

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 from 2012-15. It is ambitious yet realistic and demonstrates how Members' are committed to improving quality of life for everyone who lives in, works in and visits Belfast. 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 at both a city wide and neighbourhood level.
- 1.2 While the Corporate Plan focuses on issues which cut across Council departments, it also reflects the importance of the quality of the vital services that we provide on a daily basis.
- 1.3 The corporate plan is illustrated in figure 1 below, showing our key priorities for the city over the next 3 years are:
- Leadership
 - Environment
 - Economy
 - People & Communities
 - Improving our Services
 - An Organisation fit to Lead and Serve

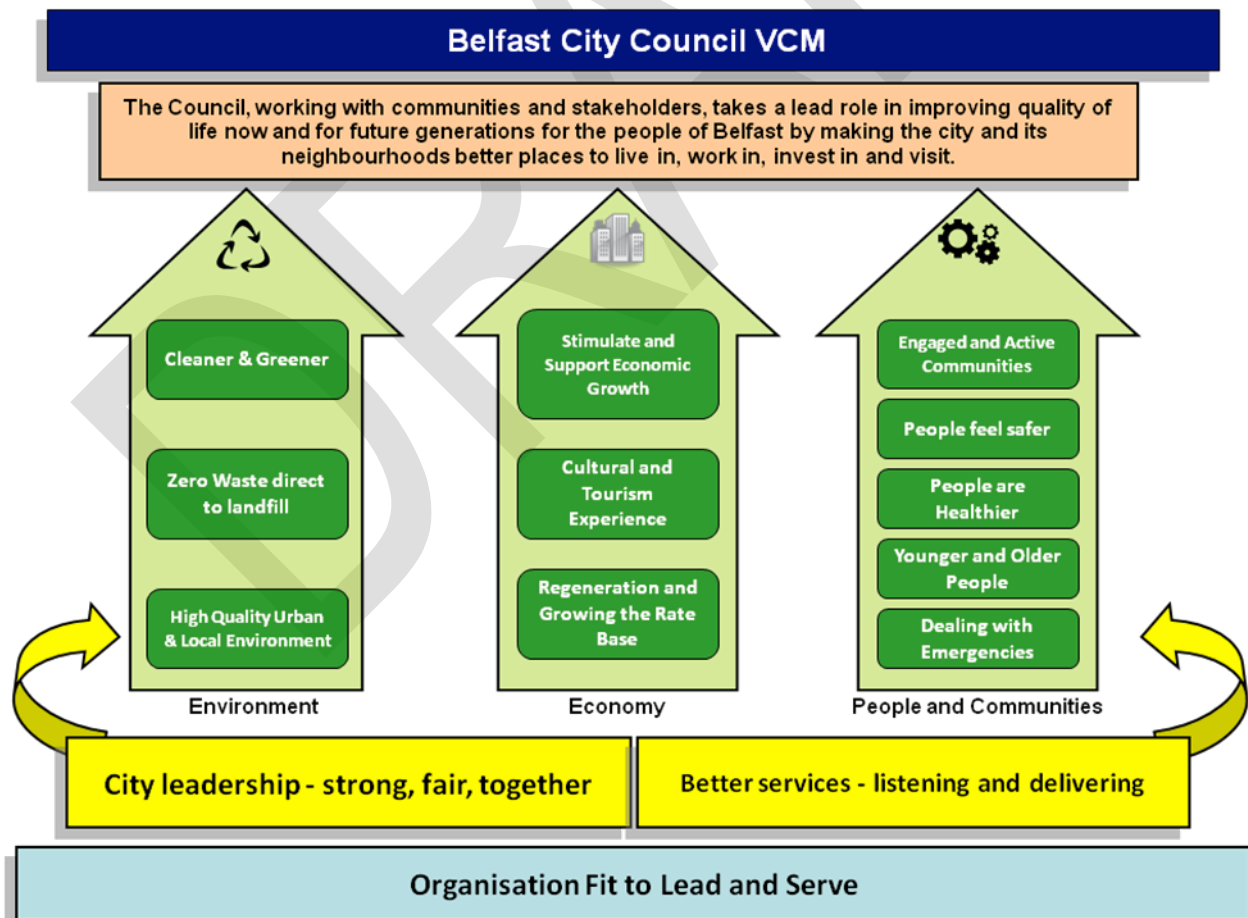


Fig 1: Corporate Value Creation Map

- 1.4 This Departmental Plan describes how the Property and Projects Department's actions and targets for 2012/13 complement the Corporate Plan. This Plan sets the strategic direction for the department and will ensure focused and effective 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.

Departmental VCM (if applicable)

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:

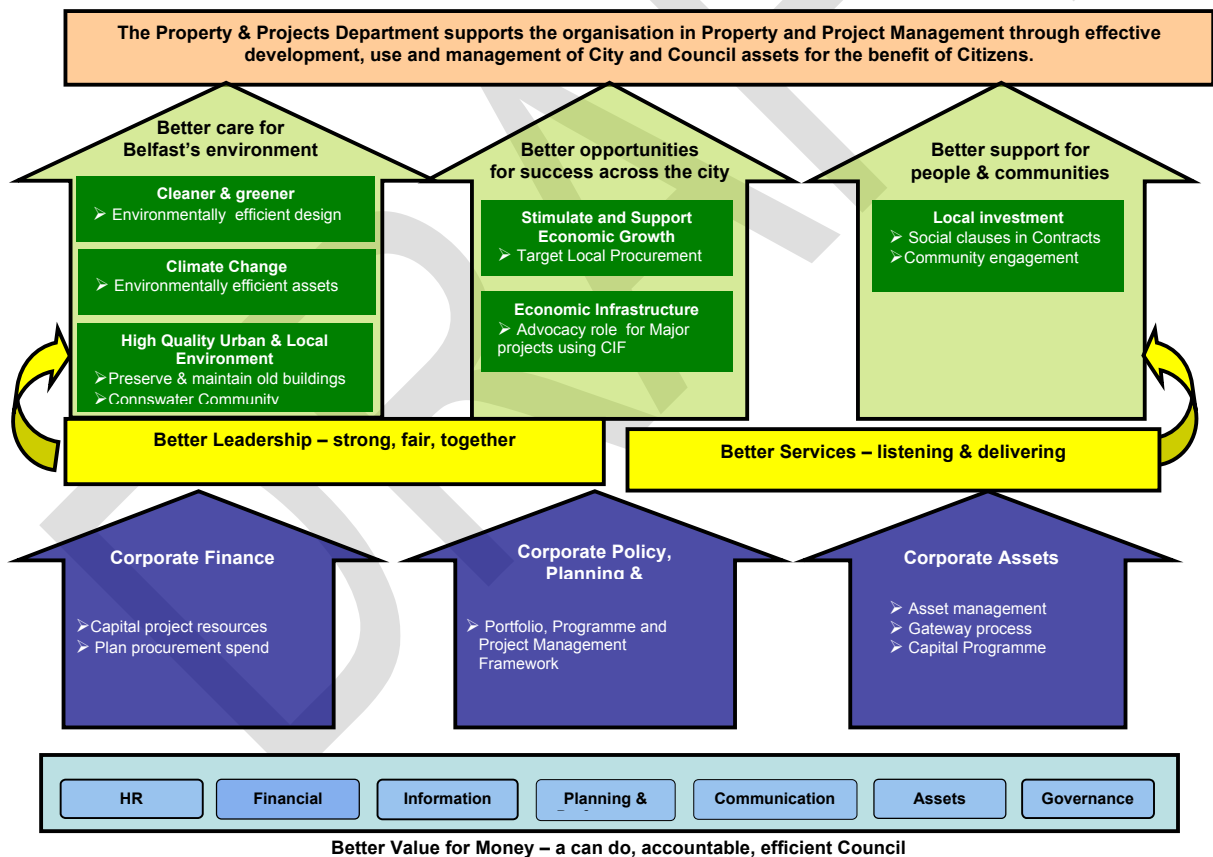


Figure 2 P&P VCM

2.0 Values

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 and safety, and
- Value our employees.

2.3 The Department's further underpins the Council's values with its Behavioural Guidelines which are

- **Leadership** - being supportive, consistent, influential and giving clear guidance and advice when required
Through:
 - Leading and motivating by example
 - Encouraging contribution and giving constructive feedback
 - Recognising and celebrating achievements by employees and members.
- **Accountability** - being responsible for our decision and actions; ensuring that what we commit to is achieved
Through:
 - Doing what we say we will do
 - Holding ourselves to account
 - Leading and supporting a "no blame" culture.
- **Teamwork** - working sensitively and co-operatively with others to achieve common goals
Through:
 - Working in partnership towards the mission and goals of Belfast City Council
 - Fostering a collaborative working environment, informing and involving employees
 - Working across boundaries. directorates, boards, organisations
 - Building on other's ideas
- **Respect** - being considerate in our approach to others
Through:
 - Valuing each fellow employee's professional expertise and opinion
 - Showing considerations of individual's circumstances and flexibility in the demands made upon them by others
 - Communicating openly and honestly
 - Listening, helping and supporting others

- **Integrity** - having high professional standards and ethics; being trustworthy in all that we do

Through:

- Guiding, supporting and/advising employees to ensure that agreed standards are maintained
- Recognising and challenging inappropriate behaviour
- Providing impartial, professional advice, disclosing and potential conflict

- **Diversity** - valuing everyone as individual; recognising and respecting visible and invisible differences; to develop and promote an inclusive workplace.

Through:

- Recognising and valuing difference in individuals' backgrounds, values and culture
- Recognising our own prejudices and taking action to overcome these
- Supporting and understanding that all employees and members are entitled to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated.

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3.0 Changes in internal and external environment

- 3.1 This plan seeks to contribute to the council's vision in a context of severe financial austerity. It aims to be both relevant and realistic by meeting rate-payers needs in a fashion which demonstrates flexibility and value for money. Additional economic pressures are likely to arise in 2012/13 and beyond, for example from increasing landfill tax and reduced income levels. The key activities listed in the plan reflect the need to prioritise and to find efficiencies through cooperating internally and externally in the delivery of key services.

Internal

- 3.2 The Property and Projects Department was established in January 2010 to enhance how the Council manages its asset base and delivers major physical projects. The departmental structure since that time has developed with the post of Head of Contracts being established and the post holder being engaged in February 2012.

The Department will have a pivotal role in the delivery of the Council's Investment Programme particularly in relation to supporting the delivery of the key physical investment schemes. The Department will also have direct responsibility for increasing the amount of council spend with local suppliers and the establishment of apprenticeships within the Facilities Management Service. In order to ensure that the Department's capabilities are fully utilised in supporting the Council's Investment Programme the Department will be subject to an organisational review.

An independent review of energy and carbon management has been undertaken in the council and will require a renewed focus on the reduction of carbon within the Council's Estate and for the Council to play a significant role in the City in developing the green economy. The delivery of the recommendations within the report will require resourcing and the organisational and departmental reviews will require to reflect this in order for the Council to meet its statutory obligations

The Procurement Unit are currently engaged in a two year plan to review both their approach and consequently the organisational approach to procurement. This is based on a three strand approach, efficiency (VFM), compliance and agility

External

- 3.3 The Property and Projects Department will be impacted by the Draft Programme for Government 2011 to 2015 which contains the Reform of Local Government in Northern Ireland. The intention to establish the new eleven council model for Local Government will mean the return of planning and regeneration powers and the transfer of assets and liabilities to councils which will impact on the Department and the Council as a whole. In addition the Draft Programme for Government proposes to include social clauses in all public procurement contracts for supplies, services and construction and this will be replicated in the Council's procurement contracts.

There are proposals for the new European Procurement Directives which will relate to public procurement. The Commission hope to adopt the new Directives by the end of 2012 with implementation in members States by June 2014. When a decision has been made on the scope of the new Directive Property and Projects will ensure that all aspects are built into the procurement process to ensure compliance across the Council.

There has been a significant increase in the number of challenges regarding procurement across the public sector especially in Northern Ireland where there are considerably more cases reaching the courts. To manage the increased risk of challenge the Department will ensure that our processes and systems are robust and communicated across the council to all officers in a procurement role.

Policy development (with reference to the statutory position and government guidelines) in relation to land disposals, development agreements and community asset transfer will be critical to the council delivering on its Investment Programme and ongoing asset management

New legislation

3.4 In terms of regulation, there are a number of new pieces of legislation which are likely to have implications for the Department during 2012-13. These include:

- **Draft Local Government Best Value (Exclusion of Non-Commercial considerations) Order (Northern Ireland) 2011** seeks to change existing legislation to make regulations under the Best Value Act 2002 to relax the restrictions on matters which Councils can consider in exercising their procurement functions. The proposed Order will enable Councils to include certain 'social clauses' in procurement contracts, providing that they are relevant for Best Value purposes.
- **Local Government Finance Act (NI) 2011** - This act introduces new governance and capital financing arrangements for Local Authorities, from the financial year 2012/2013. It will require that the Council consider the affordability and sustainability of capital expenditure decisions.
- **Local Government (Reorganisation) Bill** - This legislation will provide for the reorganisation of local government, the introduction of new governance arrangements for councils, a new ethical standards regime, community planning powers and the complementary power of well-being, and an updated service delivery and performance improvement regime.

Changes to other areas of work

3.5 The Property and Projects Department will be at the forefront of encouraging and supporting cross departmental working to ensure the delivery of the key investment commitments set out within the Council's Investment Programme for the City

The Department will be taking the lead on the introduction Portfolio and Programme Management methodologies with the embedding of portfolio, programme and project management which will be vital in the rollout of the Investment Package.

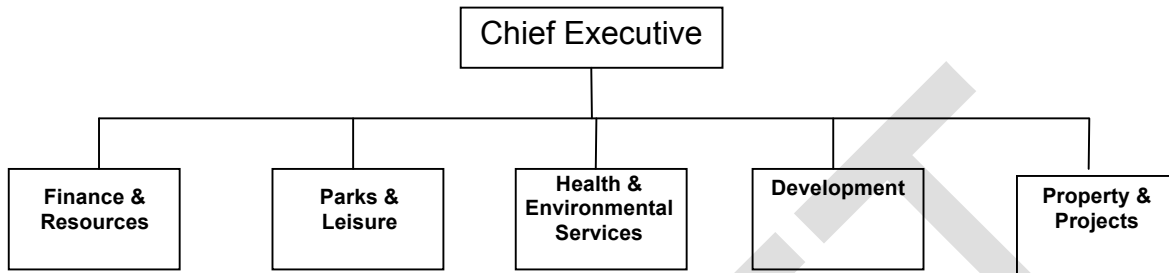
The Department will assess proposals arising from the independent review of energy and carbon management in the council including the proposal to establish an energy management unit.

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4.0 Departmental structure

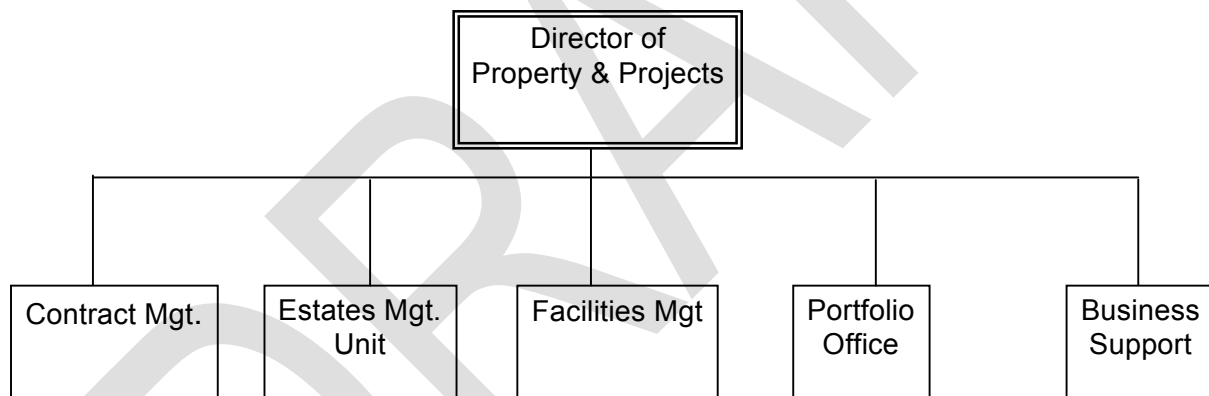
4.1 The Property and Projects Department is one of 6 departments which make up the officer structure of the council. The various departments are shown in Figure 3 below and Figure 4 sets out the Department's service structure.

Fig 3: Council Departments



4.2 Service structures - functional charts

Fig 4: Property and Projects Department



The Department will be under review during 2012/13 to align more closely with the Council's Investment package

5.0 Key actions for 2012/ 13

The Department's key actions have been defined in the context of the Council's Investment Programme and against the background of the Value Creation Map (VCM)

Key Performance Indicators (KPI's) for most outcomes are included at Section 7. More comprehensive details of task performance indicators and targets which contribute to the outcomes sought are contained in supporting Service Plans.

All physical projects have supporting project plans for each of the five stages summarised from the RIBA plan of work

5.1 Investment Programme

The following actions represent the Department's direct contribution to the delivery of the Council's Investment Programme.

City Leadership

We will

- Manage and maintain a portfolio, programme and project office **so that we can** provide an overview of progress and benefits of all physical projects contained within the investment programme.
- Further develop, maintain and apply appropriate systems such as Gates **so that we can** ensure sufficient challenge and appropriate delivery to proposed projects and that ensure agreed outcomes.
- Deliver the physical investment and asset related commitments as set out within the Council's Investment Programme including capital, city and local investment (see attached programme at appendix 1) **so that we can** ensure cross departmental working in accordance with the BCC programme and project management standards and policies.
- Maintain a watching brief and provide necessary technical support over emerging projects including undertaking design, appraisal and feasibility work **so that we have** sufficient projects ready to optimise available expenditure.
- Work with all other Council departments to develop an integrated approach to neighbourhood and area working **so that we** maximise impact in the community.
- Undertake additional maintenance and property upgrade works as dictated by under spend and none recurrent capital availability **so that we** optimise financial resources.
- Recruitment of up to 8 apprentices in the craft area of Facilities Management **so that we** assist in meeting the Investment Package job targets.
- Work with Financial Services to help build a robust capital financial strategy **so that BCC** maximises its leverage.
- Work with others in the Council to identify viable alternative funding mechanisms **so that** the City investment becomes continuous.

- Work with the RPA teams on issues related to the transfer of functions, assets, liabilities and ICE programme **so that** the new Belfast City Council is prepared for the next challenges.
- Work with the EDU and Construction Skills Growth programme to support job creation in Belfast **so that we** can support job creation.
- Work with the Area Working Groups (AWG) in the identification and prioritisation of projects in the Local Investment Fund **so that we** can deliver schemes and build confidence in the Area approach.
- Deliver efficient and effective procurement through directing and supporting procurement activities across the Council **so that we** remain legally compliant, maintain Value for Money for the Council in balance with supporting the local supplier base.

5.2 Additional Corporate Priorities

The following actions detail the additional tasks the Department will carry out in support of the delivery of the corporate plan.

City Leadership

We will

- Manage the CIF including all capital receipts, asset disposals, contributions from the rates and all payments for projects funded via the fund e.g. CCG.
- To secure the physical, economic and social regeneration of the NFS Giant's Park site through securing ERDF led funding to deliver the physical infrastructure.
- Promote the North Foreshore Environmental Resource Park development opportunity.
- Progress the physical build of the Connswater Community Greenway.
- Development of the planned maintenance of council properties for 2012/2013.
- Explore and pursue alternative funding mechanisms for capital/infrastructure investment as part of a Council Resourcing Strategy.
- Complete and implement the policy on the use and management of the City Hall.
- Work with DCAL, DOE and DSD for better design in the built environment and to enhance standards.
- Work with other departments in the delivery and implementation of the recommendations of the strategic study of the Holy lands; the recommendations from the Windsor and Casement Park Stadia reports and strategic development of UU North City Campus.
- Work with other departments in progressing the 'One Public Estate' initiative and develop agreed working arrangements between the Department of Education, Belfast Educations and Library Board, CCMS and the Council in relation to respective assets

Environment

We will

- Promote environmentally efficient design
 - Conduct Energy Audits of selected properties and secure funding for related energy projects
 - Working with other departments to develop an Energy Strategy for the Council in order to reduce the Council's energy consumption and 'carbon footprint, reviewing energy targets and assess proposals to establish an energy management unit.
 - Deliver procurement strand of the Sustainable Development Action Plan.
- Completion of policy position on contaminated land.
- Promote Cleantec environmental technology development on NFS.
- Ensure that the Council's new built and fleet assets are environmentally efficient and endeavour that new build meet BREAM and 'Excellent' Ceequal standards

Economy

We will

- Deliver potential collaborative procurement opportunities linked to the local government Improvement, Collaboration and Efficiency programme (ICE).
- Support job creation within the city through the delivery of the Council Investment Programme and associated capital investment in the city and via the Councils Investment Property Portfolio at Gasworks, Balmoral and Duncrue Estates.
- Support local businesses and social enterprises to take advantage of emerging procurement opportunities and to exploit potential supply chain opportunities.
- Introduce the use of social clauses in council tenders on a trial basis in conjunction with the Economic Development Unit

People and Communities

We will

- Working with local councillors, communities and end user groups to ensure that the projects delivered are the right projects and that these are delivered on time and budget ensuring sustainability and benefits realisation.
- Work with the Development Department in assisting the delivery of the Renewing the Routes Programme

Better Services

We will

- Continue to provide Value for Money services which achieve high customer standards whilst contributing towards delivering the Council's annual efficiency target.
- Complete the implementation of the Strategic Review of sectional service and departmental business support functions.
- Progress the implementation of the Strategic Review of Procurement.
- Progress the implementation of the Strategic Review of the Property Maintenance Unit.
- Progress the implementation of the review of the Fleet Management Unit.
- Undertake a review of the council's fleet provision.
- Obtain the second phase of the full Operators Licence for the council's fleet and heavy goods vehicles.
- Undertake a review of the provision of Council Security and Security Services.
- Develop and implement a comprehensive Security Strategy.
- Develop a security policy for the council.
- Undertake a review of the departmental structure to align with the Council's Investment Package and the recommendations as detailed in the independent review of energy and carbon management in the Council.
- Continue to explore the possibility of applying for Centre of Procurement Excellence(COPE)
- Maintain the ISO Standards in the Project Management, Fleet Management and Procurement Units.
- Develop and implement a procurement framework for integrated Design Consultants.

An Organisation Fit to Lead and Serve

Human Resource Management

We will

- Support the delivery of the Council's Core Skills Management Development Programme by providing training on relevant modules.
- Have consistent PDP processes and participate in the process of obtaining corporate IIP status.

Financial Planning

We will

- Carry out effective capital programme forecasting, costing, profiling and spend.
- Lead the Council in conjunction with Financial Services in economic appraisal and whole life costing.

- Continue with the disposal of surplus land and property assets as part of the ongoing Asset Realisation Programme taking into account the down turn in the property market and the timing of any disposal.
- Undertake proactive property management of the Council's investment property portfolio at the Gasworks, Balmoral and Duncrue and at other properties (including market shop units); to maximise the financial return to the Council.
- Acquire strategic surplus public sector assets aligned to Council priorities and objectives.
- Undertake capital assets valuations of the Council's property portfolio.
- Undertake an Office Accommodation Strategy and Options Report for the provision of office accommodation on a cost effective basis.
- Efficiency Savings
 - Identify procurement efficiency savings
 - Implement the findings of the VFM review of the Council's fleet
 - Develop a strategic plan for procurement spend
 - Produce Analysis of Spend for 2011/12 to identify expenditure efficiencies
 - Increase SRM catalogue use to achieve process savings.

Information Management

We will

- Further develop the project management information system (P2Net) which will underpin the delivery of the key projects emerging from the Council's Capital Investment Programme.
- Agree on and develop a Corporate Property Information system.
- Implement and roll out E-Contract Management.
- Investigate the linking of systems and production of comprehensive reports

Planning & Performance

We will

- Support SP&R and CMT in managing the Physical Investment Package portfolio through dashboard reporting.
- Reinforce the Gate review process in the Council.
- Carryout Gate Reviews in line with project milestones.
- Implement the Portfolio Management Framework for the Council.

Communication & Engagement

We will

- Develop Branding and delivery calendar for projects in conjunction with Corporate Communications.

Assets

We will

- Complete the implementation of the recommendations in the Asset Management Strategy.
- Administer the Asset Management Board (AMB) and optimise effectiveness.
- Produce a Corporate Asset Disposal Policy and devise the assets disposal plan.
- Undertake a long term Council accommodation strategy.
- Continue with the Assets Realisation Programme subject to consideration of the timing of disposals and the downturn of the property market.
- Produce and agree framework for roles and responsibilities for the Council Assets.
- Develop a Community Asset Transfer Framework in conjunction with other departments.
- In conjunction with other departments progress the 'One Public Estate' initiative and develop agreed working arrangement between the Department of Education, Belfast Education and Library Board, CCMS and the Council in relation of respective assets.
- Carryout planned maintenance in accordance with the maintenance plan.
- Produce a schedule for renewals and improvement work of council properties.
- Deliver the Illuminate project within the projected completion date of December 2012.

Governance & Risk

We will

- Implement Health and Safety recommendations as identified
- Work with AGRS in the development of a Risk Management System.
- Complete and sign of quarterly assurance statements to support quarterly reporting on the management of key risks to CMT, Assurance Board and Audit Panel.

6.0 Key performance indicators for 2012/ 13

6.1 City Leadership

Performance Indicator	Annual Target
Amount of money leveraged through the City Investment Strategy	TBA
%Money contributed to City Investment Fund through BCC	TBA
% Construction Capital Programme spend against forecasted spend	90%
% Non-Construction Capital Programme spend against forecasted spend	90%

6.2 Environment

Performance Indicator	Annual Target
Net Income from sale of Electricity from land fill gas	£1,300,000
Total tonnage of carbon dioxide (CO2) emissions from Council premises	TBA

6.3 Economy

Performance Indicator	Annual Target
Number of City Hall Tours	TBA
Number of visitors on City Hall Tours	TBA

6.5 Better Services

Performance Indicator	Annual Target
% Complaints that made response target	TBA
Number of complaints received	TBA

6.6 Organisation fit to lead and serve

Human Resource Management	Annual Target
Performance Indicator	
% PDP's completed	90%
Average number of working days per employee lost due to absence	TBA
Variance between actual direct employee costs and budget	TBA
Variance between actual staff number and agree establishment	TBA

Financial Planning

Performance Indicator	Annual Target
% Non compliance of Goods Received Notes (GRN) after invoicing	TBA
% Non compliance of Purchase Orders raised on time	TBA
% of BCC spend with local suppliers	TBA
% Variance between net expenditure and budget	+1 / -3 %
% Variance between planned net expenditure and forecasted net expenditure	+1 / -3 %
% Variation between forecasted outturn at period 6 and actual outturn at period 12	+1 / -3 %

Planning & Performance

Performance Indicator	Annual Target
% PI's with valid data	TBA
% PI's on target	TBA
% Committed construction capital projects progressing in line with project milestones	85%
% Committed non-construction capital projects progressing in line with project milestones	85%

Assets

Performance Indicator	Annual Target
Rental from industrial estates	TBA

7.0 Financial information

7.1 The approved net revenue expenditure for the Department for 2012/13 is £12,105,439. A breakdown of the revenue estimates by the main Services of the Department and Directorate Support is provided in Table 1

**Table 1
Estimated net revenue expenditure 2012/13**

	Net Expenditure 2011/12	Net Estimated Expenditure 2012/13
North ForeShore	326,846	279,801
Procurement	402,566	474,580
Project Management Unit	20,566	17,208
Estates Management Unit	4,117,429	4,222,557
Directorate Support	640,003	1,088,874
Facilities Management Unit	15,035,532	14,452,104
Initiatives	17,589	15,429
Total	12,325,673	12,105,439.38

8.0 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 7 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 CMT to ensure ongoing management of the key priorities.

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9.0 Committee membership

Strategic Policy and Resources Committee Membership

Chairman: Councillor Deirdre Hargey

Deputy Chairman: Councillor Gareth McKee

Committee Members:

Alderman David Browne

Alderman May Campbell

Alderman Robin Newton

Councillor Tim Attwood

Councillor Patrick Convery

Councillor Matt Garrett

Councillor Tom Haire

Councillor Claire Hanna

Councillor Máire Hendron

Councillor Mervyn Jones

Councillor Danny Lavery

Councillor Nichola Mallon

Councillor Conor Maskey

Councillor Jim McVeigh

Councillor Caoimhín Mac Giolla Mhín

Councillor Adam Newton

Councillor Lee Reynolds

Investment Programme Projects
Hammer replacement pitch
Falls Park pitch & pavilion
Ballysillan changing facilities
Waterworks changing
Victoria Park pavilion
Dixon Park pavilion
Musgrave pavilion
Shore Road playing fields
Marrowbone Pitch
Ormeau Park pitch and pavilion
Cliftonville playing fields pitch and pavilion
Cherryvale pitch and pavilion
Woodlands pitch & pavilion
Mary Peters Track
Extend and develop alley gating phase III
Dunville Park redevelopment

Woodvale Park Redevelopment
Springvale Recycling Centre
Replacing of Cremators and Mercury Abatement Provision
Cemetery provision
Connswater Community Greenway
Waterfront Hall Conference/Exhibition Centre
Belfast Welcome and Visitor Bureau Centre
Tropical Ravine Botanic Gardens
Girdwood Community Hub
North Foreshore Environmental Park
Wilmont House
Forthriver Innovation Centre
Accommodation Strategy
Planned Maintenance Projects
Stadia Added Value Projects
Partnership projects through the City Investment Fund
Partnership projects through the Local Investment Fund

NB: this list is not exhaustive and is being added to frequently following member decisions.