

Property and Projects Department



Internal document



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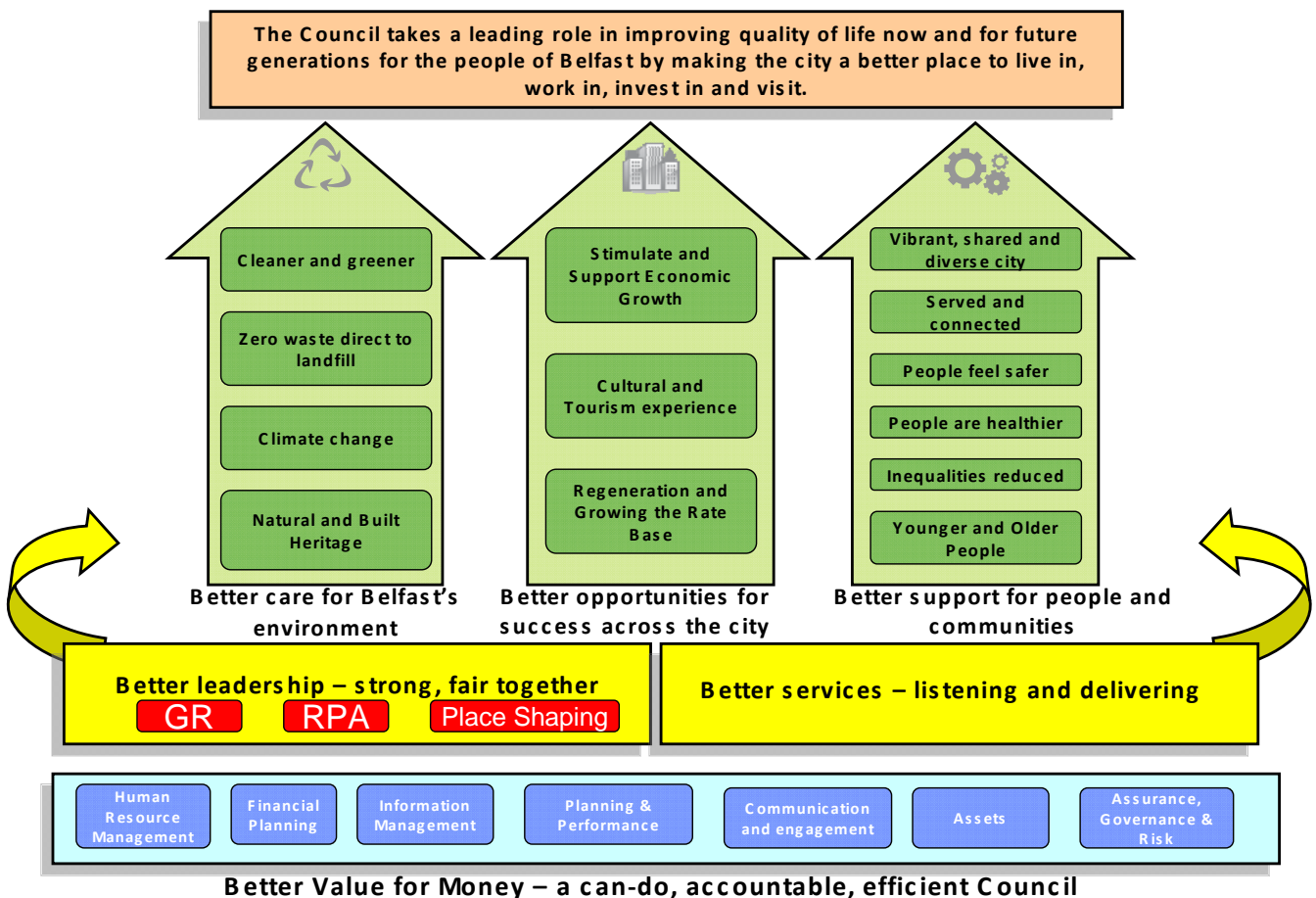
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1.0 Background

- 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 the need to work together within the council to improve quality of life and the different elements that contribute to this aim.

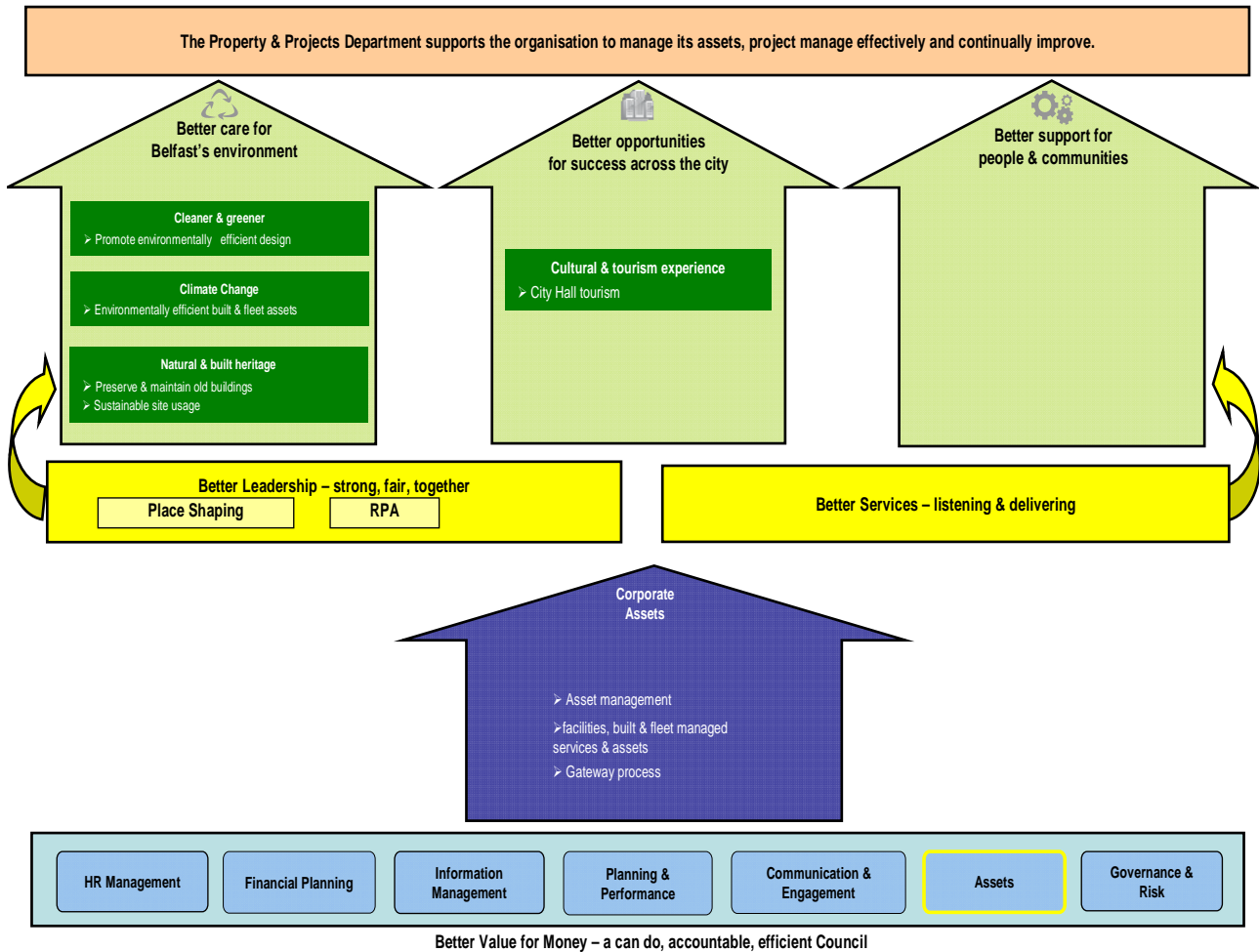
Fig 1: Corporate VCM 2010-2011



- 1.4 This Departmental Plan describes how the Property & Projects Departments proposed actions and targets for the year 2010/11 complements that in the Corporate Plan. Following approval by the Council's Strategic Policy & Resources Committee, this plan is the basis for management of the Department by Senior Managers and the relevant Committee. It provides explicit links between core departmental activity and corporate strategy.
- 1.5 Under the Council's Scheme of Delegation the Director of Property & Projects has been given the delegated authority to undertake the activities outlined in section 6 and further detailed in appendix A. Quarterly progress update reports will be submitted to the council's Strategic Policy & Resources Committee.

2.0 Values (and purpose)

2.1 The Property & Projects Departments purpose is “to support the organisation to manage the assets, plan effectively, realise efficiencies and continually improve” 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 value 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; and**
- **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:

Better Leadership – strong, fair, together;

Better opportunities for success across the city;

Better care for Belfast’s environment;

Better support for people and communities;

Better services – listening and delivering; and

Better value for money – 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 & Projects department was established in January to centralise how the Council manages property and delivers major capital projects. In the coming year a key challenge will be delivering the organisational structures to support the implementation of the new department and deliver efficiencies within the organisation. Changes in the external environment reflect closely on the operational workings of the department.
- 4.2 The department is currently within a transition phase changing from the Improvement Department within the 09/10 financial year to the Property & Projects Department incorporating all of the Facilities Management Service and abdicating responsibility for the Policy, Performance and Planning elements of the former Core Improvement Team which will be realigned under Finance and Resources and Chief Executives Department. The Key Achievements for 09/10 do therefore include highlights from Policy, Performance and Planning as the structural changes did not take place until the very end of the financial year.

The Review of Public Administration

This is an uncertain time for local government with the RPA process gathering pace. Under the current proposals the Council will assume a range of new responsibilities including planning, regeneration, community development, public realm aspects of roads, local economic development and tourism and community planning.

Over the coming months we will prepare for new responsibilities. We have made significant contributions to policy debates about how local government in Northern Ireland should look in the future and will continue to champion these issues on behalf of citizen and the local government sector. Whilst awaiting final confirmation about the boundaries and transfer of functions, no time can be lost in preparing for the implementation of RPA.

As a result, a draft implementation plan and 'roadmap' is in place setting out the key strands of work which need to be taken forward and the associated milestones within the process including key issues such as:

- ensuring service continuity;
- integration of transferring functions;
- HR and staffing implications; and
- finance implications

Strong leadership at all levels will be needed to ensure a coherent response to the challenge ahead and to oversee the implementation process at the local level. It will be important to mobilise the expertise and capacity which exists across the Council to deliver this complex programme of work.

The Property and Projects Department will continue to coordinate and provide strategic support to the Transition Committee, Chief Officers and other officers from across the council to ensure that the council is in a state of readiness to maximise the potential opportunities which the RPA presents.

The Efficiency Agenda

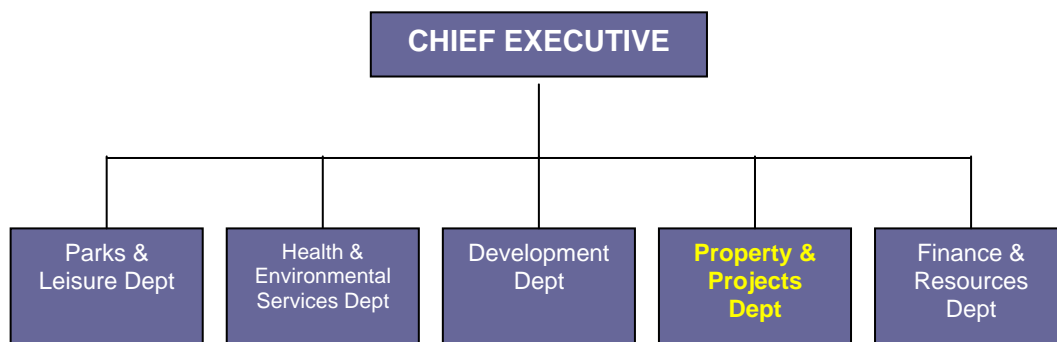
With a strong focus on public spending and providing Value For Money (VFM) services coupled with growing expectations among citizens in an ever-tightening financial environment, there is increasing pressure on Departments to realise efficiencies and review policies and procedures to ensure cost-effectiveness.

Internally we need to build reserves and keep within budget allocations, continue to develop stronger links between financial and business planning, improve VFM and efficiency and maximise income set against the external environment.

5.0 Department Structure

5.1 The Property & Projects Department is one of six departments, which make up the structure of the organisation

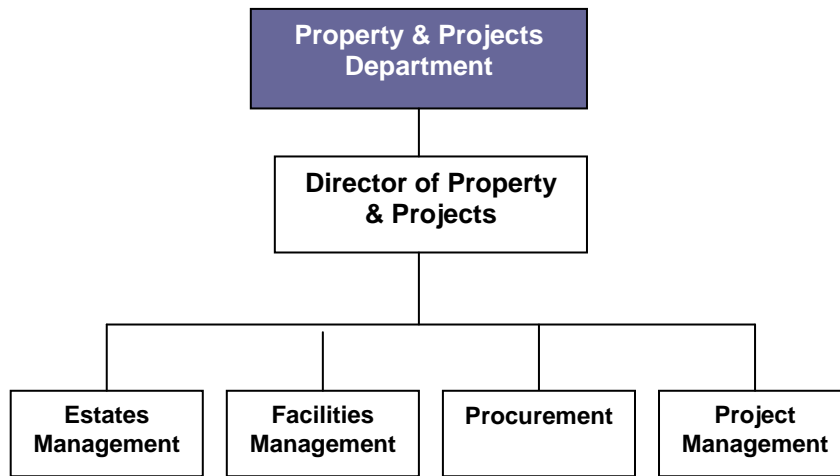
Fig 2: Council Departments



5.2 The Property & Projects Department comprises:

- Estates Management;
- Facilities Management;
- Procurement;
- Project Management;

Fig 3: Department Structure



6.0 Property & Projects – Key Achievements 2009 / 10

Better Leadership

Review of Public Administration (RPA)

- Secured and supported Council representation (both Members and senior officers) on the RPA policy development and implementation structures including the Strategic Leadership Board, Policy Development Panels, Regional Transition Coordinating Group, Local Government Reform Joint Forum, Transfer of Functions Working Group and Finance and Estates Working Group.
- Provided strategic support to the established internal RPA governance and implementation structures e.g. RPA Transition Committee (Strategic Policy and Resources Committee), Transition Management Team (Chief Officers' Management Team) and project teams;
- Established engagement mechanisms between the Transition Committees for Lisburn/Castlereagh and Belfast to examine RPA transition related issues;
- Established internal programme management and support structures to drive forward the RPA process;
- Informed and shaped the policy agenda of Local Government through ongoing proactive and constructive engagement with the Northern Ireland Local Government Association (NILGA) and Society of Local Authorities Chief Executives (SOLACE); and
- Secured £150,000 grant funding from DoE to support the RPA implementation process.

City Investment Projects

- £10 Million funding secured by BCC towards the £100 Million fund for the Titanic Signature Project (TSP);
- Connswater Community Greenway (CCG) - Infrastructure to support the delivery of CCG established and £4.2 Million of Council funding achieved;
- Funding secured for Lyric - £1.25M and Old Museum Arts Centre – £0.5M; and
- Accountability framework for key projects established.

Further projects

- The successful re-occupation of the City Hall on time and to budget, which involved the decant of nearly 200 elected members and officers;
- City Hall – practical completion on 10th August 2009;
- 9 decant and refurbishment exercises involving 210 staff from a range of completions complete;
- Ulster Hall Awards: International Silver award for the brand construction employers federation, first prize for excellence in the heritage category. Also shortlisted for NILGA best improvement in service Construction Excellence and Nationally for Best Construction;
- Collaborative procurement – 12 public sector organisations using stationery framework and four Councils to use Employment Agency Framework;
- In conjunction with EBP select list compiled for CCG by mid-Jan 2010;
- Ballysillan: completion of a 3G football pitch unique in Northern Ireland in that it has achieved FIFA 2* rating in conjunction with Parks & Leisure
- Infrastructure for electricity generation plant at North Foreshore with Development Department
- Overseeing of Shaftesbury recreation centre Extension and Refurbishment with Development Department
- Approximately 31 schemes completed of the Arterial Routes Programme with Development Department

Better Care for Belfast's Environment

Key achievements

- The procurement of a number of new 'green' energy contracts which have ensured that 100% of BCC's electricity supply is from renewable sources;
- As at 19th Feb 2010 the only Council in Northern Ireland to be fully compliant with DEC (Display Energy Certification) regulations and all relevant BCC buildings have been assessed and are displaying DEC certificates

Better Support for People and Communities

Key achievements

- Safer City - supported the Chief Executive;
- Children and Young People working groups; and
- Policy and planning support to thematic groups.

Better Services

Key achievements

- Chartered Institute of Public Relations (CIPR) Silver award for Best Event Category for the staff 'Making a Difference' (MAD) awards;
- Award of ISO 9001 (Quality Systems), ISO 14001 (Environmental Management Systems) and ISO 18000 (Workplace Health) accreditations in the Fleet Management Unit.
- Presentation to suppliers on Environment Procurement
- The rationalisation of the City Hall tour offering, which has produced a more coherent tour experience and helped increased tour numbers by 20%

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

Key achievements

Human Resources

- The implementation of an agreed corporate approach to the management of the impending Operators' Licensing and EU Drivers' Hours legislation in the Fleet Management Unit

Finance

- Efficiency savings of £2 Million identified for 10/11;
- Total Rental income for 2009/10 will be approximately £4.7m. This represents 3.76% on the Rates Income of Belfast City Council. The increase in rental income for 2009/10 increased by £131k as opposed to the previous year 2008/09 (£372k). Given the marked downturn in the economy and particularly the property market this is an exceptional performance.
- Twenty four corporate contracts in place;
- Twenty four catalogues on SAP/SRM;
- Integration of financial planning with business planning ongoing;
- Negotiation of operational changes within security unit (affecting numbers, pay and grading, shifts, control of overtime, duties, job descriptions, location and pool cover) helping to improve service delivery and reduce costs by up to £100,000 per annum;
- Review of facilities staffing costs resulted in a saving of £256,275 per annum through the deletion of vacant posts and some voluntary redundancies;
- Rate guidance to Members published.

Policy, Planning and Performance

- Corporate plan update 10/11 complete;
- Thematic corporate plan budget established of £500,000;
- Integrated policy framework developed and agreed;
- Strategic planning and performance frameworks implemented;
- Theme work programmes established;
- Performance management system developed and implemented – phase one complete;
- 80 corporate performance indicators being collected through performance system and being reported to COMT on a quarterly basis;
- 16 service and departmental VCMs developed across the council, aligned to the corporate strategy and being reported on through the performance system;
- VCM 09/10 cascade complete;
- Ongoing policy support across the organisation on major consultation and emerging strategic issues;
- Programme management framework developed with a focus on governance and roles and responsibilities for the year ahead;
- Contributed to the development of the Chief Officer appraisal scheme; and
- Responded to 13 corporate consultations.

Communication and Engagement

Internal Communications

- Community engagement and consultation review ongoing.

Assets

- Asset management strategy being developed;
- Compensation received M1 widening Scheme (**Over £1M**) and former vested property; (£580,000)
- Rent roll increase (**awaiting figure from Philip**) Rent reviews settlement in 08/09 resulted in **an increase in the rent base by £300,000 and a windfall of £600,000;**
- Connswater Community Greenway (CCG)– agreed terms for acquisition of a number of portions of land;
- Disposal of land at Glen Road £750,000 Capital Sum;
- Rationalisation of leased accommodation including Callendar Street and University Street;
- Primrose Street and Seapark Avenue (former CAS) agreed for sale;
- Beechmount and Land at Lyric Wood agreed for sale;
- Templemore Ave and Boucher Crescent planning permission obtained – on market;
- Restructuring of service charge in Gasworks to assist tenants. Worked with CTU to agree payment plans for tenants in Industrial Estates to protect both the Council's income and assist business in economic downturn;
- Collaborative working ongoing with Cliftonville FC; Lyric; Duck Tours; DSD – Glen 10; East Belfast; CCG; Beechmount and NI Water Service.;
- Gates process established and initiated with 18 internal reviewers trained throughout the organisation;
- Implementation of P2 Net

- The design and construction of an exhibition area in the City Hall, delivered in time and to budget, together with the successful franchising of the associated coffee-shop area on an income generating basis;

7.0 Property & Projects – Key Actions 2010 / 2011

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

- Continue to co-ordinate the implementation and shape the outcomes of the Review of Public Administration and Community Planning within the Council;
- Establish the Belfast 'Statutory' Transition Committee which will provide political oversight of the RPA process;
- Secure and support the Council's representation (both Members and senior officers) on the newly formed RPA implementation structures including the Regional Transition Committee and Regional Transition Management Team and associated Working Groups;
- Agree an accommodation plan for transferring function staff?
- Develop and implement an affordable City Investment Framework which will benefit strategic projects in the North, South, East and West of the City. Projects include: Titanic Signature Project (TSP); The Lyric; Connswater Community Greenway (CCG); The Museum Arts Centre (MAC); and Peace III projects
- Continue representation on project board for OMAC and Lyric to protect Council's interest
- Continue with collaborative procurement
- Develop and implement an Asset Management Strategy – proceed with phase II: improve existing processes and procedures to ensure that recommendations are implemented and deployed.
- Develop and Implement a capital financing strategy.

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

- Achieve BREEAM (Building Research Establishment Environmental Assessment Model) / CEEQUAL (Civil Engineering Environmental Quality Assessment) excellence standard on applicable projects
- Implement Green Purchasing and Green criteria in specifications
- Seek to take all available opportunities to further reduce CO2 emissions from BCC buildings via energy conservation and other measures and from fleet in terms of fleet

levels, utilisation and management;

- Deliver Green Procurement Training
- Regeneration of the North Foreshore
- Develop an integrated community focused approach to the delivery of the Connswater Community Greenway as an active, living and environmental asset. Achieve land assembly and continue to provide Client Representation for East Belfast Partnership Board (EBPB)

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

HR

- Implementation of the IIP Framework by Jul '10 ready for corporate assessment in Sep '10
- Participate constructively in the rationalisation of the Property & Projects sectional and departmental business-support functions;
- Implement IPM framework with management staff until a corporate approach is agreed

Finance

- Development of Business Cases to support Capital commitment
- Develop a strategic plan for procurement spend
- Identify potential procurement efficiency savings
- Undertake a review of all space leased in by the Council with a view to realising efficiencies
- Explore potential for income stream to the Council via utilisation of the Council's land and buildings e.g. advertising.
- Formulate a collaborative policy position, on Contaminated Land in terms of development, acquisition and disposal.
- Undertake a review of all miscellaneous leased assets
- Effective Capital Programme forecasting and Capital Programme costing
- Effective use of finance resources in relation to capital proposals – lead the Council in economic appraisals
- Consider 'whole life costing' in the longer term management of future projects at design stage;
- Seek to centralise BCC maintenance budgets in order to improve efficiency & governance and enhance overall maintenance budget provision in line with RICS indices;

Policy, Planning and Performance

- Provide quarterly performance reports and analysis to COMT on corporate projects and indicators
- Implement the Programme Management Framework – governance and roles and responsibilities for 10/11

Assets

- Carry out Gate reviews in line with project milestones
- Develop a training strategy for future Gate reviewers

- Carry out preparation for ISO 9001 standard
- Capital Assets Realisation (Cross Departmental) Group to take forward options for disposal, redevelopment or reuse of Council assets
- Develop and propose models for further integration of property-related structures within the new department and/or better co-ordination of effort;
- Explore options for re-gearing of leases in Industrial Estates to provide for equity rent basis in order to sustain longer term rental growth
- Develop a policy for sale and leasing of community assets
- Manage the Corporate land bank
- Manage the Capital Programme
- Create and manage the capital programme

8.0 Improvement Unit – Key Performance Indicators 2010 / 2011

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

- Increase in the amount of money leveraged through the City Investment Strategy
-

Environment

- Number of BCC Vehicles emissions tested
- CO2 emissions by BCC fleet
- Total tonnage of carbon dioxide (CO2) emissions from Council premises

Economy

- Number of City Hall tours
- Number of City Hall tours visitors

Better Services

- Number of complaints received
- % overall residents satisfaction with services provided by Belfast City Council

HR Management

- Average number of working days per employee lost due to absence
- % Staff with LDPs

Finance

- Procurement: % savings from selected employment agency contracts in place
- Procurement: Top 20 suppliers by spend value who have contacts

Policy, Planning and Performance

- % identified Programme milestones on target

Assets

- Individual projects on time / budget
- **Corporate (?) Value of contracts**
- Rent from industrial estate
- Number of BREEAM / CEEQUAL approved projects
- Number of gates performed in line with project milestones

9.0 Financial Information

Departmental Estimated Expenditure 2010/2011

Section	2010/2011
	£
Projects, Procurement and Estates	-3,209,396
Facilities Management	12,850,998
Improvement Unit	1,842,568
Departmental Net Expenditure	11,484,170¹

¹ The Improvement Unit element of this budget will be reallocated to the Chief Executives and Finance & Resources Department on implementation of the rightsizing exercise.

10.0 Monitoring & 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 will be reviewed by the Department Management Team along with progress on key tasks every quarter and a full update on progress on the plan will be reported to Strategic Policy and Resources Committee twice yearly.

A number of performance indicators 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 and to Strategic Policy & Resources Committee twice yearly.

Strategic Policy and Resources Committee (SP&R)

The Department will provide quarterly update reports to Strategic Policy & Resources Committee on the departmental plan.

Key update reports at SP&R include items such as:

- Corporate Planning;
- The Review of Public Administration;
- Performance Management;
- Financial Planning; and
- Asset Management.

The Strategic Policy & Resources Committee oversee the decisions taken at the other five committees. These decisions get ratified at full council each month.

Chief Officers Management Team (COMT)

The Director of Property & Projects reports to Chief Officers Management Team (COMT) on a weekly basis to update on the projects we deliver as a Department and the progression of strategic issues, such as the Capital Programme, for example. As a department we drive forward key work and provide challenge for the organisation surrounding key strategic issues.

Departmental Management Team (DMT)

The Departmental Management Team consisting of CIT, PPE (Project Management, Procurement and Estates) and Facilities Management meet fortnightly to discuss work planning, staffing issues, committee reports and key projects and workload.

11.0 Board and Committee Membership

Strategic Policy and Resources Committee

Chairman:

Councillor Hartley (SF)

Deputy Chairman:

Councillor Crozier (DUP)

Councillors:

Deputy Lord Mayor Councillor D Lavery (SF)

Councillor Adamson (UUP)

Councillor Attwood (SDLP)

Councillor Austin (SF)

Councillor D Browne (UUP)

Councillor M Browne (SF)

Councillor W Browne (DUP)

Councillor Campbell (DUP)

Councillor Dodds (DUP)

Councillor Hendron (Alliance)

Councillor Kelly (SDLP)

Councillor C Maskey (SF)

Councillor McCann (SF)

Councillor Newton (DUP)

Councillor Rodgers (UUP)

Councillor Rodway (DUP)

Councillor Stoker (UUP)

Property & Projects Department VCM 2010-11

Theme 1	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Leadership	Successfully realign the organisation and taken advantage of the opportunities presented by the RPA	Successfully realign the organisation and taken advantage of the opportunities presented by the RPA	Provide Strategic Support to the BCC Transition Committee / Team in driving forward the RPA Agree accommodation plan for transferring function staff	None	None
	Establish our place shaping role by better use and planning of city's assets	Establish our place shaping role by better use and planning of city's assets	Continue the development of the Council's Asset Management Strategy via Phase 2 activity Continue to engage in the RPA process to ensure Council's interests protected in terms of the transfer of assets and liabilities Agree a prioritised and affordable list of place shaping projects – North, South, East and West Continue the implementation of the City Investment Strategy (inc. major projects and the capital programme) Explore potential financing options for the City Investment Strategy Manage the new Belfast Group Support implementation of Accountability Framework Continue representation on project board OMAC and Lyric to protect Council's interest	Increase in the amount of money leveraged through the City Investment Strategy	% construction projects completed on time and to budget

			<p>Connswater Community Greenway – achieve land assembly and continue to provide Client Representation for East Belfast Partnership Board (EBPB)</p> <p>Develop and deliver, in partnership with communities and key stakeholders, a community planning framework</p> <p>In partnership with other departments, and DSD, develop and deliver a city masterplan</p> <p>Explore options for further collaborative working with other public sector bodies and other relevant stakeholders in terms of assets, shared facilities etc, in order to deliver on place shaping and community planning whilst also realising efficiencies.</p>		
		Protect Council investment	Co-ordinate Council approach and due diligence exercises	None	None

Theme 2	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Environment	Create a cleaner and greener city	To promote environmentally efficient design	Achieve BREEAM (Building Research Establishment Environmental Assessment Model) / CEEQUAL (Civil Engineering Environmental Quality Assessment) excellence standard on applicable projects	None	Number of BREEAM / CEEQUAL approved projects

			Promote Local sourcing of building materials Implement Green Purchasing and Green criteria in specifications Conduct Green training for all Departments (Feb/Mar 2010)		
	Protect, promote and enhance the city's natural and built heritage and open spaces	Preserve and maintain old buildings Sustainable site usage	Redesign the use of old buildings in the city Continue Connswater Community Greenway Project in association with East Belfast Partnership (ESP)	None	

Theme 5	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Better Services	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve.	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve.	Support the development of service delivery standards	% Complaints that made response target - All % Complaints that made response target – Stage 1 % Complaints that made response target – Stage 2 % Complaints that made response target – Stage 3 Number of complaints received – all Number of complaints received – Stage 1 Number of complaints received – Stage 2	

				Number of complaints received – Stage 3	
	Enable our capacity to deliver services based on need	Begin to implement Local Area Working	Procurement – Customer Feedback through Post Project Reviews (PPRs)		% Positive PPRs

Theme 8	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Financial Planning	Link financial planning to the delivery of our strategic objectives	Ensure the collectable rate income is maximised	Formulate a policy position, following advice from Legal Services and Health & Environmental Services, on Contaminated Land in terms of development, acquisition and disposal of land and development and property in order to minimise our financial and legal liability.	None	
	Effectively plan and manage our finance, assets and resources	Plan and manage our assets and resources effectively	<p>Undertake a review of all space leased in by the Council with a view to realising efficiencies; and in particular to explore the medium / longer term accommodation proposals in terms of leasing and owner occupation options (Financial implications / potential efficiencies)</p> <p>Effective Capital Programme forecasting and Capital Programme costing</p> <p>Effective use of finance resources in relation to capital proposals – lead the Council in economic appraisals</p> <p>Consider 'whole life costing' in the longer term management of future</p>	None	<p>% Procurement employees professionally qualified</p> <p>Top 20 suppliers by spend value) who have contracts</p> <p>% Savings from selected Employment Agency Contracts</p>

			<p>projects at design stage</p> <p>Develop a strategic plan for procurement spend</p> <p>Identify procurement efficiency savings</p>		
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Theme 10	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Policy, Planning & Performance	Build a robust approach to Programme Management	Build a robust approach to Programme Management	<p>Implement the Programme Management Framework, focusing on governance and roles and responsibilities for the year ahead</p> <p>Project manage the Capital Programme / Major Projects</p> <p>Implement new reporting system P2 Net</p> <p>Implement Carbon Zero NI Training</p>		<p>Number of gates performed in line with project milestones</p> <p>% Projects employing PPM Methodologies</p>

Theme 12	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Assets	Develop and implement an asset management strategy	Develop and implement an asset management strategy	<p>Proceed with Phase 2 of the asset management strategy</p> <p>Collaborative cross departmental working with Facilities Management as part of new Department</p>		None
	Review and rationalise our current holdings and occupation of land and property	<p>Ensure all assets are managed and developed</p> <p>Property interests protected</p> <p>Return to Council optimised</p>	Capital Assets Realisation (Cross Departmental) Group to take forward options for disposal, redevelopment or reuse of Council non operational and/or surplus assets as well as certain	None	<p>Corporate Value of contracts (Michael Stanley)</p> <p>Rent from industrial estate (Cathy Reynolds)</p>

			operational assets which may have redevelopment potential Continue to strategically manage the Council's land and property assets to ensure assets make the optimum contribution to the Council's objectives and priorities Develop a policy for the sale and leasing of community assets		
	Develop appropriate governance mechanisms for the planning, prioritisation and delivery of asset management key actions	Align the asset base with corporate priorities	Continue with the 'Gateway' process for capital projects with a focus on critical appraisal via gates. Time / Cost / Quality project delivery	None	Individual projects completed on time and within budget (Michael Stanley)

Organisation Fit to Lead and Serve – Internal Management aspects

Theme 7	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Human Resource Management	Develop appropriate HR Strategies, policies and procedures to ensure people are recruited, recognised, trained and supported	Develop appropriate HR Strategies, policies and procedures to ensure people are recruited, recognised, trained and supported	Adhere to absence management procedures	Average number of working days per employee lost due to absence - monthly	
	Build a connected workforce with the right values and behaviours to deliver what the organisation requires	Build a connected workforce with the right values and behaviours to deliver what the organisation requires	Implement the corporate approach to personal development planning Implement individual performance management for Chief Officers, Heads of Service and Senior Managers Implementation of the IIP framework by Jul '10 ready for corporate		% of LDPs completed

			assessment in Sep '10 Review Procurement Review Business Support Integrate services across the new Department		
	Provide support and advice in relation to staffing issues to realise efficiencies and achieve more for less	Provide support and advice in relation to staffing issues to realise efficiencies and achieve more for less	Monitor, manage and report on agency and overtime as required	Agency Costs Overtime Costs Staff Number	None

Theme 8	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Financial Planning	Effectively plan and manage our finances	Effectively plan and manage our finances	<p>Effectively plan and manage our finances</p> <p>Explore potential for income stream to the Council via utilisation of the Council's land and buildings for the location of advertising hoardings/facility and the award of a contract/leasing arrangement with an outdoor advertising contractor.</p> <p>Maximise rental income including defending and Lands Tribunal referrals in respect of rent reviews.</p> <p>Undertake a review of all miscellaneous leased assets (i.e. leased out by the Council) including a review of the policy position for leasing of assets to community and sporting organisations</p>	<p>Net Monthly Expenditure of each service compared to budget</p> <p>Monthly Gross Expenditure of each service compared to budget</p> <p>Monthly Gross Income of each service compared to budget</p> <p>% Variance between net monthly expenditure of each service and budget</p> <p>% Variance between monthly gross expenditure and budget</p> <p>% Variance between monthly gross income and budget</p> <p>% Non compliance of GRN's after invoicing (by service)</p> <p>% Non compliance of purchase</p>	None

				orders raised on time (by service)	
				% of employee leaver information received within 5 working days of leaving the council (by service)	
				% of property completed overtime sheets received per the timetable (by service)	

Theme 10	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Planning and Performance	An integrated Strategic Planning cycle linked to the budget and rate setting process	An integrated Strategic Planning cycle linked to the budget and rate setting process	Complete our Departmental VCM	Number of services with completed VCMs	None
	Performance Management embedded across the Council	Performance Management embedded across the Council	Provide PI data as and when requested	% PIs with valid data	None

Theme 11	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Communication and Engagement	Ensure an effective and efficient one council approach to communications	Ensure an effective and efficient one council approach to communications	Hold Team Brief meetings Liaise with Corporate Communications before commencing any communications activity	None	None

Theme 12	Applicable Corporate Objective	Aligned Property & Projects Objective	Property & Projects Initiatives	Corporate PI's collected by Property & Projects	Property & Projects PI's collected by Property & Projects
Assets	Review and rationalise our current holdings and occupation of land and property	Ensure all assets are managed and developed Property interests protected Return to Council optimised	Explore options for re-gearing of leases in Industrial Estates to provide for equity rent basis in order to sustain longer term rental growth. Manage the Corporate land bank Develop a procedure for handover of surplus assets to Corporate Land Bank		

Facilities Management VCM 2010-11

Theme 2	Applicable Corporate Objective	Aligned Service Objective	Service Initiatives	Corporate PI's collected by Service	Service PI's collected by Service
Environment	Reduce the city's impact on climate change and improve air quality	Ensure that the Council's built and fleet assets are environmentally efficient	Emission testing & reporting for BCC owned fleet Use of cleaner fuels (ultra low sulphur diesel & unleaded petrol) in BCC fleet BCC Energy Management Plan Energy audit of selected BCC properties Securing external funding for energy related projects	No of BCC vehicles emission tested CO2 emissions by BCC fleet Total tonnage of carbon dioxide (CO2) emissions from Council premises	None
Theme 3	Applicable Corporate Objective	Aligned Service Objective	Service Initiatives	Corporate PI's collected by Service	Service PI's collected by Service
Economy	Develop a strong cultural and tourism experience	Enhance the cultural and tourism experience of the City Hall	New City Hall tourism package (review of tours, re-theming of City hall, new art & artefact displays, artefact restoration, coffee shop / giftware outlet, new exhibition area)	No of City Hall tours No of City Hall tours visitors	None
Theme 12	Applicable Corporate Objective	Aligned Service Objective	Service Initiatives	Corporate PI's collected by Assets	Service PI's collected by individual services
Corporate Assets	Develop and implement an asset management strategy	Ensure that the Council's facilities services, built and fleet assets are managed effectively and efficiently	Operator's Licence process changes Implementation of a software system for drivers' hours & tachograph legislation BCC accommodation plan	None	GVC pass rate Telephone switchboard response time % Work requests completed

			(management of various decants) City Hall re-opening City Hall functions & events Provide input into the development of the asset management strategy to secure: <ul style="list-style-type: none"> ▪ Centrally funded planned maintenance ▪ Integrated delivery of all construction & maintenance systems 		% Work requests billed
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OFTLS - Read Across Template for Services

Organisation Fit to Lead and Serve - Internal Management aspects

<u>Theme 7</u>	<u>Applicable Corporate Objective</u>	<u>Aligned Service Objective</u>	<u>Service Initiatives</u>	<u>Corporate PI's collected by HR</u>	<u>Service PI's collected by individual services</u>
Human Resource Management	Develop appropriate HR Strategies, policies and procedures to ensure people are effectively recruited, recognised, trained and supported		Adhere to absence management procedures	Average number of working days per employee lost due to absence - Monthly	None
	Recruit and build a connected workforce with the right values and behaviours to deliver what the organisation requires	Ensure constructive industrial relations by providing a safe working environment and providing high quality training and development opportunities	Implement the corporate approach to personal development planning Implement individual performance management for Chief Officers, Heads of Service and Senior Managers Implement the corporate	None	None

			<p>approach to IIP</p> <p>Retain IIP in FMU</p> <p>Review apprenticeship scheme in FMU</p> <p>Preparation for IIP in Facilities Unit</p> <p>Implement new terms & conditions for Security Officers and Control Room Operatives</p>		
	Provide support and advice in relation to staffing issues to realise efficiencies and achieve more for less		Monitor, manage and report on agency and overtime as required	<p>Overtime Costs</p> <p>Agency Costs</p> <p>Staff Number</p>	None

Theme 8	Applicable Corporate Objective	Aligned Service Objective	Service Initiatives	Corporate PI's collected by Finance	Service PI's collected by individual services
Financial Planning	Improve the financial efficiency of the Council		<p>Contribute to the Council's efficiency programme</p> <p>Review of cleaning / function costs</p> <p>Explore options for the use of external sub-contractors for City Hall functions</p> <p>Secure external fleet management services from other local authorities</p>	None	None
	Effectively plan and	Manage our financial resources	Comply with the timeframes for completing budgets, quarterly	Net Monthly Expenditure	None

	<p>manage our finances, assets and resources</p>	<p>efficiently and effectively</p>	<p>outturns, variance analysis, etc.</p> <p>Comply with corporate policies and processes on financial matters</p> <p>Review restaurant & function pricing</p>	<p>of each service compared to budget</p> <p>Monthly Gross Expenditure of each service compared to budget</p> <p>Monthly Gross Income of each service compared to budget</p> <p>% Variance between net monthly expenditure of each service and budget</p> <p>% Variance between monthly gross expenditure and budget</p> <p>% Variance between monthly gross income and budget</p> <p>% Non compliance of GRN's after invoicing (by service)</p> <p>% Non compliance of purchase orders raised on time (by service)</p> <p>% of employee leaver information received within 5 working days of leaving the Council (by service)</p> <p>% of properly completed overtime sheets received per the timetable (by service)</p>	
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Theme 9	Applicable Corporate Objective	Aligned Service Objective	Service Initiatives	Corporate PI's collected by Finance	Service PI's collected by individual services
Information Technology	Make best use of technology to determine need, deliver our priorities and support the delivery of VFM services	Make best use of information and technology to support the delivery of facilities management	On line system for requesting cleaning / portering services IMPACT replacement plan Document management system	None	None

Theme 10	Applicable Corporate Objective	Aligned Service Objective	Service Initiatives	Corporate PI's collected by CIT	Service PI's collected by individual services
Planning & Performance	An integrated Strategic Planning cycle linked to the budget and rate setting process		Complete our Departmental/Service VCM	None	None
	Performance Management embedded across the Council		Provide PI data as and when requested	% of PI's with valid data collected and reported upon	None

Theme 11	Applicable Corporate Objective	Aligned Service Objective	Service Initiatives	Corporate PI's collected by Corp Comms	Service PI's collected by individual services
Communication & Engagement	Ensure an effective and efficient one council approach to communications	Provide an open, transparent communication culture within the Service	Hold Team Brief meetings Liaise with Corporate Communications before commencing any communications activity Trade Union meetings Health & Safety Meetings	None	None

Theme 13	Applicable Corporate	Aligned Service	Service Initiatives	Corporate PI's	Service PI's collected
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	Objective	Objective		collected by AGRS	by individual services
Governance and Risk	Meet legislative requirements and best practice in relation to risk management, governance and independent assurance	Ensure the Service's risk management practices meet corporate requirements	<p>Quarterly formal review of risk registers</p> <p>Standard operating procedures Implement agreed audit recommendations (where applicable)</p> <p>Annual review and update of Business Continuity Strategy & Plan</p> <p>Annual exercise (test) of Business Continuity Strategy & Plan</p>	None	None