

# Property and Projects Department



Internal document



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## 1.0 Background

- 1.1 The corporate plan embodies what the council intends to achieve. It sets out Members' ambitions for the city and their commitment to improving quality of life for everyone who lives in, works in and visits the city. It is based upon an assessment of need in the city, the views of residents on what the council's priorities should be and a commitment to strong political and executive leadership.
- 1.2 Whilst the corporate plan focuses on issues which cut across council departments it also reflects the importance of the quality of the vital services that are provided on a daily basis.
- 1.3 The corporate value creation map (VCM) is used to performance manage the corporate planning process, which encourages services to work together across the Council to improve quality of life and the different elements that contribute to this aim.

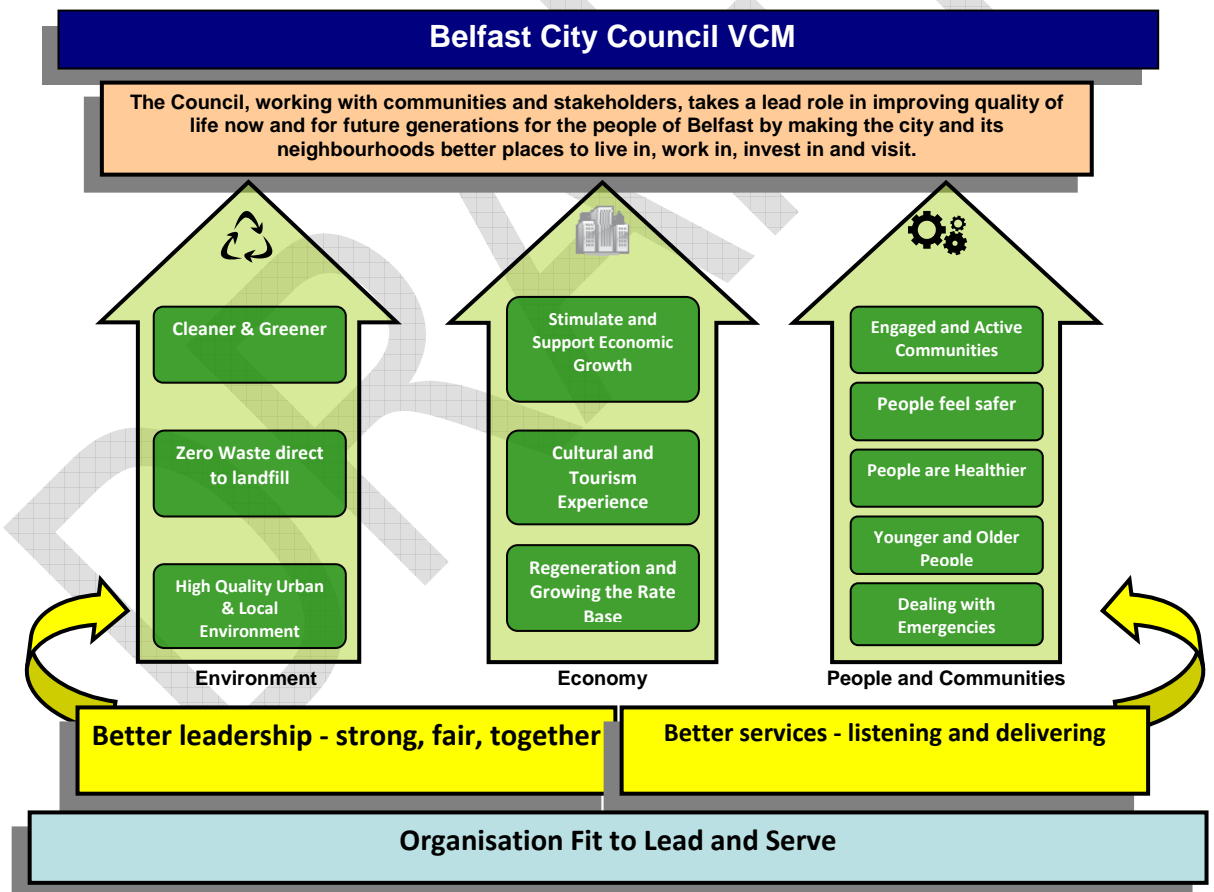


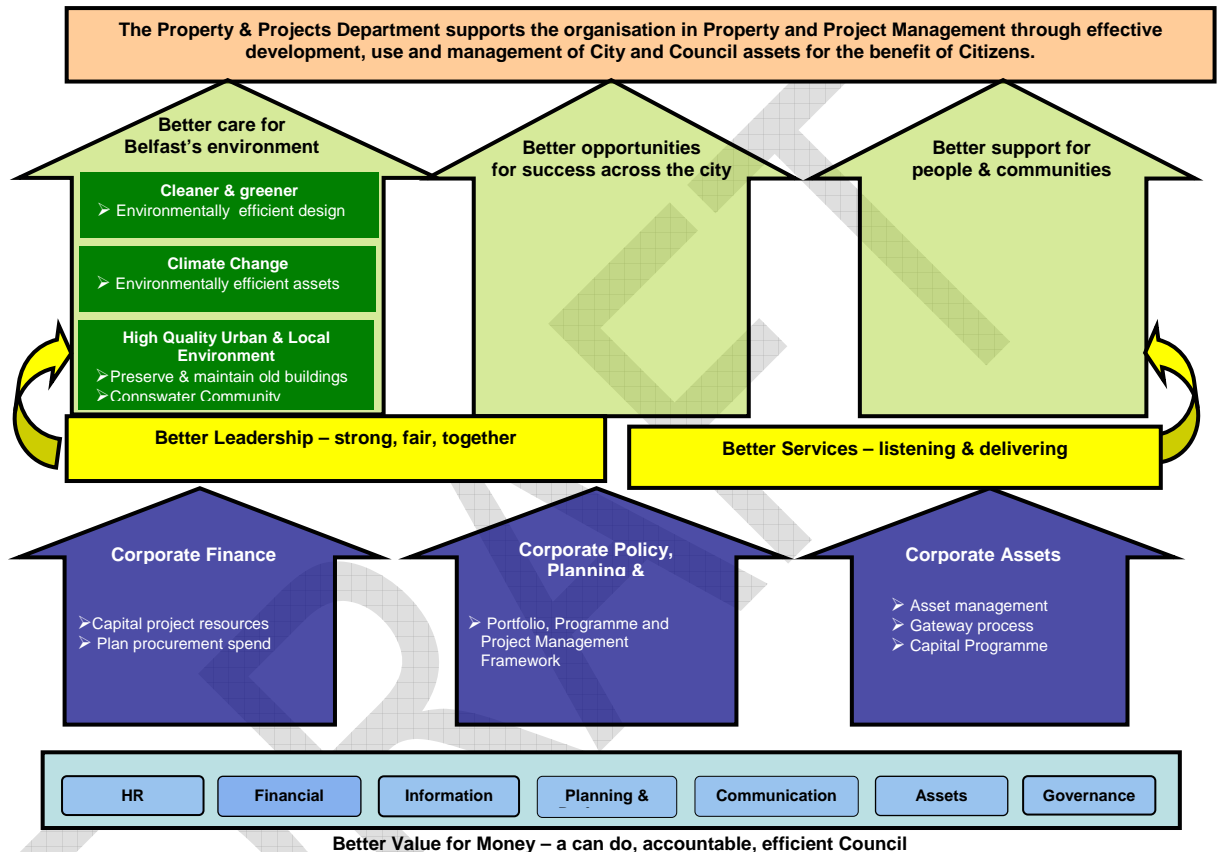
Fig 1: Corporate Value Creation Map

- 1.2 This Departmental Plan describes how the Property and Projects Department's proposed actions and targets for the year 2011/ 12 complements those in the Corporate Plan. This Plan is the basis for management of the Department by the Committees and senior managers. It provides explicit links between core departmental activity and corporate strategy.
- 1.5 Under the Council's Scheme of Delegation, the Director of Property and Projects has been given the delegated authority to undertake the activities as outlined in section 7. Progress update reports will be submitted to the Strategic Policy and Resources Committee twice yearly.

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## 2.0 Values (and purpose)

- 2.1 The Property and Projects Department’s purpose is “to support the organisation in Property and Project Management through effective development, use and management of City and Council assets” and the work of the department is reflected in the VCM map below, clearly reflecting how it contributes to the objectives of the Council:



- 2.2 The Department adheres to the Council’s values which state that we will:

- Focus on the needs of customers, have a ‘can-do’ attitude, be problem solvers
- Provide value for money and improve services
- Work together
- Respect each other, be fair, promote equality and good relations
- Act sustainably
- Ensure the highest standards of health & safety
- Value our employees

### 3.0 Strategic themes

3.1 The corporate value creation map defines six strategic themes. These were chosen as priorities for the Council in the context of a wider analysis of need in the city, the views of the public, and the statutory and strategic challenges and opportunities that are likely to impact on the Council over the next three years. The themes are:

**City leadership – strong, fair, together**

**Better opportunity for success across the city**

**Better care for Belfast's environment**

**Better support for people and communities**

**Better services – listening and delivering**

**Better value for money – a can-do, accountable, efficient council**

3.2 The last of these themes underpins all of the Council's work, and is further defined by the following strategic elements within the value creation map:

- Corporate human resource management
- Corporate financial planning
- Corporate information management
- Corporate planning and performance
- Corporate communication and engagement
- Corporate assets
- Corporate governance and risk

## 4.0 Changes in internal and external environment

4.1 The Property and Projects department was established in January 2010 to centralise how the Council manages its asset base and delivers major capital projects. In the coming year it will continue to develop the necessary structures, policies and processes to deliver improved levels of performance in assets and project management. In doing this it will also contribute to the overall Council efficiency programme by ensuring that we maximise the potential of the Council's asset base. Changes in the external environment reflect heavily on the operational workings of the department.

4.2 The department is still very much within a developmental phase having brought together elements of the Improvement Team and the Facilities Management Service. This will be the first year that the department will exclude its former responsibilities for Policy, Performance and Planning which will now be carried out by the Chief Executive's and Finance and Resources departments. This transition was only completed during the 2010/11 financial year.

### Review of Public Administration

The Property and Projects department was responsible for leading The RPA process on behalf of the Council. The RPA process has now been deferred and the pending Council elections in May 2011 will be in respect of the 26 Councils and not the 11 that was envisaged under RPA. Whilst the RPA has been deferred work will continue within the sector on greater collaboration between other Councils and Central Government.

### The Efficiency Agenda

With even greater emphasis on public spending following the outcome of the government's Comprehensive Spending Review (CSR) the issues of efficiencies and Value For Money are likely to be key drivers in the approach to the Council's medium term plans. The Property and Projects department is likely to play a key role in the delivery of the Council's efficiency agenda. This will be particularly so through Procurement and the issue of collaboration with the wider public sector offers an opportunity to deliver on this agenda for the Council.

Internally we will need to sustain reserves and manage budget allocations rigorously as we build the linkage between the financial and business planning processes within the Council. This will entail reviewing existing delivery models via Value For Money studies to ensure their cost effectiveness and allow us to identify any efficiencies that may exist within these. Set against this we will also seek to maximise any potential that exists within our external income generation whilst balancing this with the impact it might have in the current economic climate.

The department is also a resource and skills base for greater use of Project Management approaches across the council enabling more to be done within time cost and quality parameters.

## The Property Market

The current economic climate and the downturn in the property market have led to limited finance available for property acquisition and development which is reflected in low levels of demand across all property types and significantly reduced property values. Therefore whilst capital receipts through asset disposals have been identified as a key source of funding for the Capital Programme, City investment Framework and other Council priorities, this must be treated with caution in terms of either decisions to dispose or in estimating the level of capital receipts obtainable.

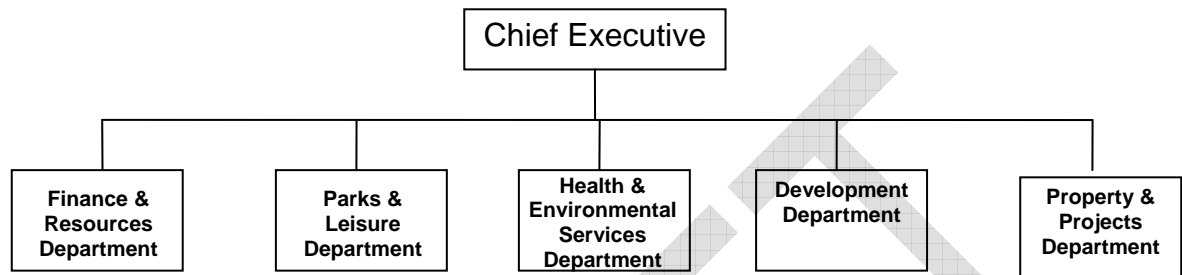
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**5.0 Departmental structure**

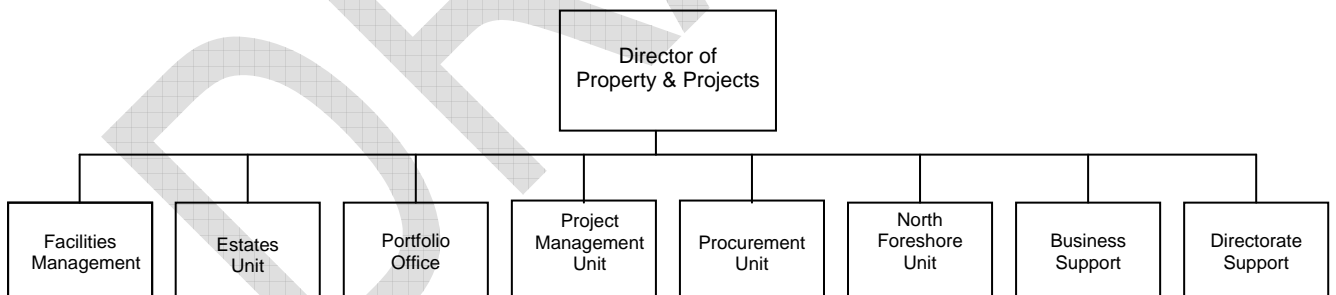
5.1 The Property and Projects Department is one of five service Departments which, together with the Chief Executive’s Department, make up the officer structure of the Council. The various Departments are shown in Figure 2 below and Figure 3 sets out the Department’s Service structure.

**Fig 2: Council Departments**



5.2 Property and Projects Department comprises:

- Estates Management
- Facilities Management
- North Foreshore unit
- Portfolio Office
- Procurement Unit
- Project Management Unit



## 6.0 Key Achievements 2010/11

### 6.1 Better Leadership

#### Key achievements

##### City Investment Strategy

- Council commitment of £16million under its City Investment Fund (CIF), profiled up until 2012-2013, towards four iconic projects including the Connswater Community Greenway, Titanic Signature Project; The Mac; and the Lyric.
- Leveraged in excess of £160million investment into the city
- Initiated discussions with Central Government Departments, the Strategic Investment Board and Derry City Council (including ILEX) to explore both the potential scope to establish a City Investment Framework and alternative forms of funding models for capital investment in the City.
- Re-certification of ISO9001 and ISO14001 in Procurement and Fleet Management Units
- Re-certification of ISO 18000 in Fleet Management Unit.
- Capital Spend of £5,511,352
- 100% Capital projects using PPM methodologies
- Full implementation of Gate Review process on all capital expenditure projects.
- Setting up of Strategic Projects Oversight Board (SPOB) with clear governance roles and responsibilities for project teams

##### Local Government Modernisation

- Established necessary governance, accountability and project management arrangements to oversee; manage and monitor the effective implementation of the RPA process within the Council. This included:
  - The designation of the Council's Strategic Policy and Resources Committee as the RPA Transition Committee (TC) who are responsible for providing overall political direction to the process;
  - The designation of the Council's Chief Officers' Management Team as the RPA Transition Management Team (TMT) with responsibility for coordinating and managing overall RPA implementation;
  - Established internal project management and support structures including the appointment of a fixed-term RPA co-ordination manager who is accountable to the TC and TMT;
  - Put in place a politically agreed Transition (Project) Plan with key implementation milestones outlined; Established internal

officer project teams to take forward specific strands of RPA related work (e.g. finance, service delivery;)

- Put in place an RPA Communications Strategy and associated programme of work
- Secured £114k annual budget (RPA transitional funding) from the DoE
- Co-ordinated the completion and submission of corporate responses to five RPA related draft legislative proposals
- Secured formal Council representation (both Member and officer) on and inputted into the work of established external RPA governance and implementation structures.

## **6.2 Better Care for Belfast's Environment**

### **Key achievements**

- Delivery of Green Procurement Training
- Completion of the CRC registration process and the identification of a planned programme of energy work to reduce energy usage and CO2 emission across the council

## **6.3 Better Services**

### **Key achievements**

- The setting up of the BCC Portfolio Office
- The completion of a comprehensive programme of on-site condition surveys delivered using internal resources and a bespoke methodology.
- Achieving accredited training organisation status in respect of the new national CPC Driver Licensing scheme and completed training for 327 BCC drivers and provided training for 270 drivers in five other local authorities
- Completion of a comprehensive programme of on-site condition surveys with the development of a comprehensive, prioritised planned maintenance schedule of work for all BCC sites
- Completion of decant programme which involved 30 decant exercises which affected approximately 1,200 staff.
- The Making A Difference Awards was finalist in the Chartered Institute of Public Relations PRIDE awards in the Best Event Category

## 6.4 Better Value for Money – An Organisation Fit to Lead and Serve

### Human Resources

- Implemented the IIP Framework
- PDP's for the majority of Property and Projects staff
- Implemented a local agreement with TUs in respect of hours/shifts/O/T in public conveniences

### Finance

- Rental Income of £5,128,571 which accounts for approximately 4.1% of the rates income of Belfast City Council. This income represents a 5.4% increase from the preceding year 2009/10
- E-Auction for Employment Agency Service Framework with saving of £64,000
- Additional Savings of £83,895 for Stationery Framework participants
- Introduction of E-Tendering
- Internal procurement review of tenders for food stuff, window cleaning etc which secured saving for the council.
- Managed the annual revaluation of Council assets for capital accounting purposes. 359 assets valued at £570m
- Net profit of £1.6 million from the sale of electricity at North Foreshore site
- Capital Receipts of £3.675 million

### Information Management

- P2 Net (Capital Project Management System) implemented and developed to include GIS information.
- Secure document-management environment for all business units in Facilities Management.

### Assets

- Rationalisation of compliance –related activities which has reduced costs and increased control.
- Rationalisation of temporary City Centre office accommodation leases.
- Reduction in occupational costs for Adelaide Exchange and Lanyon Place by renegotiating charges and regearing of lease.
- Asset Realisation programme progressed to take forward disposal, redevelopment or re-use options for a number of Council land & property

assets. Planning Appraisals, Site Contamination Reports & Title Reports obtained in respect of a number of assets.

- Disposals completed in respect of lands at Beechmount, Glen Road, Antrim Road, Crescent Open Space, Strathearn, Barnetts Demesne, Duncrue (adjacent to M2). Total Capital receipt of £3.675m which will go towards reinvestment in the city.
- Marketing of sites at Clara Street, Primrose Street & Seapark Drive. Disposal of site at Templemore agreed to Habitat for Humanity;
- Ongoing negotiations in respect of lands at Loughside; Glen Road & Colin Glen.
- Ongoing Lease Management of circa 170 leases. Total income of approximately £5.13M pa
- Land acquisition of 50 sites for Connswater Community Greenway. Project on target for completion of all 50 sites.
- Collaborative working with external partners in respect of a number of projects including Glen 10, CCG, Beechmount, Strathearn etc.
- Asset Management Strategy completed.
- Review undertaken of all miscellaneous leased assets & Leased Property Database put in place
- New form of lease agreed for Industrial Estates with a view to sustaining longer term rental growth
- New long term lease agreed in respect of land within Balmoral Industrial Estate.
- Ongoing management of the Corporate Landbank & the Council's Investment Properties at Balmoral, Duncrue & the Gasworks.
- Ongoing maintenance & updating of the Councils land & property ownership records.
- Implemented access control measures for Ormeau Avenue Car Park.

## 7.0 Key actions for 2011/12

### 7.1 Better Leadership

**A key role for the Property & Projects Department will be to ensure that the Council is prepared to respond to and take advantage of the out workings of the RPA. The Department will also help to establish the Council's place shaping role through better use of the city's assets.**

#### Key actions

- Develop corporately a comprehensive future City Investment Plan
- Implement an affordable City Investment Framework
  - Undertake a review of alternative funding opportunities for capital scheme and progress and agreed options.
  - Explore and pursue alternative funding mechanisms for capital/ infrastructure investment as part of a Council Resourcing Strategy.
  - Continue representation and support on project boards for OMAC, TSP, and to protect the Council's interest
    - Authorisation of draw down of BCC funding in line with the Memorandum of Understanding
  - Develop the North Foreshore
    - Establish the North Foreshore Political Steering Group and agree a plan of action based on Bio Economy/Energy, Research and Development; Waste and Leisure and an affordable resourcing plan
    - Detail design of the site infrastructure
    - Undertake site enabling works for ARC21 organic composting site and confirm ARC 21 interest in the potential MBT site with the completion of Head of Terms.
    - Take forward Sports Village if Peace 3 EU application is successful.
  - Act as client representative representing Belfast City Council's interest in the project delivery of the Connswater Community Greenway.
    - Complete Land Assembly of circa 50 sites to facilitate construction of the project
    - Construct phases 1 & 2 of the 5 phase project
    - Develop a working model for long term sustainability.
- Work up potential city projects including
  - Casement impact
  - Windsor impact
  - Beechmount

- St. Comgalls
- Girdwood
- Glen10
- Blackmountain
- UU
- Cemetery/Crematorium
- 
- Review the use and management of the City Hall
- Deliver the following capital projects during 2011-12 in line with BCC Project Management Standards and Policies.
  - Loughside Development – Planning Permission and commencement of project on site
  - Clement Wilson Bridge – Planning Permission and completion of works
  - Mary Peters Track – Economic Appraisal and Planning Permission
  - Roselawn Site Development Section Y – Completion of works
  - Roselawn Site Development Section W – Commencement of project
  - Dunville Park Redevelopment – Commencement of project works
  - Woodville Park Redevelopment – Commencement of project works
  - Westland MUGA – Completion of works
  - Skate Park - Completion of works
- Prioritise proposed new Capital projects for consideration by COMT and SP&R, e.g. BVCB and Exhibition Centre
  - Work up concept and design to procurement
- Deliver collaborative opportunities which maximises value for money through participation in the Local Government led 'Improvement, Collaboration and Efficiency (ICE)' programme.
- Develop and deliver area based pilot which integrates proposed transferring functions (e.g. planning and regeneration) at the local level

## 7.2 Better Environment

**The Project Management, Estates and Facilities Management sections within the Department will help to protect the city's natural and built heritage by promoting environmentally friendly design, sustainable site usage and the preservation of old buildings.**

### Key actions

- Conduct Energy audits of selected council properties and secure funding for related energy projects.

- Formulate a policy position on contaminated land.
- Work with UU and GSI to produce a 3D model of Belfast
- Provide Project and Contract management for Environmental Improvement Scheme / Street Scape.

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### 7.3 Better Value for Money – An Organisation Fit to Lead and Serve

#### Human Resources

- Implement the findings of the Strategic Review of sectional, service and departmental business support functions
- Implement the findings of the Strategic Review of Procurement
- Implement the findings of the Strategic Review of the Property Maintenance Unit

#### Finance

- Manage the Capital Programme in line with the Capital Financing Strategy.
- Carryout effective capital programme forecasting and costing
- Lead the council in economic appraisal and whole life costing
- Develop and Deliver an Initial planned maintenance approach
  - Implement new governance and costing regime following the removal of internal charging to capture these where necessary to support external income recovery.
- Continue to manage the Council's property investment portfolio to ensure rental income maximised (£5.25M for 2011/12).
- Efficiency Saving
  - Identify procurement efficiency savings
  - Progress potential for income stream to the Council via utilisation of the Council's land and buildings for advertising
  - Instigate and facilitate a VFM review of the Council's Fleet Provision
  - Develop a strategic plan for procurement spend

#### Planning and Performance

- Support SP& R and COMT in managing the project portfolio through dashboard reporting (6 per annum)
- Link the Project Portfolio framework work with the Performance Management Process
- Deliver a training and familiarisation programme in Gate Reviews with 20 awareness sessions and 18 new fully trained Gate Reviewers.
- Carry out Gate Reviews in line with project milestones
  - 3G Pitches
  - Alley Gates
  - Broadway Rise Project

- Clement Wilson Bridge
  - Computerised Leisure Management System
  - Duncrue Industrial Estate Gas Extraction
  - Duncrue Industrial Estate Waste Heat Utilisation
  - Dunville Park Redevelopment
  - Fuel Replacement Station
  - Loop River Play Facilities
  - Loughside Development
  - Mary Peters Track
  - Mercury Abatement at Crematorium
  - Mountain Tea House
  - Re-use of Facilities at HRC
  - Roselawn Site Development Section W
  - Roselawn Site Development Section Y
  - Skate Park
  - Westland MUGA
  - Woodvale Park Redevelopment
- Implement the Portfolio Framework for the Council
    - Training Needs Analysis of Chief Officers, Senior managers and Project Sponsors and Project Managers
    - Programme and Project awareness and training
    - Provide guidance and support to Council Projects

#### **Assets**

- Devise long term accommodation strategy
  - Set up Members Working Group and an Officer Group to consider the long term accommodation strategy for the council in context of :
    - Current accommodation; associated cost and critical timelines in accordance with existing lease end dates or options to break; and staff numbers.
    - Undertake an options appraisal to assess leasing, owner occupation, council build or decentralisation options.
    - Seek council approval to implementing and delivering agreed options.
- Develop and implement a comprehensive Security Strategy
- Develop and Deliver an Initial planned maintenance approach

- Compile a schedule of planned maintenance activity and deliver on time
- Agree and implement criteria for access to reactive repairs.
- Implement the recommendations in the Asset Management Strategy including:
  - Develop and implement a suite of corporate asset performance indicators
  - Agree and implement a property database system
  - Undertake a Property Challenge Review on an ongoing basis.
  - Develop and implement a Corporate Asset Disposal Strategy (this is also in the Chief Executives' departmental plan)
  - Review of the property related roles and responsibilities in respect of all land and property assets including all Leased and Corporate Assets
  - Develop and implement a policy position and framework for the use of/disposal of assets to community, sporting or third sector organisations.
- Progress the Assets Realisation Programme:
  - Options Reports for all Phase 1 Assets; (based on the completed Planning Assessments, Contamination, and Title reports) will be developed to look at options for disposal or redevelopment and scheduled to be presented to SP&R Committee. These include
    - Maysfield
    - Former Grove Leisure Centre
    - Clara Street former Civic Amenity Site
    - Boucher Crescent former Civic Amenity Site
    - Duncrue former car compound site
    - Shore Road
    - Old Zoo
    - Upper Whiterock Road
    - Cathedral Gardens
    - Former Ravenhill Rest Gardens/PC's
    - Mc Clure Street
    - Gasworks Northern Fringe
  - In addition disposal of lands at Loughside, Glen Road, Colin Glen, Seapark and Primrose Civic Amenity Sites will be progressed.
  - Option Reports will also be progressed for certain additional assets in Phase 2.

- Proactively manage the Council's investment portfolio at the Gasworks, Balmoral and Duncrue Estates to include property and lease management, rent reviews, lease variations and policy issues.
- Proactively manage all miscellaneous leased assets
- Provide property related advice to all client departments including acquisition, leasing, development, property management, strategic or policy related advice in respect of the holding, management, acquisition, disposal or redevelopment of the Councils land and property portfolio.
- Contribute to the wider public sector asset management and property related policy and / or development proposals.

#### **Information Technology**

- Agree on a Corporate Property database system.
- Further development on P2 net system including GSI and Sap and reporting capabilities

## 8.0 Key performance indicators 2011/ 12

The Department has developed the following set indicators for collection, monitoring and reporting (via the Performance Management System) throughout the 2010/2011 financial year. These indicators will be monitored frequently at departmental level and will be reported on a quarterly basis to SP&R.

### Leadership

	Annual Target
Amount of money leveraged through the City Investment Strategy	10:1
% Capital Programme Spend against forecasted spend	83%

### Environment

	Annual Target
Number of BCC Vehicles emissions tested	480
Total tonnage of carbon dioxide (CO2) emissions from Council premises	17550

### Economy

	Annual Target
Number of City Hall tours	1490
Number of City Hall tours visitors	61650

### Better Services

	Annual Target
Average telephone switchboard response time	10 seconds

### Human Resources

	Annual Target
% LDPs completed	90%

Average number of working days per employee lost due to absence (managed against agreed targets)	TBA
Variance between actual direct employee costs and budget	0
Variance between actual Staff Number and agreed establishment	0

### Finance

	Annual Target
Procurement process compliance and contracts let in accordance with Standing Orders and legal requirements	100%
% Savings from selected corporate contract - Stationery	10%
Top 20 suppliers by spend value who have contracts and tendering process completed.	19
% Variance between net expenditure and budget	+1 / -3%
% Variance between planned net expenditure and forecasted net expenditure	+1 / -3%
% Variation between forecast outturn at period 6 and actual outturn at period 12	+1 / -1%

### Policy, Planning and Performance

	Annual Target
% identified Programme milestones on target	80%
Individual projects on time.	80%
Individual projects on budget	80%
% Committed projects progressing in line with project milestones	80%
Number of gates performed in line with project milestones	80%

### Assets

	Annual Target
Rental income	£5,248,137
Fleet management unit GVC pass rate	95%

9.0 Financial Information

	Net Expenditure 2010/11	Net Estimated Expenditure 2011/12
PPD Directorate	653,605.51	657,592.04
Estates, PMU, Procurement, NFS	-3,185,603.99	-3,451,854.92
Facilities Management	14,820,523.36	15,153,100.00
<b>Total</b>	<b>12,288,524.88</b>	<b>12,358,837.12</b>

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## 10.0 Monitoring and review arrangements

The Council has introduced an integrated performance management system that enables regular, up to date reporting to be undertaken at corporate, departmental and service level.

Key performance indicators have been identified for all services within the Property and Projects Department and are contained within section 8 of this plan.

A number of PIs and tasks have been identified as corporately significant and are contained in the corporate plan. They will be reported on a quarterly basis to COMT to ensure ongoing management of the key priorities.

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## 11.0 Committee membership

### Strategic Policy and Resources Committee as of April 2011

**Chairman:** Councillor Ian Crozier

**Deputy Chairman:** Councillor Jim Rodgers

#### **Committee Members:**

Councillor Ian Adamson  
Councillor Tim Attwood  
Councillor Janice Austin  
Councillor David Browne  
Councillor Michael Browne  
Councillor May Campbell  
Councillor Tom Hartley  
Councillor Maire Hendron  
Councillor Niall Kelly  
Councillor Danny Lavery  
Councillor Francis McCann  
Councillor Patrick McCarthy  
Councillor Robin Newtown  
Councillor Peter O'Reilly  
Councillor Gavin Robinson  
Councillor David Rodway  
Councillor Bob Stoker