

STRATEGIC CAPITAL DEVELOPMENT

Service Plan: 01 April 2022 – 31 March 2023

NOVEMBER 2021



Ards and
North Down
Borough Council

APPROVALS

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	For Audit purposes please ensure this is signed.	
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04/03/2023	04/03/2022	04/03/2022

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1. Introduction

Service	Strategic Capital Development
Included Service Units	Capital Projects
Directorate	Finance and Performance
Purpose of Service	<p>The purpose of the Strategic Capital Development Service is to support, advise and provide strategic direction across all Council directorates, to support the successful delivery of Council's Capital Projects Portfolio in line with our PEOPLE-focused priorities.</p> <p>To fulfil this role and deliver an effective and efficient service we:</p> <ol style="list-style-type: none"> I. Adopt a structured approach to project delivery, utilising best practice tools and techniques, recognised by the likes of Central Government, HM Treasury and Project Delivery Professionals e.g., Five Case Model, NEC Contracts, and the Capital Handbook II. Proactively identify, apply, and secure partner funding from various sources to achieve our ambitions of investing and enhancing the Borough to drive the economy and attract new visitors, businesses, and residents. III. Prioritise projects to maximise Benefits Realisation and the delivery of Best Value for Money (BVfM) on behalf of Stakeholders IV. Seek opportunities to enhance sustainability across both our new and existing assets V. Embrace technology, ensuring officers are adequately trained and provided with the tools and equipment needed to deliver the required service VI. Implement robust governance procedures to manage the often complex and challenging situations that arise in the delivery of capital projects in Local Government and the Public Sector
Key customers / stakeholders and their needs	<p>Our key customers are Council directorates requiring professional advice and support in the delivery of their Strategic Capital Projects during the following key stages:</p> <ul style="list-style-type: none"> • Project Brief Development • Business Case & Feasibility Study Preparation

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	<ul style="list-style-type: none"> • Design & Construction Process • Commissioning, Handover & Defect Correction • Post Project Evaluation <p>To a varying degree, other key stakeholders include:</p> <ul style="list-style-type: none"> • Elected Members / politicians • AND Ratepayers (Residents & Businesses) • Facility operators / end users / customers / Visitors • Community Groups, Schools, Charities, Churches, Sports Clubs, Youth Clubs, Youth Council & Funeral Directors • Central & Local Government Departments • Various Northern Ireland Public Bodies e.g., Forest Service, NIEA, NIHE, NMNI, NITB, NI Water, PSNI, Sport NI & SIB • Other local councils <p>Strategic Need: To develop and implement a strategy that supports Council to successfully deliver the Capital Projects Portfolio in line with our PEOPLE-focused priorities, internal governance, and project delivery procedures.</p> <ul style="list-style-type: none"> • Promote the Borough to attract investment, visitors & new residents • Reduce our carbon emissions to help our residents and businesses to reduce theirs • Improve our open spaces and facilities to make them accessible for all • Integrate tackling anti-social behaviour into the design of new Council facilities • Increase opportunities for people to be active by investing in greenways, blueways, parks and accessible beaches • Improve how we provide services to meet our customers' needs • Progress transformation & efficiency opportunities to ensure continued value for money
<p>Context, challenges & key assumptions</p>	<ol style="list-style-type: none"> 1. Covid-19: Staff continue to work efficiently and effectively in the delivery of our services from home. In line with the recent easing of restrictions, we have identified both the spatial and technological requirements for our service to embrace agile working, including the implementation of hot desking, paperless processes, videoconferencing and use of other digital platforms. 2. Capacity to integrate and develop the technical skills and knowledge of new staff members is challenging given the current working arrangements; however, the team has

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	<p>adapted well by adopting a collaborative and proactive approach to their professional development.</p> <p>3. The following assumptions have been made in the formulation of this plan:</p> <ol style="list-style-type: none"> a. Council will receive the total amount of partnership funding from government departments as set out in the Capital Projects Portfolio (c50% - some of which is yet to be secured). b. The Strategic Transformation Programme (including the Estate Strategy and Office Rationalisation) will gain momentum, which will inform the detailed requirements for a number of capital projects and drive efficiency in the organisation. c. Generally, projects will receive the backing and support of ratepayers, elected members, statutory consultees, and any other key stakeholders, to allow the project to progress efficiently through the design, planning and construction stages. d. The rate of inflation on capital construction costs remains within the projections currently forecast by industry professionals and organisations such as BCIS.
<p><i>Reflection on previous performance – successes and lessons learned</i></p>	<p>Our service has performed well and responded effectively to the challenges posed by Covid-19 during 2021/22. Some notable successes include:</p> <ul style="list-style-type: none"> • Staff attendance rates at Q3 2021/22 was 100%. • Forecast expenditure for the Service Unit remains within budget. • Strategic Capital Development has played an integral role in securing >£10.5M of additional capital funding from central government during 2021/22. • In line with the organisation’s commitment to professional development, all project officers/managers have successfully attained the industry recognised NEC4 Project Manager’s Accreditation within the last 12 months. In addition, the Capital Project and Programme Manager has received a scholarship from Central Government and is currently enrolled on the Project Leadership Programme: a 12-month development programme led by Cranfield University for leaders of sizeable projects (£20m+) or holding a senior leadership role in a major project (£100m+). • Due to the success of Strategic Capital Development in supporting the delivery of its ambitious 10-year capital plan, Council has recognised the need for three additional staff to meet the increasing workload and demands from across the organisation for our services (further resources may be required to progress the Estate Strategy and

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	<p>Office Rationalisation projects, and this will remain under review).</p> <ul style="list-style-type: none">• A key success within the reporting period has been the re-establishment of the Capital Projects Advisory Group (CPAG), which is chaired by the Head of Strategic Development to share information and lessons learned on all ongoing and planned Capital Works (construction, maintenance, and sustainability)

2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

The Strategic Capital Development Service can be expected to have a direct impact on the following:

Community Planning Outcome	PEOPLE priority	Our focus for 2022/2023
Promote the Borough to attract investment, visitors & new residents	Prosperity	Progress the development and delivery of Council's strategic projects that will increase visitor numbers and enable people in Ards and North Down to benefit from a prosperous economy e.g., Bangor Waterfront Redevelopment
Reduce our carbon emissions to help our residents and businesses to reduce theirs	Environment	Identify opportunities to incorporate green energy solutions and embed Council's sustainability strategy within the brief for all strategic capital projects to reduce carbon emissions and move towards net carbon zero e.g., Solar Power Installation to service Cairn Wood car park & toilet facilities
Improve our open spaces and facilities to make them accessible for all	Opportunity	Progress the development and delivery of Council's strategic projects that will improve access to open spaces and facilities e.g., Greenways, Ward Park Redevelopment & Whitespots.
Integrate tackling anti-social behaviour into the design of new Council facilities	Pride	Working with key stakeholders and consultants to identify opportunities and incorporate innovative design solutions that discourage and/or reduce anti-social behaviour e.g., Donaghadee Sports Facilities & Bangor Waterfront Redevelopment
Increase opportunities for people to be active by investing in greenways, blueways, parks and accessible beaches	Life	Progress the development and delivery of Council's greenways projects and continue to liaise with relevant stakeholders such as DfI Blue/Green Active Travel Unit
Improve how we provide services to meet our customers' needs	Excellence	Progressing any of Council's strategic projects will make a positive difference to everyone who has a stake in the Ards and North Down Area

Progress transformation & efficiency opportunities to ensure continued value for money	Excellence	Continue to prioritise those strategic projects that maximise Benefits Realisation and the delivery of Best Value for Money (BVfM) on behalf of everyone who has a stake in Ards and North Down e.g., Estate Strategy and Office Rationalisation
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3. Key activities for 2022/2023

SERVICE:	Strategic Capital Development		
Community Plan Outcome:	Supporting All Outcomes		
Corporate Plan PEOPLE priority:	Excellence		
Council KPI(s):	-		
Service Objective:	To assist all directorates to develop and deliver their strategic projects and associated benefits		
What difference will it make?	These activities will assist Council to successfully deliver the Capital Projects Portfolio in line with our PEOPLE-focused priorities		
Underpinning strategies:	Project Management Policy, Estates Management Plan & Sustainability Road Map		
Business as Usual activities we will deliver in 2022/2023 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal / External partners)
Progress the development and delivery of Council's strategic projects	Ongoing	Andrew Dadley	All Services
Contribute to the identification, application and securing of partnership funding from external bodies e.g. The Levelling Up Fund, Complementary Fund & TRPSI	Ongoing	Andrew Dadley	All Services
Monitor and report on the progress of Council's strategic capital projects throughout the design, planning and construction processes. Implement a proactive approach to obtain the approval of statutory bodies, highlighting potential delays and taking appropriate mitigating actions	Ongoing	Andrew Dadley	All Services, Consultants & Statutory Consultees
Continue to inform the organisation through Project Boards, CPPB, CPAG, SPFG and support directorates reporting to relevant Council committees	Ongoing	Andrew Dadley	All Services
Collaborate with 3 rd parties in the audit of project delivery processes and procedures by our Service Unit, including the implementation of any recommendations	Ongoing	Andrew Dadley	All Services

Service Objective

What service development/improvement will we undertake in 2022/2023?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Embrace technology to develop an interactive reporting dashboard for all capital projects, which provides a clear visual representation of key data such as cost, programme, and risk	Innovation	To help the Project Board, Senior Management and Elected Members to understand and make informed decisions regarding project delivery and potential outcomes	March 2023	Steven Ferguson	All Services
Develop a standard template to effectively track the progress of active planning applications and responses from Statutory Consultees	Service Quality	To identify potential delays / risks impacting on securing a timely planning approval at the earliest opportunity and implement mitigating actions	June 2022	Gayle Wilson	Consultants
Establish a centralised repository for all Project Briefs and Business Cases	Service Quality	Information sharing across all Council sections to aid effective decision making	May 2022	Julia Kane	All Services

Service Objective

What service / activities will we be stopping / changing in 2022/2023	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Implement Project Manager Handbook	Action complete - Handbook implemented in 2021/22	N/A	N/A	N/A	N/A

Strategic Capital Development

What service / activities will we be stopping / changing in 2022/2023	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Develop templates to assist service units to ensure governance protocols are adhered to	Action complete – Templates included in handbook and currently being utilised by all directorates for all strategic capital projects	N/A	N/A	N/A	N/A
Implement the 5 Case Business Case Model	Action complete – all new strategic capital projects follow the 5 Case Model	N/A	N/A	N/A	N/A

Performance Measures (Should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 YTD	2022/23 Target
Provide training sessions on the implementation of the Capital Handbook as required	Existing	Annual	N/A	N/A	N/A	N/A	N/A	Yes	No	Yes
Support and respond through CLT, HOST, CPPB and SPFG	Existing	Quarterly	N/A	N/A	N/A	N/A	N/A	Yes	Yes	Yes
No. of engagement sessions with potential partnering organisations (cumulative)	Existing	Quarterly	N/A	N/A	N/A	N/A	N/A	8	7	8
% Spend against budget	Existing	Quarterly	N/A	N/A	N/A	N/A	N/A	80.56%	98.19%	100%
% Staff attendance	Existing	Quarterly	N/A	N/A	N/A	N/A	N/A	99.81%	100%	95%

Strategic Capital Development

Performance Measures (Should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 YTD	2022/23 Target
% Staff reporting regular receipt of team briefings	Existing	Quarterly	N/A	N/A	N/A	N/A	N/A	100%	100%	100%
% Staff receiving regular Pride in Performance Conversations	Existing	Quarterly	N/A	N/A	N/A	N/A	N/A	N/A	80%	100%
Develop and implement interactive reporting dashboard for all capital projects	New	Annual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes
Develop a standard template to effectively track the progress of active planning applications and responses from Statutory Consultees	New	Annual	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes

4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner
		I	L	R		I	L	R	Tolerate / Action			
1	External funding delays impacting on project delivery, benefits realisation, and Value for Money	4	4	16	Apply internal governance procedures to monitor and report on identified issues	4	2	8	Action	Review, embed and communicate governance arrangements. Also incorporate lessons learned.	Ongoing	AD
2	Sustainable Investment decisions	4	3	12	Test investment decisions via business cases & Implement 5 case model	4	2	8	Action	Appropriately test Strategic Need and Economic Viability at an early stage	Ongoing	AD
3	Low staff morale resulting in poor service / performance	3	3	9	Regular Team Briefings, investment in staff development, focus on positive working environment	3	2	6	Action	Maintain focus on communication and engagement	Ongoing	AD
4	Non-adherence to Capital Handbook	4	3	12	Governance arrangements & Quality Assurance Audits	4	2	8	Action	Review, embed and communicate governance arrangements, processes, and procedures	Ongoing	AD
5	Office accommodation / physical environment not fit for purpose	2	4	8	Flexible working, hot desking	1	4	4	Tolerate	Estate wide Council office requirements to be reviewed as part of an outline business case	Ongoing	AD
6	Lack of communication with Internal Clients to establish future project pipeline and key requirements / deliverables	2	4	8	Raise through HOST	2	3	6	Action	Develop existing relationships with relevant service units and seek to improve processes where issues have been identified	Ongoing	AD
7	Failure to develop suitable asset management strategy	5	4	20	Asset management working group to be established	5	3	15	Action	Actively engage as part of the working group to progress project and engage with CLT to investigate potential Procurement models	Ongoing	AD
8	Unplanned need to support delivery of non-strategic capital projects impacting on delivery of strategic capital programme of works	5	4	20	Increase awareness through forums such as CPAG. Adopt consistent approach to capital delivery across the organisation by implementing best practice and sharing lessons learned	5	2	10	Action	Engage with all directorates to review and confirm anticipated pipeline of capital works (irrespective of scale / scope / complexity)	Ongoing	AD

5. Resources

<p>Are all actions resourced within the current (2022/23) budget plan? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>
<p>Will additional resources be required? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If no please comment in Section A below how the actions will be funded, i.e. Staff Resources, Equipment, Revenue Budget, Capital Budget.) (If yes please detail additional resources in Section B below.)</p>
<p>Section A: There is adequate staff resources and budget to deliver this plan.</p>
<p>Section B:</p>
<p>Staff: N/A</p>
<p>Financial: N/A</p>
<p>Other: N/A</p>
<p>If the required additional resources are NOT available, please state:</p>
<p>What is the likely impact on performance? N/A</p>
<p>What is the likely impact on the public? N/A</p>
<p>What is the likely impact on staffing? N/A</p>

6. 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.

7. Conclusions

This plan provides focus for the service for the 2022/23 financial year.

8. Appendices

Who are your customers and what do you know about them?

Customers	Profile / characteristics	Interest <i>How much does our work and our plans impact upon this stakeholder and vice versa? (Low, Medium or High)</i>	Power <i>How much influence does this stakeholder have over the success or failure of our work and our plans? (Low, Medium or High)</i>	Support <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

Customers	Profile / characteristics	Interest <i>How much does our work and our plans impact upon this stakeholder and vice versa? (Low, Medium or High)</i>	Power <i>How much influence does this stakeholder have over the success or failure of our work and our plans? (Low, Medium or High)</i>	Support <i>What is this stakeholder's current view of our work and our plans? (Supporter, Neutral or Critic)</i>
Wider public sector	Other Councils Govt Departments and other agencies	High	Medium/High	Neutral

What are your customers' needs/demand levels?

<i>Customers</i>	<i>Needs / demands from the service</i>
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