

Belfast City Council – Resource Management Plan SIF projects – Capital Projects

Issues to note

- This Resource Management Plan is on the assumption that the Council **will deliver all the projects where it is currently proposed as the lead delivery agent**. These are attached at Appendix A.
- The Council has assumed a 'worst case scenario' in relation to the these projects given the gaps in the EAs and following conversations with OFMDFM/ SIB officials – this means that all these projects will be subject to an in-depth due-diligence process which will be resource intensive at the outset
- This proposal is based on all projects being completed by March 2016 and on the basis that this will commence in September with a Letter of Offer for the North Capital projects – so essentially a 1½ year programme from September
- This proposal is based on our experience with our own Local Investment Fund - which as local community projects are very similar to the SIF proposals. In keeping with how this process was managed the Council has included overhead costs for a range of functions which will be needed to manage and successfully deliver this programme internally including Director support, Programme Management, Financial Services, Estates Management , Legal Services and Communications.
- In terms of dedicated resources again this is based on the resources which have been required to deliver our LIF programme and are based on the SIF Lead Manager, 4 Project Sponsors (one per cluster and for the stand-alone projects), 2 Assistant Project Managers and a Support Officer being in place from the start of the process until completion with the Project Manager coming on board later in the process as projects move to delivery. The Estates Surveyor post is required intensively at the beginning as part of the due-diligence and also to undertake any necessary land assembly and site development issues. We have also included a finance team to deal with the grants/claims process as our experience has shown that this is resource intensive, particularly for project which are subject to a cocktail of funding – an overview of the key roles is attached at Appendix B

ROLE	STAGE			COST (annualised cost)	
	Due-Diligence	Tender	Delivery	Sept 14 – March 15	April 15 – March 2016
SIF Lead Manager (PO7)	✓	✓	✓	£28,800	£57,601
Project Sponsor x 4 (PO4)	✓	✓	✓	£96,000	£192,400
Project Manager x 1 (PO6)		✓	✓		£53,975
Assistant Project Manager x2 (PO4)	✓	✓	✓	£48,100	£96,200
Estates Surveyor x1 (PO6)	✓			£26,987	£53,975
Solicitor (PO5)*	✓				£51,596
Accountant (PO4)			✓		£48,100
Finance officer x 2 (SO2)			✓		£73,624
Support officer (SO2)	✓	✓	✓		£36,812

PROGRAMME SUPPORT –Ongoing management and oversight – have assumed approx. 5% of time will be spent on SIF so have equated this to 5% of annualised salaries. This will be for the duration of the Programme

Director	✓	✓	✓	
Head of Contracts	✓	✓	✓	
Estates Manager (P012)	✓	✓	✓	
Business Support Manager (PO10)	✓	✓	✓	
Management Accountant (P010)	✓	✓	✓	
Divisional Solicitor (PO10)*	✓	✓	✓	
Physical Programme Manager (PO9)	✓	✓	✓	

Lead Communicator (PO4)	✓	✓	✓	
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- ** Legal charges (Divisional solicitor and solicitor) are charged by the Council on a hourly basis (£125 for the Divisional Solicitor and £95 for a Solicitor – these rates are under review and there is also a 50% uplift for any cases which are onerous) however for ease for this proposal we have equated this to posts – however OFMDFM are asked to note this

- The Council would therefore require management costs of £76000 to deliver the programme – this is approx. 13.9% of the overall total SIF monies for these projects
- The Council appreciates that there may be some flexibility in this resource plan above and is happy to discuss this further with OFMDFM
- The Council would seek an assurance that all recruitment costs will be covered.

APPENDIX A - BELFAST CITY COUNCIL – PROPOSED SIF DELIVERY

EAST BELFAST – INCREASING COMMUNITY SERVICES CLUSTER – 8 PROJECTS - £1.4M (NOT APPROVED)			
Project Name	Description	Estimated Total Cost	SIF Funding Per Appraisal
Westbourne Church	Titanic People Project Refurbishment of Westbourne Presbyterian Church on the Lower Newtownards Road	£750,000)	£240,000
Walkway Community Association	Development of a new build community centre for Walkway Community Association to provide facilities for community based programmes and activities.	£610,000	£459,596
Greenway Women's Centre	Project is the refurbishment of a derelict building located adjacent to the current centre. The new building would be used predominantly for additional childcare and family support provision.	£210,000	£215,000
East Belfast Partnership	Creation of the 'Best of the East' Centre as a hub within the Belfast area for community and tourist activity therefore helping to create additional employment and economic activity within the area.	£750,000	£186,700**
Templemore Avenue Schools Trust	Funding to undertake fit out works as part of the £3.8 million development	£3.6 million	£60,000
Oasis	Project is to establish specialist child care provision within a home setting for vulnerable children with the purchase and refurbishment of a building in Castlereagh Street	£100,000	£100,000
Glenburn Methodist Church	Church hall capital refurbishment scheme to upgrade current facility and allow greater levels of provision for the local community.	£100,000	£100,000
Short Strand Community Association	Refurbishment works		Figures to be confirmed – revised EA for these has been submitted
Hanwood Trust	Small refurbishment works to improve provision to the local community		
Clarawood Tenants Association	Upgrade works to include new heating system and replacement of doors throughout		
Oak Partnership	Refurbishment works to current facility to increase provision to the wider community		
Mountmerrian Parish Church	Small capital project for play and fitness equipment along with replacement of current kitchen facilities		
Clarawood Community Association and Youth Club	Small scale capital works to help upgrade current facilities along with equipment upgrade		
East Belfast Alternatives	General capital refurbishment of current facility to improve its general condition and help expand the amount of services that can be delivered to the local community	£20,000	
**Lead delivery agent to be agreed – likely to be East Belfast Partnership			£1,381,296* Other figs to be added when confirmed

NORTH BELFAST – INCREASING COMMUNITY SERVICES CLUSTER – 10 PROJECTS – MIXTURE OF NEW AND REFURBISHMENTS

The new build sub cluster has been approved by the DFP economists – no LOO in place yet

The Refurbishment sub cluster is still undergoing economic appraisal

Project Name	Description	Estimated Total Cost	SIF Funding sought
New Builds			
St. Edna's (N'town BC)	Development of a community hub including nursery provision, educational / school use, community groups access, adult classes (Belfast Met), sports facility, Irish medium youth club and potential English youth club		£967,246
Crusaders/HUBB	Refurbishment and repurpose of existing sports pavilion to provide community facilities: education and cultural resource centre with a local community focus.		£778,546
Westland Community Centre	Replace the existing community facility (portacabin) with a fit for purpose building to host a range of community activities including youth club, training and capacity building, elderly activities, etc. Partnership funding / support secured from DSD.		£209,600
Arts for All	Purchase and refurbishment of existing to create an arts and education hub along the Shore Road.		£143,734
PIPS	Refurbishment of current office on Antrim Road to bring it into proper use, meet regulations and disability access with a view to increasing access and availability of a valuable community advice and support service		£499,334
			£2,598,460
Refurbishments			
Fortwilliam & McCrory	Refurbishment of the Patterson/ McCrory Halls (Duncairn Gardens). This is a shared space building which includes two halls and is located at a strategic interface point. The refurbishment would allow for increased community use.		£160,000
NB WISP	Capital renovation of current building (BT147JG) which is lacking disabled access, toilets, space, unfit for purpose, visual limitations (not attractive or inviting)		£86,303
Upper Ardoyne Youth Centre	Capital refurbishment of the building (which is a shared community use venue) to upgrade the heating system, so that the Surestart, the family centre can be accommodated.		£68,815
St. Marks	Refurbishment of the existing youth club to enhance and improve the standard and quality of youth focused services (IT training suite, recreation area, etc)		£20,000
Joanmount Methodist Church	Conduct essential fire assessment regulations to provide space and opportunities for local young people		£35,000
Jolly Rodger			£100,000
			£470,118

SOUTH BELFAST – INCREASING COMMUNITY SERVICES CLUSTER – 10 PROJECTS – not approved

Project Name	Description	Estimated Total Cost	SIF Funding sought
Windsor Womens Centre	Future Proof – Raise the Roof		£247,680
South Belfast Surestart	Surestart provision *Belvoir/Milltown		£270,344
South Belfast Surestart	Surestart provision *Markets		£94,306
South Belfast Surestart	Surestart provision * Taughmonagh		£38,623
Mornington	Establishment of a social enterprise café, provision of disability and SENs services and community space		£199,276
LORAG	Solar panels installed and enhanced energy efficiency for Shaftesbury Recreation Centre		£59,022
South City Resource Centre	Establishment of community hub, revenue projects and displaced services from Olympia CC		£533,182
LORAG	Youth Drop in established, Health and wellbeing project relocated, community space to host advice, health and counseling related provision (revenue funded)		£207,976
FASA	Refurbishment		£207,488
			£1,857,897

SOUTH BELFAST – STAND ALONE CAPITAL - NOT APPROVED

Project Name	Description	Estimated Total Cost	SIF Funding sought
Markets Tunnels	Redevelopment of the Tunnels at Lanyon	£1,500,000	£1,431,813

WEST BELFAST – STAND ALONE CAPITAL - NOT APPROVED

Project Name	Description	Estimated Total Cost	SIF Funding sought
ST. Comgall's	Redevelopment of St. Comgall's	£7,000,000	£3,544,090

Appendix B - Overview of roles

	Role
SIF Lead Manager	<ul style="list-style-type: none"> To lead the SIF programme on a daily basis from the Council's perspective reporting to the Director and to be responsible for the effective leadership, organisation, oversight and delivery of all SIF projects. To work with OFMDFM to achieve the key objectives of the designated strategic programme, consistent within the overall corporate context, To ensure all allocated budgets are managed efficiently and effectively in accordance with council and OFMDFM policies, financial regulations, standing orders and external funding protocols, and ensuring propriety and regularity are applied with particular emphasis on value for money. To be responsible for the overall management of the SIF programme including the monitoring and reporting of the SIF programmes and projects to maximise efficient application of all physical, financial and human resources.
Project Sponsor	<ul style="list-style-type: none"> To lead on the definition and specification of a range of SIF projects, including any stakeholder and community consultation work necessary to define and specify those requirements To act as a focal point for day to day management of the SIF projects, securing their development and delivery To represent SIF projects requirements consistently and effectively to the Property and Projects Department technical staff and wider project team through the project lifecycle To work closely with the Physical Programme Manager, SIF Lead Manager and staff within Property & Projects, who will contribute the technical expertise required from the procurement stage through to final delivery of all strategic and corporate programmes. To be responsible for the overall management of all allocated projects to maximise efficient application of resources including physical, financial and personnel. To advise SIF Steering Group and other committees etc as and when required, under the direction of the appropriate manager and to build relationships across the range of contacts and stakeholders
Project Manager	
Assistant Project Manager	<ul style="list-style-type: none"> To be responsible to the Project Manager for proactively assisting in the effective planning, procurement and contract management of the council's interests in physical project delivery, in accordance with the service's project management procedures and in compliance with applicable statutory obligations and requirements. To identify, mitigate and manage all risks associated with allocated projects in conjunction with the Project Manager. To keep under review new developments relating to project management issues which might benefit project delivery or unit operations and to make appropriate recommendations for change. To ensure accurate and timely production of all information required for project reports, returns and performance measurement.
Estates Surveyor	
Accountant	
Finance officer	
Support officer	