

Finance and Resources 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 and Neighbourhoods
 - Improving our Services



Fig 1: Corporate Value Creation Map

- 1.4 This Departmental Plan describes how the Finance & Resources 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 Preparations are well underway for the reform of local government, which will take place by April 2015. The Local Government Reorganisation Bill is set to be introduced to the Assembly in the coming months and there is already a significant programme of work being undertaken by all departments to prepare the organisation for the changes ahead. The Finance and Resources Departmental Plan includes preparations for this work but once the legislation is introduced into the Assembly, there may be further actions which will need to be considered. Any additional actions will be incorporated into the Departmental Plan and updates will be provided to Committee accordingly.
- 1.6 Under the council's Scheme of Delegation, the Director of Finance & Resources has been given the delegated authority to undertake the activities as outlined in section 2. Progress update reports will be submitted to the Strategic Policy & Resources Committee twice yearly.
- 1.7 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.
- 1.8 Strategic Policy & Resources agreed the following estimates for the department and all the actions committed to in this plan have been planned and resourced based on this agreed estimate:

	2012/ 13 Estimate	2013/ 14 Estimate
Finance & Resources	11,596,871	11,571,274
Pensions	1,825,000	1,761,455
Finance and Performance	2,623,383	2,644,365
I.S.B.	4,912,566	4,909,843
Internal Audit, Health and Safety	900,010	920,161
Directorate	1,085,816	1,096,336
Occupational Health	250,096	239,114

2.0 Key actions for 2013/ 14

The Department's key actions have been defined against the background of the value creation map. Each key task has a relationship with one or more of the themes described in the departmental VCM. Key Performance Indicators (KPIs) for the main outcomes expected are included at section 3. More comprehensive details of tasks, performance indicators and targets which contribute to the outcomes sought are contained in supporting Service Plans

2.1 City Leadership

LG Reform Regional

- 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 and the ICE programme)
 - Inform the funding model for the transferring functions – grant versus re distribution of the regional rate
 - Agree and communicate the BCC position on the disaggregation of funding for transferring functions across the new councils
 - Input into/ Influence the detail of the rates convergence model
- Engage and provide strategic advice and support to the regional Finance Working Group (e.g. costing and resourcing plan for local government reform and rates convergence plan)
- Establish and oversee implementation of the work plan for the Financial Planning Sub-Group including baselining transition related costs
- Support the Council's engagement, and input to the work of the systems convergence Working group and implementation structures of local government reform

2.2 Economy

Super Connected Cities

- Implement the Super connected cities project, including the following strands:
 - Broadband in-fill
 - Targeted Ultra-Fast zones
 - Wireless connection

Rates Base

- Sustain and enhance the rates base and manage the rate setting process including:
 - Developing a programme of work on vacant property data to address issues such as vacant office accommodation and business premises
 - Undertaking the rate setting process for 2014-15 taking account of additional costs for the shadow council including the development of the medium term financial plan

2.3 Improving our Services

Local Government Reform – Internal Work

- Implement a programme of work (transition plan) to ensure that the Council effectively prepares for, and takes full advantage of, local government reform including the transfer and integration of new functions.
- Provide support to the review of BCC governance_structures and options
- Provide support to the development of draft policy positions (e.g. governance, service delivery and performance management) following release of the draft Local Government (Reorganisation) Bill,
- Support relevant internal systems convergence implementation structures and working groups.

Investment Programme

- Oversee the delivery of the Investment Programme including; the implementation of the programme and project management framework and the production of regular updates reports to Chief Officers and Members

Efficiency Programme

- Develop and **deliver a Corporate Efficiency Programme** in collaboration with the other departments to ensure the achievement of the £20m efficiency target by 2015
- Develop programme management arrangements for the efficiency programme to incorporate the capturing and reporting on efficiencies for
 - ICT
 - Energy
 - Accommodation
- Identify and implement a programme of work for efficiency related service reviews taking account of emerging opportunities through the ICE programme
- Work with departmental business managers to mainstream efficiency/VFM into departmental plans and identify opportunities for future savings
- Provide support to VFM reviews on cross cutting issues and at service level including security, marketing, energy and utilities and office accommodation
 - Oversee implementation of fleet management improvement plan
 - Oversee implementation procurement improvement plan
- Develop a departmental efficiency plan to generate efficiency savings

2.4 HR Management

Investors in People

- Implement the Council's IPM / PDP process in support of liP

2.5 Financial Planning

Local Government Reform – Internal Work

- Undertake a financial assessment of potential local government reform costs and prepare a detailed resource plan including e.g. severance schemes, service convergence costs, transfer of functions, organisational development, staffing etc.
 - Capture transition costs to BCC in order to complete the regional template and enable draw down of money
- Ensure appropriate financial consideration and due diligence is undertaken of any potential transfer of assets and liabilities from both neighbouring councils and transferring function departments

Investment Programme

- Implement a capital financing strategy in support of the Investment Programme including a Financial Estate Financing Strategy.

Medium Term Financial Plan

- Implement the Financial management arrangements for the capital programme including the Belfast Investment Fund and the Local Investment Fund
- Develop a City Financing Strategy

Financial Improvement Programme

- Implement a financial improvement programme in relation to:
 - debtors, creditors, payroll and treasury management
- Increase % of creditors paid within 28 days
- Ensure purchase order processing compliance across the organisation

2.6 Information Management

Web and Customer Focus Programme

- Implement a corporate content management system to support mobile access to council services
- Develop a business case for corporate CRM to manage citizen interaction with the council and help provide a more joined up service taking account of the pending boundary changes resulting from local government reform
 - Identify and develop E-enabled transactions for citizen self service
 - Implement corporate complaints improvement plan

ICT Strategy

Develop an ICT Strategy and Plan to deliver on the organisational priorities.

Improve Information Management

Information Compliance:

- ISO 27001/PCI/FOI/DPA/Risk
 - Develop and agree actions from the Information Management Group
 - Continue information audit & completion of Information asset register categorising information online with ISO classification
 - Align further key Departmental and Corporate systems to the Corporate Gazetteer.
 - Develop an ICT strategy and plan to deliver on the organisational priorities.

ICT Governance

Deliver key departmental/corporate projects

- Implement GPS system for improved Fleet Management
- Develop approach and specification for purchase of a corporate HR/Payroll system
- Develop specification for purchase of a corporate asset management system
- Implement a OCR system to consolidate and scan invoices to support more efficient processing and use of resource
- Complete the development and live implementation of Cleansing and Waste Management System
- Implement a corporate-wide approach to complaints based on best practise and implement supporting CRM system and processes
- Work with Audit and Risk to implement the new audit and risk racking system across the organisation
- Implement the HR Health and safety inspection system for corporate use
- Extend Parks Inspection system to paths and leisure to reduce the level of citizen claims settled by the Council

- Continue to improve information management processes in the department

- Assess and prepare a plan for potential internal systems convergence issues associated with the transfer of new assets/facilities

- Complete on board processing and implementation of Network NI in preparation for local government reform and transfer of new functions

2.7 Policy, Planning & Performance

Performance Management

- Support the performance management infrastructure including
 - Reporting and analysing key corporate performance information
 - Supporting departments in monitoring and reporting departmental performance information

- Develop a performance and accountability framework
 - Undertake a review of the performance unit in line with emerging accountability arrangements under local government reform

- Produce the Council's 2012-13 Annual Report

2.8 Communication & Engagement

Local Government Reform – Internal Work

- Support the effective delivery of a communications and engagement plan for local government reform.

Departmental

- Develop and implement a common communication framework across the department

2.9 Governance and Risk

- Develop and implement a departmental risk management improvement plan
- Implement an action tracking, risk management and audit management system (including health and safety) and associated processes
- Implement agreed actions arising from external review of AGRS, including risk management development plan
- Implement agreed actions arising from external review of Corporate Health and Safety
- Provide ongoing assurance work on the risk management process re key corporate risks

Investment Programme

- Complete assurance and advisory work on the Investment Programme in line with agreed audit plan for 2013/14.

Local Government Reform – Internal Work

- Assess the impact of transfer of functions and boundary changes in relation to audit and assurance

3.0 Key performance indicators for 2012/ 13

Better services

	Annual Target
• Value of efficiency savings captured as part of the estimating process	TBA
• Variance between actual efficiencies captured versus target	0
• Number of transactional based activities which are e-enabled	TBA
• Number of complaints received - All Corporate Total	
• % Complaints that met response target – All Corporate Total	
• Number of complaints received – All Dept Total	
• % Complaints that met response target – All Dept Total	

Corporate Human Resources

	Annual Target
• Average number of working days per employee lost due to absence	TBA
• % Staff with a PDP (department wide)	100%

Corporate Financial Planning

	Annual Target
• % Variance between actual net revenue expenditure and budgeted net revenue expenditure (in year) (Qlikview)	+1 / -2
• % Variance between forecast net revenue expenditure and actual net revenue expenditure y/e(Qlikview) (C)	+0.5 / -2%
• % Variance between forecast capital expenditure and actual expenditure y/e (Qlikview) (C)	+ / - 10%
• % Increase in the District rate	At / below inflation
• % Debt less than 90 days old	65%
• % Compliance of purchase orders raised on time	90%
• % Compliance for GRN against the Supplier invoice	70%
• % Creditors paid within 28 days (Qlikview)	75% (project?)

Environment

	Annual Target
• % Volume of Colour Print – Corporate Total	30%
• % Volume of Duplex Print – Corporate Total	40%
• % Volume of Colour Print – Dept Total	30%
• % Volume of Duplex Print –Dept Total	40%

Corporate Information Management

	Annual Target
• % Time key systems are available uptime	100%
• Number of systems aligned to the Gazetteer	TBA

Corporate Policy, Planning & Performance

	Annual Target
• % PIs with valid data collected and reported upon – Corp Total	85%
• % PIs on target – Corp Total	70%
• % PIs with valid data collected and reported upon – Dept Total	85%
• %PIs on target – Dept Total	70%

Corporate Governance and Risk

	Annual Target
• % AGRS plan completed (Annual)	70%
• Number of workplace accidents	Reduce by 5%
• Number of RIDDOR accidents	Reduce by 5%
• % Agreed Health and Safety recommendations implemented - Corporate Total	80%
• % Health and Safety plan completed (Annual)	75%
• % Agreed Health and Safety recommendations implemented – Dept Total	

4.0 Committee membership

Strategic Policy & Resources Committee

Chair: Councillor Deirdre Hargey

Deputy Chair: Councillor Lee Reynolds

Committee Members:

Alderman David Browne

Alderman May Campbell

Alderman Robin Newton

Councillor Tim Attwood

Councillor Patrick Convery

Councillor Steven Corr

Councillor Tom Haire

Councillor Claire Hanna

Councillor Máire Hendron

Councillor John Hussey

Councillor Mervyn Jones

Councillor Danny Lavery

Councillor Conor Maskey

Councillor Patrick McCarthy

Councillor Jim McVeigh

Councillor Caoimhín Mac Giolla Mhín

Councillor Máirtín Ó Muilleoir

Councillor Adam Newton