corporate strategic projects such as the Waterfront Hall, University of Ulster, Sprucefield, Girdwood Community Hub and Royal Exchange
- Continue developing the legal aspect of the Council procurement policy around social clauses
- Promote and market major international events such as Giro d'Italia and Tall Ships
- Complete the review of information management within the Council
- Undertake a review of marketing within the Council
- Review organisational design and employee costs in relation to overtime, agency staff and working arrangements

#### FINANCE & RESOURCES DEPARTMENT

##### LG Reform *Regional* Priorities

- Engage and provide strategic advice and technical support to the local government reform regional implementation structures (including the Regional Transition Committee, Regional Operational Board and technical implementation groups)
- Establish and oversee implementation of the work plan for the Financial Planning Sub-Group and Financial Guidance and Audit Sub-Group

- Support the Council's engagement and input to the work of the Systems Convergence Working Group
- Provide technical support and advice in relation to regional preparations for systems convergence linked to the transfer of functions and powers
- Oversee the process of detailed due diligence and baseline verification of the resources (budget and staffing) and assets and liabilities attached to the functions and powers transferring from central to local government

### **LG Reform *Internal* Priorities**

- Develop programme management arrangements and a resource plan to underpin the Council's preparation for local government reform
- Manage financial planning for local government reform (to include the capital financing strategy and financial planning for new Council)
- Develop a financial governance framework for the new Council (to include financial regulations and Account Manual)
- Develop a reporting framework for financial reporting to the Shadow Council in 2014/15
- Prepare for the 2015/16 rate setting process (to include guidance to departments, medium term financial plan, funding allocation model for transfer of functions)
- Prepare for emerging legislative and governance changes including the review of BCC governance and political management arrangements and review Audit Panel role/Committee arrangements in light of new governance arrangements
- Further enhance the performance and accountability framework in the Council in the context of community planning and prepare for the performance management of transferring functions (to include planning, regeneration, service standards)
- Undertake the necessary ICT preparations linked to the transfer of new functions and the extension to the Council boundary
- Provide assurance on the Council's approach to preparing for the transfer of new functions and powers and the extension to the Council boundary

### **Investment Programme Priorities**

- Implement the Super Connected Belfast project
- Oversee the delivery of the Investment Programme including: the implementation of the programme and the production of regular update reports to Members, the Chief Executive and Chief Officers
- Improve payment systems to ensure we pay 90% of our creditors within 28 days to support the local economy
- Deliver the corporate Efficiency Programme in order to maintain the district rate increase at, or below, the rate of inflation.

### **Other Finance and Resources Priorities**

- Provide support and guidance on the finance and audit, assurance and risk requirements of the Leisure Transformation Programme
- Develop an ICT Strategy and Plan to support the delivery of the Council's priorities and develop more mobile and online options
- Continue to implement the financial management arrangements for the Capital Programme including the Belfast Investment Fund and the Local Investment Fund
- Sustain and enhance the rates base and manage the rate setting process
- Include provision for new functional areas and integrated reporting within the action tracking, risk management and audit management system
- Implement recommendations arising from the external review of the Council's Health and Safety service

## **PROPERTY & PROJECTS DEPARTMENT**

### **City Leadership**

- Take the lead in driving the physical portfolio of the Investment Programme across the city so that we can provide an overview of progress and benefits of the
  - Capital Programme
  - Local Investment Fund
  - Feasibility Fund
  - Planned maintenance programme
  - Non recurrent capital
  - Property and Asset Programme
  - Belfast Investment Fund (Projects to be agreed by SP&R Committee)
  - Social Investment Fund (Physical projects to be agreed by OFMDFM)
- Work with Area Working Groups (AWGs) in the identification and prioritisation of physical projects in the Local Investment Fund
- Work with other departments to develop the Council's integrated approach to neighbourhood working in respect of physical infrastructure to maximise the impact of existing and emerging neighbourhood and community development work.
- Ensure appropriate consideration due diligence of any potential transfer of assets and liabilities from both neighbouring councils and transferring departments.
- Assist in the delivery of collaborative opportunities which maximises value for money through participation in the local government led ICE programme
- Assist the Parks and Leisure Department in the implementation of the Leisure Review
- Develop and implement a programme of work for the transfer of assets

### **Environment**

- Capture landfill gas to convert to electricity
- Develop an Energy / CO2 strategy for the Council
- Deliver procurement strand of the Sustainable Action Plan
- Complete phase 2 of the policy position on contaminated land
- Ensure that the Council's built and fleet assets are environmentally efficient

### **Economy**

- Increase the amount of council spend within Belfast based suppliers via the quotation process and increased supplier information events
- Support job creation within the city through the delivery of the Council physical projects in the Investment Programme and associated capital investment in the city and via the Council's Investment Property Portfolio at Gasworks, Balmoral and Duncrue Estates
- Participate on externally led project boards (e.g. Ballysillan Masterplan, Colin Town Centre Project, Shaftesbury Square Regeneration Framework)
- Use Council spending power to increase Local Economic Development
- Develop the North Foreshore
- Assist in the development and implementation of Social Clauses within Council Contracts

## **People and Communities**

- Work with local councillors, communities and end user groups to ensure sustainability of Capital Investment and benefits realisation
- Work with the Development Department in assisting the delivery of the Renewing the Routes Programme
- Work with other departments in relation to the development of Regeneration Plans

## **Financial Planning**

- Work with Financial Services to help build a robust Capital Financing Strategy in line with the Local Government Reform
- Proactively manage rent reviews of the Council's Investment property portfolio at the Gasworks, Balmoral and Duncrue and other properties (including market shop units) to maximise the financial return to the Council
- Undertake Capital Assets valuation of the Council's property portfolio
- Carry out capital programme forecasting and costing
- Deliver efficient and effective procurement through directing and supporting procurement activities across the Council, preparing and distribution of procurement guidelines and reviewing and updating suppliers' database
- Produce analysis of spend to identify expenditure efficiencies
- Increase SRM catalogue use to achieve process savings

## **Assets**

- Provide the pivotal Support for the transfer of all Assets under the LG Reform
- Assist in the development of a Community Transfer Framework
- Complete the implementation of the recommendations in Asset Management Strategy
- Produce a Corporate Asset Disposal Policy and devise the asset disposal plan
- Agree and develop a Corporate Property Information System
- Implement the long term Accommodation Strategy
- Work with departments to include asset planning in their departmental plans
- Produce and agree Frameworks for roles and responsibilities for the Council Assets
- Assist in the development of the Progress the 'One Public Estate' initiative and develop agreed working arrangements between the Department of Education, BELB, CCMS and the Council in relation to respective assets
- Carry out planned maintenance in accordance with the maintenance plan

## APPENDIX 4

## HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE

## MAIN ITEMS OF ESTIMATED EXPENDITURE

	Net Expenditure 2013/14 £	Net Expenditure 2014/15 £
<b><u>Environmental Health</u></b>	<b>6,324,905</b>	<b>6,373,851</b>
Emergency Planning	90,380	57,068
Regulation of Commercial Sector	1,909,454	1,963,071
Env Protection and Public Health	1,872,526	1,868,114
Community Safety and Schemes	955,491	1,049,768
PCSP	282,904	243,159
Health Development	166,050	165,450
EHS and Other Services	1,048,100	1,027,221
<b><u>Waste Management</u></b>	<b>14,860,067</b>	<b>14,953,652</b>
Waste Disposal	8,047,962	7,837,085
Waste Contracts	2,563,235	2,730,894
Recycling Centres	2,649,797	2,760,157
Public Conveniences	222,830	222,120
Waste Awareness and Outreach	618,036	663,645
Waste Management Business Support	569,124	540,417
Waste Policy	189,083	199,334
<b><u>Building Control</u></b>	<b>1,586,006</b>	<b>1,333,099</b>
<b><u>Cleansing</u></b>	<b>16,083,089</b>	<b>15,987,333</b>
Cleansing and Waste Collection Ops	14,642,409	14,573,596
Quality Assessment and Business Support	1,440,680	1,413,737
<b><u>Directorate Support</u></b>	<b>826,492</b>	<b>849,310</b>
<b>TOTAL</b>	<b>39,680,559</b>	<b>39,497,245</b>

## HEALTH AND ENVIRONMENTAL SERVICES COMMITTEE

### KEY DEPARTMENTAL PRIORITIES 2014/2015

#### General service delivery

- Providing **value for money** services to residents while maintaining **high customer standards** across all of the statutory functions delivered by Building Control, Cleansing, Environmental Health, Community Safety and Waste Management services.
- Working to ensure that **quality services standards** are maintained across the city and offered to the residents of the new neighbourhoods coming into the much larger council area under Local Government Reform
- Identifying opportunities to develop and deliver **more efficient and effective services** during planning as part of Local Government Reform
- Ensuring the city's **streets are clean**; effectively tackling issues of litter, graffiti, fly-posting and dog control issues while leading campaigns to change behaviours
- **Collecting bins** and providing our residents with more opportunities for recycling
- **Disposing of the city's waste** in the best way by sending less to landfill
- Making sure that new **buildings are safe and energy efficient** (building regulations)
- Making sure that **places of entertainment are safe** for customers (licensing)
- Protecting the **health of residents and customers** by ensuring compliance with environmental health laws including food safety, air quality, noise control, and pest control
- Planning for our forthcoming new responsibilities to regulate **houses of multiple occupancy** and **off-street car parking** which are transferring from government departments
- Applying regulation to **protect and improve health, safety and environmental standards**.
- Ensuring equality of opportunity in the delivery of our services by implementing the Council's **equality scheme** and its equality and diversity action plans.

#### Leadership

- Leading on the introduction of **Community Planning** to establish shared approaches to addressing complex issues that will ensure more **effective public service delivery** for all local communities
- Ensuring safer and more secure residents and communities by supporting and driving the **Belfast Policing and Community Safety Partnership** and its four District PCSPs
- Providing leadership in tackling **issues of inequality and social cohesion** through our leading contribution to the Belfast Strategic Partnership and the Good Relations partnership
- Leading the joint team (with DSD, DoE, SIB and NIHE) to develop a **Student Housing Strategy**; while working with DSD and SIB to find ways to fund purpose-built managed student accommodation in the city; and contributing to the development of the new city centre University of Ulster campus.
- Seeking innovative ways to address complex issues of inequality by taking forward the findings of **IBM Smarter Cities challenge**.



- Developing a new **Disability strategy** in addition to implementing the Council's duties under Section 75 of the Northern Ireland Act 1998 and the Disability Discrimination (NI) Order 2006.

### Environment

- Implementing the city's **Zero Waste Action Plan** with the aim of reaching a recycling rate of 50% by diverting more waste from landfill each year by increasing the range of materials residents can dispose of in their blue bins
- Introducing a **glass collection** regime; reviewing our waste service for businesses; and delivering a new **inner city recycling** project.
- Leading the implementation of the European-funded Renew project to support a **sustainable resource-based economy**.
- Reviewing the Council's Sustainable Development Action Plan and supporting the council to undertake OFMDFM's new **Sustainable Development Duty**
- Leading the Council's Sustainable Development Group to implement the **Sustainable Energy** policy.

### Economy

- Creating new jobs and offering placement opportunities in support of the Council's target for **employment provision**
- Managing a city events programme that seeks to promote **Good Relations** and to celebrate the **Decade of Centenaries**.

### People and Communities

- Coordinating and delivering a council **health inequalities** programme, in support of the Belfast Strategic Partnership, that support residents to tackle alcohol misuse, lack of physical activity, poor diet and smoking, and encourages physical activity and greater emotion resilience.
- Supporting an integrated approach to dealing with elements of **poverty** and developing an action plan to address the growing issue of **fuel poverty** in the city
- Building on the success of the pilot **Area Intervention programme** at Falls/Divis and drawing on the unique learning to consider area-based approaches in other parts of the city.
- Supporting the **regeneration of our neighbourhoods** with a proactive programme to remove or upgrade **derelict or ruinous properties** throughout the city.
- Continuing work to address issues associated with the city's **interfaces** and completing our Peace III initiatives (Phase 2 of the Peace & Reconciliation Plan)
- Developing and delivering integrated initiatives established in our **Good Relations** plan and through the Together Building United Communities agenda from OFMDFM.
- Completing Phase III of the **Alley-Gating** programme and starting a new phase that includes recommendations established by the **Area Working Groups**.
- Responding to emergencies and lead and coordinate local **integrated emergency planning** across the council and the city
- Linking with Belfast Resilience; supporting the Councillor Forum for Emergency Planning, the work of the Belfast Flood Alleviation Significant Issues Report, PEDU recommendations and Rivers Agency Flood Risk Management Plan,
- Providing support in preparation for key city events such as the *Giro D'Italia* 2014.
- Supporting the Council's **Older Peoples All party Reference Group** and overseeing the work towards Belfast's becoming an Age Friendly City.

## APPENDIX 6

## PARKS AND LEISURE COMMITTEE

## MAIN ITEMS OF ESTIMATED EXPENDITURE

	<b>2013/14</b>	<b>2014/15</b>
<b><u>Leisure</u></b>		
Leisure Centres	7,884,475	7,723,051
<b><u>Neighbourhood Development</u></b>		
Leisure Development	644,984	553,518
Landscape Planning and Development	2,138,565	2,043,640
Open Spaces & Active Living	660,954	788,002
P&C Development	139,533	128,043
<b><u>Parks and Cemeteries</u></b>		
Zoo	856,055	858,260
Estates Mgt inc Belfast Castle/Malone House	342,052	398,928
P&C Services	1,301,692	1,111,259
Area East (Including Roselawn/Crem)	1,889,381	1,945,760
Area South West (including City Cem)	2,966,253	3,080,298
Area North	2,299,520	2,404,873
<b><u>Directorate</u></b>		
Anti Social Behaviour	254,356	251,730
PBDU	705,346	673,031
Business Support including bereavement admin	2,013,966	2,010,722
<b>TOTAL</b>	<b>24,097,132</b>	<b>23,971,115</b>

**PARKS AND LEISURE COMMITTEE**  
**KEY DEPARTMENTAL PRIORITIES 2014/15**

**Investment Programme**

- Deliver phase one of Leisure Transformation
- Agree the new Active Belfast and Open Spaces (ABOS) strategy and deliver year three actions
- Provide Leadership to the Oversight and Programme Delivery Boards for the Connswater Community Greenway to ensure the delivery of the scheme on time and within budget
- Develop and Deliver community gardens across the city as Part of the Growing Communities Strategy
- Deliver actions in the pitches strategy including the pitches improvement programme
- Develop a robust plan for the development of new crematorium facilities in Belfast and continue to manage the ongoing cemeteries development project.
- Continue to development programmes of activities for Dunville and Woodvale park
- Develop options for the future of Floral Hall and Wilmont House

**Environment**

- Complete a Green Flag standard site assessment across the department's parks and green spaces: retain Green Flag in the 12 parks that currently hold it; and apply for Green Flag in 2 additional parks and open spaces
- Make arrangements for the management and maintenance of phase 1 & 2 of the Connswater community Greenway
- Work in partnership to develop and deliver the Safer Neighbourhood Antisocial Behaviour Programme
- Deliver improvements in Dog control in our parks in line with Clean Neighbourhoods legislation
- Continue to work with strategic partners such as DRD Road Services to deliver effective street tree management and new planting plans

**Economy**

- Implement a revised business/ commercial model for the Zoo, Castle and Malone House
- Develop a city wide participation plan, including a review of the departmental grants schemes
- Develop with partners an annual programme of parks and leisure focused citywide events across the city
- Continue to provide a competitively priced Leisure Services across the city

**People, Communities and Neighbourhoods**

- Develop and deliver year four actions in an 'Active Belfast Plan' together with the Belfast Health Development Unit and other partners
- Facilitate the delivery of community programmes and activities which will engage people, get them more active and help them to participate more in their local communities and neighbourhoods
- Deliver and evaluate the Presence in Parks initiative
- Deliver phase two of the People in Parks (youth) initiative establishing young Adult Association Areas (YAAAs)
- Deliver Active Belfast consortium work programme to include: Active Communities

- Deliver sports development activities at the Urban Sports Park
- Deliver a range of health and well-being programmes and activities to help tackle critical issues around health inequalities
- Develop and establish a range of community involvement/engagement for a across the city including more Friends Groups, Customer Focus Groups and stakeholder panels
- Deliver with partners key actions in the new Boxing Strategy

### **Improved, Modern Service Delivery (Departmental Improvement Programme)**

- Improve the customer experience at Parks and Leisure venues through our Customer Charter and implement our customer service standards
- Implementing other service improvement pilots
- Through operational reviews identify and deliver improvements and efficiencies in our services

**DEVELOPMENT COMMITTEE**  
**MAIN ITEMS OF ESTIMATED EXPENDITURE**

	<b>Net Expenditure 2013/14 £</b>	<b>Net Expenditure 2014/15 £</b>
<b><u>Community Services</u></b>	<b>£5,526,819</b>	<b>£5,502,275</b>
Community Resource Unit	£297,069	£297,041
Community Services Management	£227,301	£219,262
Travellers	£49,202	£44,524
Area Support Unit	£1,138,909	£1,116,740
Community Grants	£1,050,483	£1,050,483
Community Facilities	£2,010,987	£1,980,603
Children & Young People	£752,868	£793,622
<b><u>City Events and Venues</u></b>	<b>£3,924,951</b>	<b>£3,742,795</b>
Belfast Waterfront/Ulster Hall	£2,421,485	£2,286,671
City Events	£1,503,466	£1,456,124
<b><u>Economic Initiatives and International Development</u></b>	<b>£6,298,440</b>	<b>£6,399,404</b>
Tourism, Culture and Arts	£4,755,403	£4,779,130
Economic Development	£1,332,073	£1,329,908
European Unit	£232,226	£393,317
Markets	-£21,262	-£102,951
<b><u>Directorate</u></b>	<b>£3,575,221</b>	<b>£3,499,547</b>
Development Directorate	£1,822,428	£1,807,819
City Development	£251,248	£250,175
Business Research and Development	£549,879	£540,604
Urban Development	£951,666	£900,949
<b>TOTAL</b>	<b>£19,325,431</b>	<b>£19,144,021</b>

**DEVELOPMENT COMMITTEE**  
**KEY DEPARTMENTAL PRIORITIES 2014/15**

**Summary of Priority Actions for the Development Department for 2014/15**

**City Leadership**

- Belfast Masterplan support implementation of associated strategic projects
- Support the implementation of the Local Investment Fund and Belfast Investment Fund
- Support the strategic development of the University of Ulster North City Campus and the relocation of the BBC in the city centre
- Develop an integrated city marketing strategy, which includes an agreed city narrative, refreshed city brand and recommends the optimum structures for co-ordinated marketing of the city
- Implement the framework for marketing the city and developing International Relations
- Work to secure EU funding for the devolved portfolio of projects for the Greater Belfast area for 2014-2020.
- Lead the NI EU Regional Forum

**Environment**

- Deliver the investment proposition for the Renewable and Low Carbon Technology sectors
- Implement the Belfast public bike hire scheme

**Economy**

- Manage the development and funding of increased convention centre and exhibition centre space at the Waterfront Hall
- Lead on the delivery of an innovation centre
- Lead on the delivery of a creative/digital hub programme
- Super-connected Broadband – support implementation of the scheme by working with local businesses
- Super-connected Broadband – support implementation of the community access aspects of the scheme
- Continue to work with DSD on the development of a City Centre Regeneration Strategy in line with the Belfast City Masterplan and Local Government Reform
- Directly create jobs by working with local partners to deliver targeted employability initiatives across the city including HARTE and the Belfast Enterprise Academy
- Work with partners to deliver a city-wide employability and skills strategy and action plan
- Provide targeted business support interventions through a series of workshops and 1-2-1 mentoring, to improve business competitiveness and productivity and to generate business efficiencies
- Support initiatives to increase awareness of Council tendering opportunities and build capacity among Belfast companies to tender for public procurement opportunities
- Develop a social clause policy and support implementation through council contracts.

- Deliver a programme of events at the Waterfront and Ulster Hall
- Develop culture and arts by investing approximately £2M in cultural and artistic activities including the 'City of Festivals' and Creative Legacies
- Deliver Council's contribution to major events - the Irish Dancing Championship 2014, Giro d'Italia 2014, and Tall Ships 2015 – and the annual programme of events
- Continue to develop Belfast's tourism product and deliver actions within the Integrated Tourism Strategy and action plan.
- Develop a new Integrated Tourism Strategy and action plan in conjunction with NITB and partners to take account of the changing tourism landscape post 2015.
- Market Belfast by supporting the marketing and visitor servicing activities of Visit Belfast

### **People and Communities**

- Deliver the Renewing the Routes Programme 2012-16
- Resource support for Community Development local activity (including management of an outcomes based £1.748m grant programme)
- Invest approximately £860,000 in community-based advice services per annum via 5 city-wide advice consortia
- Provide support for community engagement within Council e.g. training, skill development, raising confidence and access
- Manage and increase usage of community centres and other facilities
- Develop and introduce a new volunteering framework to support over 70,000 volunteering hours per annum in community facilities
- Develop a mechanism to bring together key players from across the City to raise awareness of the impact and scale of poverty and identify ways to address it
- Deliver a coherent inter agency and inter departmental approach to working with the Traveller community
- Implement, for the service, a Council wide consistent criterion based framework for managing neighbourhood assets
- Implement the inter-departmental framework for children and young people
- Deliver a comprehensive citywide summer programme
- Build the capacity of Youth Forum members to increase the participation of children and young people in the city and neighbourhood life

### **Better Services**

- Implement a coordinated approach to grant management through the Grant Unit

### **An organisation Fit to Lead and Serve**

- Use, promote and support evidence based planning via the use of CityStats and other local information

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