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## Strategic Capital Development

### Service Plan 2021-2022

<b>Head of Service signature</b>	
<b>Date</b>	02.11.2020
<b>Peer Review signature</b>	
<b>Date</b>	
<b>Director signature</b>	Simon Christie 
<b>Date</b>	

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## 1. Introduction

<b>Name of Service</b>	Capital Projects Unit
<b>Included Service Units</b>	Strategic Capital Development
<b>Directorate</b>	Finance and Performance
<b>Purpose of Service</b>	<p>Support Council services on the above functions and add value to Services.</p> <p>We do this by providing <b>support</b> and <b>insight</b> to our clients and by having effective <b>governance</b> arrangements in place to aid compliance and enable and support directorates to deliver the capital portfolio of the Council.</p>
<b>Key customers/ stakeholders and their needs</b>	Our key customers are other Council Services (directorates), who are effectively our Clients. Other key stakeholders include Elected Members, Northern Ireland Audit Office, consultants, contractors, funding bodies, operators, suppliers and our residents.
<b>Context, challenges &amp; key assumptions</b>	<p>Key challenges affecting the Service include regulatory changes arising from Brexit related to procurement. Available capital requiring project prioritisation establishing a 10 year capital delivery plan. Draw down arrangements with funding executive Departments. The Service will need to continually evolve to help the Council adapt to these and grasp opportunities presented. It is assumed that any identified resources will be available to enable this.</p> <p>Challenges include:</p> <ul style="list-style-type: none"> <li>• Available capital related to ambition</li> <li>• Available capital third party funding related to COVID19</li> <li>• Available capital related to council financial standing due to COVID19</li> <li>• Implementing governance to project delivery across directorates</li> <li>• Internal unit resources to match client service unit project load</li> <li>• Assist and lead in the council asset capital strategy</li> </ul>
<b>Reflection on previous performance – successes and lessons</b>	<ul style="list-style-type: none"> <li>• The Service’s performance in 2019/20 (to date) has been positive. There has been a wide range of capital projects progressed.</li> <li>• Despite excellent past performance, there is concern that the resourcing levels may inhibit future success, in view of increasing workloads and demands from across the organisation and success in securing third party funding. This risks inhibiting realisation of Council’s aspirations across capital delivery.</li> <li>• Greater focus will be placed on delivery, outcomes and capital projects to assist increased performance of the Council’s capital portfolio to aid rates income with particular focus on business rates.</li> </ul>

## 2. How does our Service contribute to community outcomes and corporate priorities?

<b>Corporate Plan priority</b>	<b>EXCELLENCE - We will work to be an effective and efficient organisation, innovating and partnering to make a sustainable, positive difference for our Borough</b>	
Key indicators	% Resident satisfaction % Staff reporting ANDBC is a great place to work	
Key supporting strategies	Estates strategy	
<b>What we will do 2020-24?</b>	<b>What we will focus on 2020/21</b>	
<p><b>Growing:</b></p> <ul style="list-style-type: none"> <li>Develop and deliver sustainable capital projects.</li> </ul> <p><b>Better:</b></p> <ul style="list-style-type: none"> <li>Focusing our policies, practices our project priorities and performance</li> <li>Investing in talent development through mentoring and coaching staff and continued learning and development</li> <li>Establish sound supporting information to assist the development of business cases.</li> </ul> <p><b>Together:</b></p> <ul style="list-style-type: none"> <li>Reviewing our service models including opportunities for greater use of partnerships with funders and the private sector</li> <li>Planning our services collaboratively each year, aligned to the capital project privatisation and Corporate Plan</li> </ul>	<p><b>Growing:</b></p> <ul style="list-style-type: none"> <li>Providing excellent services in, delivery, procurement, and governance to support achievement of priorities</li> </ul> <p><b>Better:</b></p> <ul style="list-style-type: none"> <li>Develop the Strategic capital portfolio to support organisational delivery of the Corporate Plan</li> <li>Updating policies and handbooks to ensure effective governance arrangements, including in view of BREXIT</li> <li>Forecast capital requirements set again programmed delivery, (financial cards) for all projects</li> <li>Manage projects related to third party funding release and legislation</li> <li>Manage internal directorates related to consultants scope of service.</li> </ul> <p><b>Together:</b></p> <ul style="list-style-type: none"> <li>Maintaining a healthy team environment including through regular team briefs, service workshops, collaborative planning and Pride in Performance conversations</li> <li>Providing training/information on capital contracts (NEC) and</li> <li>Focus procurement on quality design and for local SMC</li> <li>Further integrating and streamlining governance approach with partner Services</li> </ul>	

**What we will do in 20/21 – including key business as usual activities, performance improvement actions and those required to deliver on priorities**

Action	Lead Service/Service Unit
<ul style="list-style-type: none"> <li>• Implement the Project Manager handbook throughout the organisation for capital project believer and run a number of internal training presentation on its implantation</li> <li>• Develop templates to assist service unit ensure governance protocols are adhered to.</li> <li>• Develop protocols and implement the 5 case Business Case model to reflect the NICS</li> <li>• Provide a high level of support to service unit capital projects.</li> <li>• Ensure focus is on strategic capital deliver</li> <li>• Develop a strategy to the council capital asset strategy focusing on a number of key and or easy win projects</li> <li>• Establish, manage and report on budgets, being conscious of the need to deliver value for money for our ratepayers</li> <li>• Support and respond through CLT, HOST, CPPB and SPFG (SCRG)</li> </ul>	Capital Project Unit

**What this will improve**

Improvement Aspect	Y/N	Rationale
Service Effectiveness	Y	Capital project delivery timelines
Service Quality	Y	Clear governance, processes and project prioritisation
Efficiency	Y	Business Case for all Capital expenditure
Innovation	Y	Driving and supporting innovation through Capital Performance Asset Strategy Programme

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New unit so past performance statistics not available or relevant

<b>How we will track our performance</b>				
<b>How much will we do</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Actual to date</b>	<b>2020/21 Target</b>
% attendance	N/A	N/A	N/A	95%
% time invested in team briefing, training, development and performance conversations	N/A	N/A	N/A	>=5%

### 3. Resources

	Current	Proposed	Comment
Staffing	5	5	Carry out a review of staffing level related to the groups responsibilities, workload and council capital ambitions
Revenue Budget	£391,300	£330,100	The current (20/21) budget shown is the revised budget prepared last Summer. It includes an additional amount for C19 related costs. The proposed (21/22) budget does not include this (based on a normal year).
Capital budget	£	£	
Other resource impacts	e.g. accommodation needs, ICT equipment, office supplies.		
Resulting Service Impact	Capital delivery to achieve Corporate Plan outcomes requirements		

## 4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc
		I	L	R		I	L	R	Tolerate / Action				
1	External funding delays impact causing project delay, with particular reference to COVID19	4	3	12	Governance including process to define budgets	4	2	8	Action	Review, embed and communicate governance arrangements. Also incorporate lessons learned.	Ongoing	AD	
2	Staff training budget reduced due to council financial pressures	4	3	12	Establish training need with particular reference to audit recommendations	4	2	8	Action	Establish risk of not investing in staff training	Ongoing	AD	
3	Sustainable Investment decisions	4	3	12	Test investment decisions via business cases. Implement 5 case model.	4	2	8	Action	Improve Strategic Need and Economic Approvability testing and profiling at an early stage.	Ongoing	AD	
4	Low staff morale causing poor service performance	3	3	9	Team Briefings, investment in staff development, focus on positive working environment	3	2	6	Action	Maintain focus on communication and engagement	Ongoing	AD	
5	Non-adherence to CPU project managers handbook	4	3	12	Governance arrangements, Audits	4	2	8	Action	Review, embed and communicate governance arrangements	Ongoing	AD	
6	Physical environment not fit for purpose	2	4	8	Flexible working, hot desking	1	4	4	Tolerate	Council estate wide office needs under review via a outline business case	Ongoing	AD	Limited opportunity in current offices
7	Lack of communication from Service area on their proposed projects	2	4	8	Raise through HOST,	2	3	6	Action	Build relationships with key clients service units and improve processes where there are known issues.	Ongoing	AD	



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		I	L	R		I	L	R	Tolerate / Action				
8	Failure to develop asset management strategy.	5	4	20	Asset management working group to be set up	5	3	15	Action	Actively participate in the working group and bring project forward. Engage with CLT on initiative Procurement model investigations	Ongoing	AD	

## 5. Monitoring and Review

In adherence with corporate requirements, including quarterly reporting to Committee. Performance will also be discussed at regular manager meetings and all staff workshops.

## 6. Conclusions

This plan provides focus for the service for the 2021/22 financial year.

## 7. Appendices

Who are your customers and what do you know about them

<b>Customers</b>	<b>Profile / characteristics</b>	<b>Interest</b> <i>How much does our work and our plans impact upon this stakeholder and vice versa? (Low, Medium or High)</i>	<b>Power</b> <i>How much influence does this stakeholder have over the success or failure of our work and our plans? (Low, Medium or High)</i>	<b>Support</b> <i>What is this stakeholder's current view of our work and our plans? (Supporter, Neutral or Critic)</i>
CLT	Chief Executive and Directors	High	High	Supporter
HOST	Heads of Service, typically with responsibility for a Service comprised of a broad range of functions	High	High	Supporter
Service Unit Managers	Managers, typically with responsibility for specific functional unit	High	Medium	Supporter
All staff	The entire ANDBC staffing population	High	Low	Supporter
Elected Members	40 Aldermen and Councillors	High	High	Supporter
NIAO	Northern Ireland Audit Office	Low/Medium	Medium	Neutral
Residents and the wider public	All residents	Medium	Low	Neutral
Businesses	All businesses in ANDBC	Medium	Low	Neutral

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Wider public sector	Other Councils Govt Departments and other agencies	High	Medium	Neutral

## 2.2 What are your customers' needs/demand levels

<b>Customers</b>	<b>Needs / demands from the service</b>
CLT	Supporting compliance Enabling performance improvement and strategic capital development.
HOST	Supporting Services Enabling performance improvement
Service Unit Managers	Supporting Services Enabling performance improvement
All staff	Supporting compliance Communication Transfer of knowledge Enabling performance improvement
Elected Members	Supporting compliance Enabling performance improvement
NIAO	Supporting compliance Enabling performance improvement
Residents and the wider public	Supporting compliance Providing value for money Communication Enabling performance improvement
Businesses	Providing skills and opportunities to bid for services/supplies
Wider public sector	Applications for grant aid and evidencing of same Policy input and delivery Partnership on policy and delivery to improve services and efficiency