

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



Fig 1: Corporate Value Creation Map

1.4 This Departmental Plan describes how the Property and Projects Department's actions and targets for 2013/14 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 Property and Projects 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 Property and Projects Department has been given the delegated authority to undertake the activities as outlined in section 4. Progress update reports will be submitted to the Strategic Policy and Resources Committee twice yearly, together with quarterly Capital Programme updates.

2.0 Corporate Values

Our corporate values are integral to the way in which the Council works. These values underpin everything that our councillors and employees do and the way the Council will deliver our objectives.

- **Focus on the needs of customers, foster a 'can-do' attitude and be problem solvers** - providing first class services which are responsive to citizens needs and continuing to ensure that the council is a place where things happen
- **Provide value for money and improve services** - delivering high quality, value for money services at all times and continually improving our services
- **Work together** - working with our partners across Belfast to ensure that our combined efforts contribute to the continued success of our city
- **Respect each other, be fair, promote equality and good relations** - improving access to our services; valuing diversity, ensuring that everyone shares in the city's success and tackling discrimination in all its forms by treating all communities and people equally
- **Act sustainably** - using our resources effectively and efficiently and promoting the principle of sustainability in all our activities

- **Ensure the highest standards of health and safety** - maintaining the highest possible standards of health and safety at all times to ensure the Council protect our employees and all those who use our services
- **Value our employees** - continuing to support our employees to help them fulfill their potential

3.0 Departmental Budget

PROPERTY AND PROJECTS

MAIN ITEMS OF ESTIMATED EXPENDITURE 2013/14

	Net Expenditure 2012/13	Net Expenditure 2013/14
Estates and NFS	- 3,942,756	- 4,175,243
Contracts	537, 788	543,832
Directorate Support and Initiatives	1,088,874	1,173,852
Facilities Management Unit	14,914,286	15,038,831
Total	12,598,192	12,581,272

4.0 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 5. More comprehensive details of tasks, performance indicators and targets which contribute to the outcomes sought are contained in supporting Service Plans

4.1 City Leadership

Key actions

- Take the lead in driving the physical portfolio of the Investment Programme across the city ensuring delivery is on time, to budget and agreed specifications. The physical portfolio is made up of the following strands:
 - Capital Programme Appendix 1
 - Local Investment Fund Appendix 2
 - Feasibility Fund Appendix 3
 - Planned maintenance programme Appendix 4
 - Non recurrent capital Appendix 5
 - 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)
- Support SP&R and CMT in managing the project portfolio through dashboard reporting
- Manage and maintain a Portfolio, Programme, Project Office to provide overview of progress and benefits of all physical projects contained within the Investment Programme
- Further develop, maintain and apply appropriate systems such as Gates, Economic Appraisal and Whole Life Costing, so as to ensure sufficient challenge and appropriate delivery to proposed projects and ensure agreed outcomes
- 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

4.2 Environment

Key actions

- 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

4.3 Economy

Key actions

- 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.

4.4 People and Communities

Key actions

- 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

4.5 Better Services

Key actions

- Undertake a review of the Departmental structure and sectional services to align with the Council's Investment Programme and to improve service delivery
 - Complete and implement the review of the Fleet Management Unit
 - Implement the findings from the review of the council's fleet provision
- Implementation of the Procurement Improvement Plan, including:
 - Develop a strategic plan for procurement spend
 - Identify procurement efficiency savings
- Develop and implement the security policy and complete a review of Security

4.6 An Organisation Fit to Lead and Serve

Human Resource Management

Key actions

- Support the delivery of the Council's Core Skills Management Development Programme and other training initiatives
- Develop transferable skills set for new and existing staff in respect of Programme and Project Management e.g. Benefits Management, Stakeholder Management, Consultation and Engagement to ensure greater community and organisational benefits.
- Recruit up to 7 apprentices in crafts employed in Facilities Management in support of the investment programme
- Have consistent PDP processes and participate in the process of retaining corporate liP status

Financial Planning

Key actions

- Work with Financial Services to help build a robust Capital Financing Strategy
- 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 for 2012/13 to identify expenditure efficiencies
- Increase SRM catalogue use to achieve process savings

Information Management

Key actions

- Further develop the project management system (P2) which will underpin the delivery of key projects emerging from the Council Investment
- Implement and roll out E-Contract Management

Planning & Performance

Key actions

- Reinforce the Governance procedures including the Gate Review process in the Council
- Implement the Portfolio Framework for the Council

Communication & Engagement

Key actions

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

Assets

Key actions

- Administer the Asset Management Board (AMB) and optimise effectiveness
- 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

Governance & Risk

Key actions

- Implement Health and Safety recommendations
- Complete and sign off quarterly assurance statements to support quarterly reporting on the management of key risks to CMT, Assurance Board
- Work with AGRS on the development of the risk management system

5.0 Key performance indicators for 2013/14

5.1 City Leadership

Performance Indicator	Annual Target
Amount of money leveraged through physical investment in the City from external funders	£45m
Amount of money contributed to Belfast Investment Fund through BCC rate	£6m
Amount of monies available for investment through BIF by 2015/16	TBA
Construction capital programme spend against forecasted spend	£11,574,359
% Committed construction projects progressing in line with project milestones	85%
Amount of monies committed through the BIF	TBA
Amount of monies paid / spent through BIF	TBA

5.2 Environment

Performance Indicator	Annual Target
Income from sale of Electricity from land fill gas	£1M

5.3 Organisation fit to lead and serve

Human Resource Management	Annual Target
Performance Indicator	
Average number of working days per employee lost due to absence	TBA

Financial Planning	Annual Target
Performance Indicator	
% variance between actual net revenue expenditure and budgeted net revenue expenditure (in year)	+1 / - 2
% variance between forecast net expenditure and actual net revenue expenditure y/e	+0.5 / -2%
% variance between forecast capital expenditure and actual expenditure y/e	+ / - 10%
% Non compliance of Goods Received Notes after invoicing	90%
% Non compliance of Purchase Orders raised on time	70%

Planning & Performance

Performance Indicator	Annual Target
% PIs with valid data	85%
% PIs on target	70%

Assets

Performance Indicator	Annual Target
Rental from industrial estates	£5.5M

Corporate Governance and Risk

Performance Indicator	Annual Target
% agreed H&S recommendations implemented – Dept total	80%

6.0 Committee membership

Strategic Policy and Resources Committee

Chairman: Councillor Deirdre Hargey

Deputy Chairman: Councillor Gareth McKee

Committee Members:

Alderman David Browne
Alderman May Campbell
Alderman Robin Newtown
Councillor Tim Attwood
Councillor Patrick Convery
Councillor Steven Corr
Councillor Tom Haire
Councillor Claire Hanna
Councillor Maire Hendron
Councillor Mervyn Jones
Councillor Danny Lavery
Councillor Conor Maskey
Councillor Patrick McCarthy
Councillor Jim McVeigh
Councillor Caoimhin Mac Giolla Mhin
Councillor Martin O Muilleoir
Councillor Adam Newtown
Councillor Lee Reynolds