



**Causeway
Coast & Glens
Borough Council**

Capital Works, Energy & Infrastructure

BUSINESS PLAN

&

RISK REGISTER

(Appendix 1)

2018/2019

SECTION 1

Purpose of this plan

- Give a clear sense of what the service is for and the challenges it faces.
- Show how it is supporting Council's priorities.
- Show how it is contributing to the efficiency drive and transformation of service delivery.
- Show how it is aligning its resources to meet the challenges ahead.
- Help us to hold ourselves to account and ensure we deliver for Council and its residents.
- Bring key information together in one place about the service, which Members, staff and stakeholders can understand.

The Vision for the service area

The Capital Works, Energy & Infrastructure Service Plan sets out the yearly plan for the new Infrastructure division of Causeway Coast and Glens Borough Council's Environmental Services Department in the context of the vision, core values and the five strategic priorities of our Council Strategy 2015-2019.

It should also be noted that even though we are almost three years into the new organisation, we are still in a period of change and transformation as the new Council, formed on 1st April 2015, continues to review performance and evolve processes and approaches to deliver efficient services.

Causeway Coast and Glens Borough Council's overarching vision is to maximise the benefits of our unique location and landscape by providing ambitious, accessible, innovative and efficient services which fulfil customer expectations.

Strategic Themes / Functions

The objectives within this business plan outlines the key objectives within the Capital Works, Energy and Infrastructure section within Environmental Services.

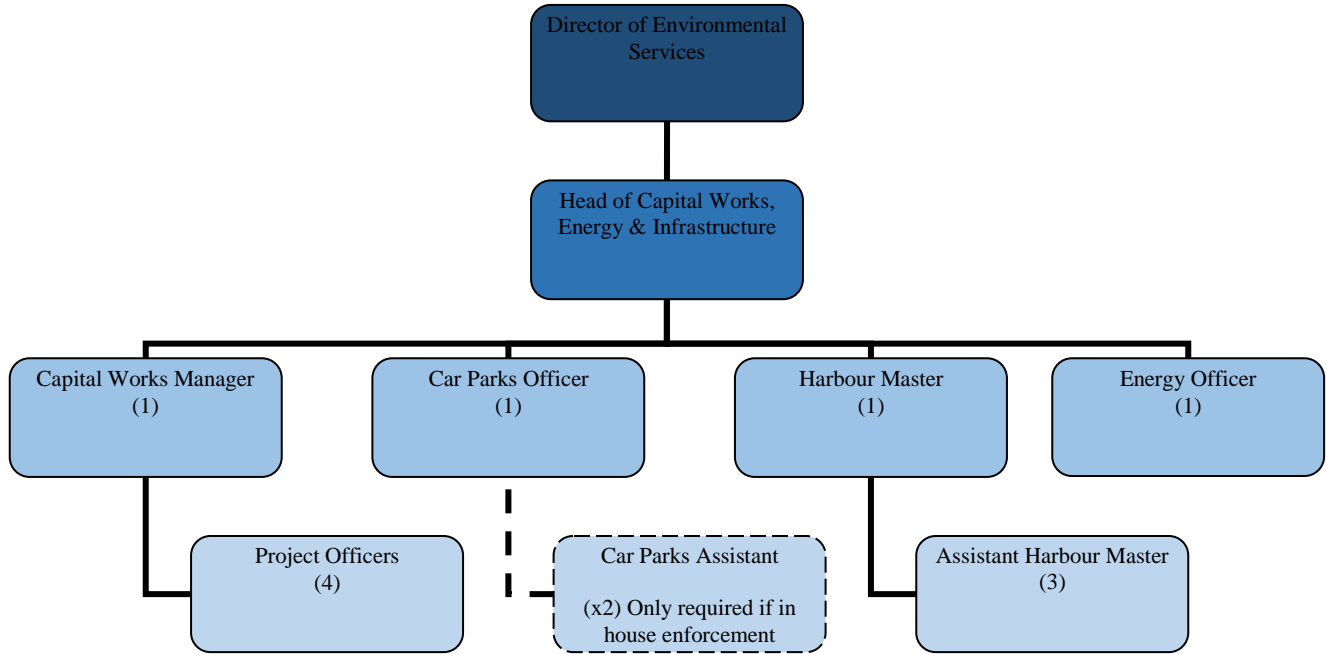
1. Manage Capital projects meeting customer expectations inclusive of Time, Cost & Quality and reducing life cycle costings (LCC) for new assets.
2. Manage Car Parking within the Borough in conjunction with new initiatives investigation
3. Energy Efficiency – targeting most advantageous projects both from carbon reduction and cost perspective – via an Energy Management Strategy (EMS)
 - a. Low Carbon and Energy Management Guidelines for New Buildings to be included at Feasibility and Design Stages providing support right through to Practical Completion Stage
 - b. Energy Security – back-up generators and connections for Key Locations and Dedicated Rescue Centre's
4. Management of harbours and marinas to maximise footfall and stake holder numbers.
5. Map and forecast coastal management and associated implications.

Strategic Aims of the Service

The Capital Works, Energy & Infrastructure Service will make a difference to the long term value and usability of the Councils facilities, and to support others in ensuring that there are no issues which are likely to give rise to the health and wellbeing of users or the general public. The service focuses on the development and implementation department structures, policies and processes along with budgetary control with transparencies of business cases and defects reporting to support timely and appropriate interventions.

- To provide an efficient and transparent service to internal & external council customers
- To deliver a legislatively compliant, clean and defect free attractive estate, enhancing expectations and experience
- To meet the financial expectations of Council and remain in budget
- To support Council Strategy

Organisational Structure



SECTION 2

SWOT Analysis

<p>Strengths</p> <p>Capital Works</p> <ul style="list-style-type: none"> • Expertise and skill set to match organisation needs • Excellent competitive open tendering and performance specification delivery • Efficient templates and consultancy framework • In House expertise & capability to develop and fit for purpose solutions • Established team of permanent staff <p>Harbours & Marinas</p> <ul style="list-style-type: none"> • 4 main visitor facilities based in close proximity to the cruising route along the North Coast. • Good tidal access. • Diverse range of customers/users and stakeholders. • Lift-out and boat storage service available. • Modern pontoon facilities at the main facilities. • Traditional harbours with unique character. • Active sailing and boating clubs within area. • Customer demand (demand outstrips availability) • Direct links to town for visitors. • Outstanding scenic coastline and cruising area. • Expanding water sports market. • Close proximity to significant tidal energy resource. 	<p>Weaknesses</p> <p>Capital Works</p> <ul style="list-style-type: none"> • Staff demands due to volume of work, particularly externally funded projects • No established document management system to manage / control projects • Funding deadlines often set unrealistic targets • Organisation wide awareness of available technical support at early stages of projects • Construction procurement expertise <p>Harbours & Marinas</p> <ul style="list-style-type: none"> • Lack of capacity for existing demand. • Size capacity of berths/moorings is limited compared to the increasing average vessel size. • Limited capacity to cater for cruise ship market. • Congestion at Portrush Harbour pontoon during peak season. • Lengthy waiting times for berths/low turnover. • Use of seasonal agency staff for front facing service – poor continuity. • Significant maintenance and lifecycle costs. • Restricted landside space for Harbour functions or new service provision or improvements/expansion. • On-going dredging maintenance requirements. • Limit to potential profitability/income. • Trade depends on weather and climate.
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Car Parks

- Comprehensive secure contract for in place for enforcement, processing and maintenance of P&D machines.
- Collaborating with the other ten Councils for future delivery options.
- Income.

Energy and Water

- Expertise and required skill sets to match organisation needs including scrutinising Legacy Energy Water Compliances issues
- Excellent competitive open Energy Tendering providing competitive fixed price over 2 years for Gas and Electric Energy Consumptions
- Providing Low Carbon and Energy Management Guidelines and In House Support for New Buildings/Systems to be included at Business Case, Feasibility, Design through to Practical Completion Stages
- In House expertise & capability to develop fit for purpose energy solutions
- In House Support for Energy/Water Projects to Business Cases
- Collaboration with other Councils and Local Universities for future delivery options (Energy Management Forum, QUB and UU)
- Building strong working relationships with Key Suppliers - Collaboration with NIW for NI Pilot Scheme for Water Efficiency Improvements for all Council Estates
- EMS delivered
- New Pivot Table Type Energy and Water Spreadsheets designed and delivered in house; robust data transfer direct from invoices to support reporting and T&M
- Collaboration with Funding Manager to identify, source and secure funding within the UK and Europe for innovative energy projects
- Further development of Microgrid Strategy through to feasibility stage

Energy Management Strategy to signpost direction

Car Parks

- Current legislation.
- Set up costs for seasonal charging.
- Maintenance costs.
- Lighting.
- Car Park tariffs.

Energy and Water

- Managing Legacy Utility Compliance Issues still surfacing especially with Tenant Leases – time consuming
- Legislation Change required to remove current Policy Restrictions limiting Council evolving into Energy Supplier with economies of scale to support both Estates and Local Community e.g a Microgrid Company
- Current Purchase of oils framework approx £25k more expensive per year than local suppliers bidding
- Obsolescence of BEMS at numerous locations
- Remote access to BEMS – IT Strategy and support required
- Current BEMS software protocols are closed design – 3 different suppliers for BEMS all with closed protocols
- Internal Organisation Awareness
- Multi-site dispersed Estates results in weaker economies of scale and increased maintenance costs

Opportunities	Threats
<p>Capital Projects</p> <ul style="list-style-type: none"> • The Capital Asset Realisation Team (CART) provides an excellent forum to progress asset realisation. • Deliver a large number of projects “In House” – removing the need for external services • Pro-active approach to learning lessons learned • Provision of innovative solutions. • Integrate technical expertise at Stage 1 to provide appropriate solutions • Provision of better Life Cycle Costing (LCC) of projects. • Reduction in Energy consumption by integrating Energy Management Strategy into new projects • To use “in house” personnel to develop under-utilised assets – many opportunities exist to increase revenue significantly. <p>Car Parking</p> <ul style="list-style-type: none"> • Realisation of car parking assets and other areas – opportunity of seasonal income subject to Council adoption of improved car parking strategy. • Develop Market Yard Coleraine into a multi useable space and parking when available. • Enhance the delivery of our pay and display car parks to facilitate better compliance and ease of use. • Develop our tourism and infrastructure parking requirements – based on need. • Commercial realisation of assets. • Excellent car parking strategy – sign posting objective to deliver the five key objectives 	<p>Capital projects</p> <ul style="list-style-type: none"> • Contractors continue to be litigious, awareness of potential claims • Construction economy on upward trend – impact on tenderers pricing strategy • As most Capital Projects <£500k, this can reduce the number of experienced consultants who are interested in delivering projects. <p>Car Parking</p> <ul style="list-style-type: none"> • Current proposal of an extension to the existing car parking services contract (enforcement and ticketing) too long (3 years). • Department for Infrastructure need our decision by Sept 2018 making time limited regarding procurement evaluation of alternative offers. • Capacity of Park & Ride facilities Portrush. • Tourism capacity at peak times is limited – given the substantial increase in visitor’s year on year. • Capacity for adequate parking for successful delivery of the British Open golf championship

Energy and Water

- Reduction in Energy consumption via better building design, renewable technology, LED lighting, Solar PV, remote monitoring via good BEMS, low technology Air Sourced Heat Pumps.
- Low Carbon and Energy Management Guidelines for New Builds
- Private Wire, Island Schemes for Leisure Centres re Gas and Electricity, CHP, Solar Thermal and Solar PV for installation at 3 Leisure Centres
- Compressed Natural Gas, Compressed / Refrigerated Bio-methane, and Electric/Hybrid Vehicles to have direct impact on carbon transport reduction
- Rapid Charging Network Growth for NI Councils
- Traditional Lamp Replacement with LED Programme
- Energy and Water Data Capture provides remote monitoring and targeting opportunities to inform, support and promote positive behaviour efficiency changes
- New Pilot Project in collaboration with NIW for Water Efficiency of Council Estates
- Explore opportunity for installation of Water based heat pumps systems at Council Harbours and Marinas
- Adoption of the Energy Management Strategy
- Real Time Water Logging at key sites and areas of high risks e.g. marinas, remote unattended sites

Harbours & Marinas

- Develop effective mooring/berthing allocation policies.
- Seek larger commercial operations.
- The ability to train new staff for the future under apprenticeship scheme.
- Provide bespoke berthing facilities for charter

Energy

- Electricity Parallel Generation LV Connections difficult to secure with NIE thus reducing economic advantages
- Electricity export agreements difficult to secure with NIE. Thus reducing economic advantages.
- ALL NIROCs ended 31/3/17 – alternative funding opportunities required
- Carbon Tax Threat currently unknown due to abolition of DECC - will CCL be applicable to all energy supplies in future
- No new scheme Renewables Incentives from NI Central Government
- NI only part of UK without renewables support
- Poor BEMS Reporting
- Poor Real Time Water Leakage Reporting

Harbours and Marinas

- Permanent recruitment of harbour staff is difficult due to limited availability of experienced applicants in the marketplace.
- Significant life cycle costing (LCC) for harbour and marina facilities.
- Increased environmental pressures and

<p>operators.</p> <ul style="list-style-type: none"> • Promote facilities to encourage visitors. • Support commercial fishermen in expanding niche markets. • Support ferry operators to expand visitor numbers. • Users are still passionate about boating. • Cost saving exercises with combined maintenance/inspection scheduling. • Planned maintenance to spread cost impact. • Expand cruise ship visits and create extra landing points with increased capacity. • Develop staff training and skills • Explore the needs of the offshore energy sector. • Funding opportunities via DFC in Portrush as a result of the golf British Open 2019 • Capitalise on need for cruise passenger embarkation at Portrush for the British Open 2019 	<p>regulations.</p> <ul style="list-style-type: none"> • Increased restrictions on dredging operations. • Reduced budget to support maintenance and resourcing of facilities. • Economic pressures reduce customer ability to maintain lifestyle. • Gaining management control of harbours involves a culture change for the user, resulting in potential conflict and poor working relationships. • Loss of trade to other competitive facilities.
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Summary Narrative

Capital Works, Energy & Infrastructure is a commercial orientated department within the Environmental Services department and is critical to bring sound commercial and business efficiency to the new organisation delivering real monetary impact efficiencies together with enhanced user experience.

PESTEL Analysis



<p>Political</p>	<p>Capital Projects Significant projects will provide monthly updates to elected members by way of Project Boards. This will update members on each projects performance in relation to time, cost, quality and risk.</p> <p>Quarterly update of Capital Projects to Environmental Services Committee</p> <p>Projects which have the potential to have an impact on the public will provide early public engagement by way of Information Workshops and Public Consultations as appropriate.</p> <p>Regular interaction with elected members to obtain feedback both positive and negative.</p> <p>Energy</p> <p>Energy is significant in this area as incentification schemes change annually. Working closely with funding officers within the organisation is critical as this creates opportunities to signpost direction, reduce carbon footprint and reduce energy costs.</p> <p>Difficult to obtain electricity export permission to NIE supply network (grid) – thus difficult to fully harness renewable electricity generation plant.</p> <p>Electricity Parallel Generation LV Connections difficult to secure with NIE thus reducing economic advantages</p> <p><u>Government Intervention in Economy Impacts on business</u> Abolition of RHI Support – NI only part of UK that does not have the luxury of thermal energy support to reduce carbon footprint by implementing renewables technologies</p> <p>Abolition of DECC – what will replace the tax system – risk of CCL tax being applied to all energy supplies – post 2019 CCL Tax may escalate greatly</p> <p>Abolition of NIROCs – no further support for renewables generation</p> <p>BREXIT – Future impact on energy costs and energy security unknown</p> <p>CC&G EMS now delivered - Work closely in collaboration with Department of the Economy to have influence on their NI Energy Strategy Output currently being developed</p> <p>New Pilot Project in collaboration with NIW for Water Efficiency of Council Estates</p> <p>Harbours & Marinas</p>
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	<p>Landward side investment continues within Towns supported with harbours and marinas. Portrush to benefit from significant investment as a result due to the hosting of the golf British Open. As with energy, working with funding officers to secure external funding is essential. A new round of EMFF funding is available for commercial fishing operations in Harbours to improve facilities.</p> <p>Car Parks</p> <p>The transfer of the Off Street Parking functions from the DRD to local councils occurred on 1 April 2015 by virtue of the Off Street Parking (Functions of District Councils) Act 2015 (Note only 12 of the 37 car parks currently charge. This has presented Council with a revenue opportunities. It was agreed at the recent rates workshop to assess potential income opportunities with the current existing charging parking assets. It is important to create a car parking policy to effective manage car parks and generate a balanced revenue to share costs across an appropriate user spectrum and to collaborate this with stake holders to ensure business stimulation and revenue collection.</p> <p>Political and public adoption of the car parking strategy will ensure correct strategic direction. Economic stimulation balanced with revenue collection is critical to ensure best use of capacity and to manage traffic flows.</p> <p>Additional enforcement is essential throughout the Borough to address compliance problems with P&D (pay and display), inappropriate parking and illegal overnight campervan use.</p>
<p>Economic</p>	<p>Capital Works</p> <p>Construction economy on upward trend – impact on tenderers pricing strategy resulting in increased costs.</p> <p>Continue with robust and competitive tendering process to obtain optimum market value.</p> <p>Energy</p> <p>Funding for new energy reduction projects limited and the removal of the renewable obligation certificate (ROC) scheme (Mar 17) removes incentivisation of some carbon reduction schemes.</p> <p>Difficult to obtain electricity export permission to NIE supply network (grid) – thus difficult to fully harness renewable electricity generation plant and thus business cases more challenged.</p> <p>Risks of Liquid fuels and LPG costs hike due to BREXIT uncertainty and possible trade tariffs on liquid and gaseous fuel imports.</p> <p>Electricity Parallel Generation LV Connections difficult to secure with NIE thus reducing</p>



	<p>economic advantages</p> <p>Further development of Microgrid Strategy through to feasibility stage</p> <p>Car Parking</p> <p>Car parking is at a cost Council, due to maintenance and necessary enhanced parking up grades – eg proposed variable messaging signs VMS, park and ride space development (currently under provision for events). Increase in enforcement throughout the Borough is also urgently required.</p> <p>Currently 10 car parks are chargeable, however this may increase to other areas to spread the costs above and to assist economic stimulation</p>
<p>Social</p>	<p>Capital Projects</p> <p>It is important to deliver all projects for the benefit of the user to ensure the best enjoyment of assets incorporating high standards of accessible facilities.</p> <p>Energy</p> <p>Reducing carbon emissions is key and to set an example within Local Government is key in this area. As CC&G has enforcement (building control) it is essential our new and existing properties set an excellent standard regard low energy consumption.</p> <p>Existing and New Builds in Council Estates must be the bench mark for Low Carbon and Energy Efficiency and for demonstrating and delivering successful Business Case and Best Practice Examples</p> <p>Transport Carbon – natural gas conversion to existing diesel engine, dedicated Compressed/Refrigerated Bio-methane Fueled Vehicles, Hybrid Vehicles, Electric Vehicles (EV), Installation of ESB EV Rapid Charge Points across Borough</p> <p>Generate Energy Awareness and Positive Behavior Changes through Targeting and Monitoring and Positive Feedback through Energy Champions (CC&G Big Dozen)</p> <p>Generate Water Awareness and Positive Behavior Changes through Targeting and Monitoring and Positive Feedback through new Pilot Scheme with NIW</p> <p>Harbours & Marinas</p> <p>Maintaining harbours and working with landward side to ensure maximum benefit of these assets.</p>



	<p>Car Parks</p> <p>The proposed draft car parking strategy addresses the social need and economic management of these assets.</p> <p>A set of objectives for the parking strategy have been developed. These primarily consider the Council’s economic, social and environmental objectives and are cognisant of the issues identified to date.</p> <p>The objectives for the Causeway Coast & Glens Parking Strategy are as follows:</p> <ol style="list-style-type: none"> 1. Ensuring that parking supports economic vitality within the Borough 2. Ensuring that parking supports tourism and large events 3. Ensuring that parking takes place in appropriate locations and promotes connectivity 4. Providing high quality parking and information, ideally through technology 5. Providing parking for all types of users
<p>Technological</p>	<p>Capital Projects</p> <p>Projects continue to utilise the latest techniques and materials to ensure new and current assets are maximised to full potential as minimum cost to Council</p> <p>Embrace new technologies and innovative solutions to exceed minimum requirements</p> <p>Energy</p> <p>Remote monitoring and enhanced building management system (BEMS) are being incorporated into the designs to provide energy consumption data to integrate with T&M Positive Behavior Change Programme – CC&G Big Dozen Agreed Baseline for Energy/Water Efficient Consumption.</p> <p>Bio-Fuel /Gas Opportunities for Leisure Centre CHP’s and Transport</p> <p>Development of CC&G “2014” Microgrid Strategy through to feasibility stage</p> <p>Addition of remote water logging units in line with WRAS improvements</p> <p>Car Parks</p> <p>New P&D delivery options are under investigation for possible introduction in Oct 2019. This may include the use of camera technology and contactless payment in conjunction</p>



	<p>with smart phone technology.</p> <p>VMS (variable messaging signs) are also signposted with the draft car parking strategy and will enhance the visitor experience.</p>
<p>Environmental</p>	<p>Capital Projects</p> <p>Performance of new assets both from a Life Cycle Costing (LCC), reduced maintenance and energy consumption is a high priority.</p> <p>Implementation of procurement requirements which instigate adoption of high levels of environmental standards through project design and delivery (CEEQUAL, BREAM)</p> <p>Ensure compliance with all Statutory requirements, including development of Habitats Regulations Assessments, Marine Construction Licences etc.</p> <p>Harbours & Marinas</p> <p>The Borough of CC&G is an area of outstanding natural beauty with a need for excellent harbour and marina facilities to provide a first class cruising / boating / yachting area. Healthy recreational fishing opportunities and scenic landscapes are prime attractions for visitors. Close proximity to environmentally sensitive area present some challenges and future changes in legislation could have an impact on the boating / yachting market. Harbours are exposed to severe weather and sea conditions necessitating continuous monitoring and repairs where necessary.</p> <p>Coast Protection & Management</p> <p>It is important to monitor our areas of coast line which are in Council ownership to allow an informed proactive approach – not only to allow for remedial action but to forecast the financial aspect of potential remedial work.</p> <p>Energy</p> <p>Renewable technology funding has enabled CC&G to install our solar installations to 343kW** – significantly reducing carbon emissions.</p> <p>Environmental Aligns with Political to deliver CHP Island Schemes and Private Wire</p> <p>Strict Business Case and Commercial Financial Assessment required for any future renewables schemes after abolition of NIROCs support</p> <p>** Includes 3kW Old Mill Cloughmills Ground based System</p>



	<p>LED Technology reduces energy consumption – Phase 1 underway £135K investment with payback less than 5 years</p> <p>Phase 3 LED Project to Business Case approval stage</p> <p>Car Parking</p> <p>To ensure adequate provision at appropriate locations to remove the aspect of customers searching for parking spaces, thus removing the need for additional journey times.</p> <p>Ensure and increase enforcement within all Borough areas to stop inappropriate overnight vehicle use.</p>
Legal	<p>Capital Works</p> <p>Health & safety remains the 1st priority within project delivery. Contract selection and administration critical with all capital projects. Ensuring correct procurement protocols to secure competitive fair contractor selection / tender awards.</p> <p>Ensure procedures are in place which protect Councils liability</p> <p>Harbours and Marinas</p> <p>Currently Governed by statutory legislation and carry huge health and safety responsibilities. Modernising Byelaws, plans and terms and conditions are essential.</p> <p>Energy</p> <p>Continue to ensure all Display Energy Certificates are up to date, include positive impact of renewables and are displayed within our facilities.</p> <p>Continuing <u>Legacy</u> Generation Compliance and Contract Issues - RVLC CHP G59, RVLC Lease Frustration, Loughanhill CA Site and Garvagh CA Site Windturbines dismantle, Craigahulliar Landfill Fuel versus landfill Biogas and CC&G Future Royalty Risks.</p> <p>Car Parks</p> <p>Ensure all future delivery options are legally enforceable.</p> <p>A need exists to increase Penalty Notice Charges (PCN) recovery and the cost to recover needs examined and improved post Oct 2019.</p>



	<p>Illegal overnight campervan activity needs address as per above and identified within draft car parking strategy.</p> <p>Improvement in enforcement throughout the Borough in necessary (currently only in P&D car parks) to deal with inappropriate parking.</p>
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Summary Narrative

Capital Works

Delivering new or refurbished assets within capital projects contributes largely within the Borough to create better user experiences for our citizens, whilst improving sustainability and life cycle costing with minimal impact.

Energy

This area is in harmony with both reducing our carbon foot print / emissions and also reducing cost of energy, with the added benefit of setting society examples and to utilise funding. This process has already commenced.

Secured Fixed Price, 2 Year Gas and Electric Contracts except with NIAUR Approved Pass Through Costs Increases/Decreases

Lamp Replacement Programme for LED Lamps continuing – Second phase underway £135K

Car Parks

The addition of these key assets to Council has created great potential to influence footfall with our key Towns, however many stake holders exist and strategy and collaboration essential to deliver asset management in this area.

Harbours & Marinas

Council Harbours and Marinas suffer from operating at a budget deficit and expansion is constrained by the huge investment costs required to increase capacity. Future investment support may be available to support social and economic needs for the area and should be investigated.

SECTION 3

Strategic Aims and Objectives

Aligned with Council's Strategic Aims and Objectives

1. Leader and Champion.
2. Accelerating our Economy and Contributing to Prosperity.
3. Innovation and Transformation.
4. Resilient, Healthy and Engaged Communities.
5. Protecting and Enhancing our Environments and Assets.

Strategic Objective				
1. Capital Works Delivery				
Link to Corporate Aims and Objectives				
<ul style="list-style-type: none"> • Innovation and Transformation • Protecting and Engancing our Environments and Assets 				
Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Delivery of projects to the standards of time, quality, cost	Capital Projects Manager	N/A	2018/19	Post project reviews both at strategic and operational level
Ensuring Health and Safety remains our highest priority	Capital Projects Manager	N/A	2018/19	Accident / Incident Statistics and regular team reviews
Provide value for money innovative solutions	Capital Projects	N/A	2018/19	Post project review

	Manager			
Implement performance specifications to ensure integration of energy management targets and Life Cycle Costings	Capital Projects Manager	N/A	2018/19	Feedback from Estates
Provide consultation with stakeholders both internal and external, through all stages of projects	Capital Projects Manager	N/A	2018/19	Post project review
Implement the 4 stage Capital Programme Management System	Capital Projects Manager	N/A	2018/19	Capital Projects Review Group
Provide technical assistance to internal departments at Stage 1	Capital Projects Manager	N/A	2018/19	Feedback from Internal Clients
Utilise effective procurement mechanisms to ensure appropriate contract selection	Capital Projects Manager	N/A	2018/19	Post project review
Correct contract selection for both scheme quality and project financial control	Capital Projects Manager	N/A	2018/19	Post project review
Provide project financial transparency and audit	Capital Projects Manager	N/A	2018/19	Post project review and Audit report
Ensure contractual arrangements in place which protect Council liability	Capital Projects Manager	N/A	2018/19	Post project review
Ensure sufficient resources in place to deliver projects effectively	Capital Projects Manager	N/A	2018/19	Resource scheduling and prioritisation
Creation of template PQQ & ITT documentation	Capital	N/A	2018/19	Liase with Procurement

	Projects Manager / Procurement Officer			
Continual professional development training	Capital Projects Manager	N/A	On-going	Identify training needs
Creation of a centralised technical reference library	Capital Projects Manager	N/A	On-going	Systematic procedure rolled out
Progress Projects from Stage 1 to Stage 2 (21nr, Capital value £8.5m)	Capital Projects Manager	N/A	2018/19	Work Planning
Progress Projects from Stage 2 to Stage 3 (16nr, Capital value £7m)	Capital Projects Manager	N/A	2018/19	Work Planning
Progress Projects from Stage 3 to Stage 4 (8nr, Capital value £9.2m)	Capital Projects Manager	N/A	2018/19	Work Planning
Provide on-going in-house Consultation, Analysis, Review and Support of Projects re Low Carbon Building/Systems Energy Design Business Case Checklist and Benchmarking	Capital Projects Manager and Energy Manager	N/A	2018/19	Post Project Review

Strategic Objective				
2. Energy Management Strategy				
Link to Corporate Aims and Objectives				
Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Complete an Energy Management Strategy – for Council approval, signposting obligations and solutions to meet these.	Energy Officer	N/A	Completed March 18	
Setting to an organisation energy awareness and visibility process to ensure service operators (Council Depts) understand usage implications.	Energy Officer	N/A	Sept 18	
Remote BEMS Monitoring – CLC, RVLC, JDLC, Jim Watt and Dungiven Sports Centre, Riada House, Cloonavin, Ballymoney Town Hall		£45K	Sept 18	
Complete LED lighting replacement Phase 2	Energy Officer	£135K	June 18	
Installation CHP – at Coleraine Leisure Centre, RVLC and JDLC – Project Briefs and feasibility	Energy Officer / Capita Projects Manager	£600K	June 18	
Commence LED Phase 3 – Feasibility and Business Case – Harbours, Marinas and Car Parks with Smart Lighting Technologies – presence detection power up/down	Energy Officer / Capita Projects Manager	£150k	Dec 2018	
Full time energy officer	John		Jan 18	Appointed

	Richardson			
Transferred TNI Car Parks Electrical Supply Changeover and Upgrade to Metered Supplies – progression by Estates	Energy Officer	N/A	June 18	

Strategic Objective				
3. Car Park Management				
Link to Corporate Aims and Objectives				
Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Create and deliver a Borough car parking strategy	John Richardson	N/A	April 18	Council agreed
New delivery option – prepare & deliver a competitive tendering process for the operational management, enforcement and revenue collection of Council car parks – in readiness for Post TNI contract	John Richardson	£200k	Oct 18	
Registry of car parks lands to CC&G	John Richardson	N/A	Oct 18	
Commercial Development – Product placements, trading permits and advertising opportunities.	John Richardson	N/A	Ongoing	Traders in place
Develop a request document template in relation to the request to use car parks for events.	Thomas Vauls	N/A	Ongoing	
Implement car parking Strategy objectives	Thomas Vauls	N/A	Ongoing	
Deliver car parking element of the Tourism, Traffic & Infrastructure Study	Thomas Vauls	N/A	Oct 18	
Deliver Market Yard, Coleraine into Multi Use space and car parking facility.	Thomas Vauls	£190k	Dec 18	
Implement seasonal charging and enforcement	Thomas	£240k	July 18	

	Vauls			
Assess Park & Ride sites, Portrush	Thomas Vauls	N/A	Jan 2019	
Transfer of lighting from TNI to Council and review lighting in all car parks and upgrade to metered supply and LED lamps with smart lighting technology and controls.	John Richardson and MC	£200KK	July 18	

Strategic Objective

4. Harbours & Marina - Ensure the safe use of Harbours and Marinas.

Link to Corporate Aims and Objectives

Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Establish and maintain an inspection register for all elements of Harbour and Marina equipment and infrastructure	Harbour Master	N/A	ongoing	Action against jobs. Reduction in
Establish and maintain a risk register for all activities and devise risk assessments for them.	Harbour Master	N/A	ongoing	An increasing portfolio of tasks and risks that have been assessed.
Training of staff in Health and Safety, First Aid, marine related skills, etc. to ensure competence in their roles. Develop a training program.	Harbour Master	£5K	ongoing	Achievements of staff skills and completing a training programme.
Ensure Harbours and Marinas are resourced with sufficient levels of staff	Harbour Master	As budget	ongoing	Coverage of operational hours to meet demand.
Investigate trading pitch or activities around harbours to increase harbour footfall and secondary benefit.	Harbour Master	£+ income	ongoing	Additional uses sited and an increased foot fall

Ensure all harbours Lighting Systems are converted to LED Lamps and are compliant with regulations where suitable business is proved	Harbour Master and Energy Manager	100k	Dec 18	
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Strategic Objective

5. Harbour & Marina - Maintain, improve and upgrade Harbour and Marina facilities.

Link to Corporate Aims and Objectives

Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Consult with and explore needs of the Charter operators and collaboratively construct a business case for additional infrastructure.	Harbour Master	N/A	ongoing	Reduction in congestion at loading points. Better service to customer. Business expansion.
Consult with and explore the needs of the commercial fishermen and collaboratively construct a business case for additional infrastructure.	Harbour Master	N/A	ongoing	Business expansion. Increase in vessel visits. Increase in Catch Value through the ports
Explore the potential of the offshore renewable industry and the level of service/facility required to service it.	Harbour Master/ Development	N/A	ongoing	Confirmation of need
Assess the condition of Harbour and Marina infrastructure including life cycle costs and plan for replacement/maintenance works as required.	Harbour Master	N/A	Completed & ongoing	A condition register and budget capacity built in to cover maintenance or

				replacement works. Reduction in unplanned works.
Develop a Harbour & Marina strategy to include a review of harbour operations, capacity, income/expenditure, schedule of rates, future development potential, maintenance scheduling, lifecycle costing of infrastructure, etc.	Harbours Team	£TBA	12 months	Schedule of rates designed relevant to services provided. Annual P.I. (actual spend against projected). Etc.
Assess the condition of Harbour and Marina infrastructure including life cycle costs and plan for replacement/maintenance works as required to advise capital programme. To include LED Lamp upgrades and smart lighting technology and controls	Harbour Master and Energy Manager	N/A	12 months	A condition register and budget capacity built in to cover maintenance or replacement works. Reduction in unplanned works.

Strategic Objective				
6. Harbour & Marina - Establish enhanced working relationship between Council and Customers.				
Link to Corporate Aims and Objectives				
•				
Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Host regular customer consultation forums with stakeholders for each harbour and marina Commercial / Charter / Boat Owners / Customers	Harbour Master	£1K	ongoing	Target for meetings per year. Attendance figures.
	Harbour	£2K	ongoing	Well attended events with

Organise events to encourage communication between boat owners and Council and to capture all requests for consideration	Master			positive feedback. Increased two way communication.
Complete customer fee / mooring portability throughout the Borough to encourage the movement of existing and new customers	Harbour Master	N/A	ongoing	Increase in movement between facilities of permanent customers.
Investigate lighting/energy saving potential cost saving	Harbour Master/ Energy Officer	N/A	ongoing	Reduction on energy consumption

Strategic Objective

7. Harbours and Marina – Ensure environment is protected and enhanced.

Link to Corporate Aims and Objectives

Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Review and develop oils spill contingency plans in line with legislation.	Harbour Master	2K	12 months	Completed and validated plans for each facility.
Train staff to be competent in the event of pollution control being required	Outside Trainer	4K	12 months	All staff are trained with reference to Oil Spill Response
Review and purchase the appropriate oil pollution equipment for each facility where necessary	Harbour Master/ Outside Consultant	5K	12 months	Equipment requirements of plans are met.

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Strategic Objective				
8. Harbours & Marina				
Maximise the business potential of Council assets to increase income to offset against cost.				
Link to Corporate Aims and Objectives				
•				
Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Ensure all available moorings/berths are occupied to full potential. Draft protocol to ensure fair and transparent allocation practices.	Harbour management	0	ongoing	Reduction in empty berths/moorings
Explore commercial shipping potential at relevant Harbours	Harbour Master	1K	ongoing	New commercial business secured
Explore potential and expand the number of Cruise call visits to the area.	Harbour Master/ Tourism	1K	ongoing	Increase in number of calls and new vessels
Continue work on marketing the area as a sailing/boating destination in conjunction with the Tourism department.	Harbour Master/ Tourism	N/A	ongoing	Increase in the length of stay in the area. Encourage new visitor sailors to the area.
Revise facility capacity and usage to ensure maximum benefit (in consultation with users)	Harbour Master	N/A	ongoing	Total capacity available

Prepare for demand for harbour egress and ingress for British Open Golf - July 2019 (possible temporary service increase)	Stakeholder team	£TBA	1.5 yrs	Numbers verified
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Strategic Objective				
9. Coast Protection and Management				
Link to Corporate Aims and Objectives				
•				
Work Streams / Operational Actions / Outcomes	Responsible Officer	Budget £	Timescale	Performance Indicators
Quantify and map areas of responsibility to manage and forecast remedial action in collaboration with environmental officers – allowing for budget forecasting and awareness	John Richardson	£15K	Dec 18	Condition surveys and mapping complete

SECTION 4

Capital Works, Energy & Infrastructure

Financial Position for 17/18

Capital Works Delivery

Staffing

Current Project Delivery

1 X capital projects manager

4 X project officers

Staffing costs =

- Progress Projects from Stage 1 to Stage 2 (21nr, Capital value £8.5m)
- Progress Projects from Stage 2 to Stage 3 (16nr, Capital value £7m)
- Progress Projects from Stage 3 to Stage 4 (8nr, Capital value £9.2m)
- Capital Programme / pipe line projects

Total capital project value £25M

Harbours & Marinas

INCOME						
2017-18 CHARGES						
	STATIC MOORINGS	FISHING VESSELS	FERRY INCOME	FUEL SALES	CASUAL BERTHING / SLIPWAYS	TOTAL NET INCOME
BALLINTOY HARBOUR	£538.72	£272.32				£811.04
BALLYCASTLE HARBOUR & MARINA	£80,210.77	£2,214.69	£32,000.00	£1,888.60	£23,870.00	£140,184.06
COLERAINE MARINA	£45,560.29	£0.00		£274.50	£14,500.00	£60,334.79
DALRIADA	£0.00	£0.00			£0.00	£0.00
DUNSEVERICK HARBOUR	£0.00	£0.00			£0.00	£0.00
MAGILLIGAN	£0.00	£0.00			£0.00	£0.00
PORT AN DHU	£0.00	£0.00			£0.00	£0.00
PORTBALLINTRAH HARBOUR	£592.00	£157.87			£200.00	£949.87
PORTRUSH HARBOUR	£32,495.14	£628.30		£3,292.30	£7,000.00	£43,415.75
PORTSTEWART HARBOUR	£6,313.04	£479.97				£6,793.01
RATHLIN HARBOUR	£2,998.15	£728.36			£6,500.00	£10,226.51
REDBAY HARBOUR	£296.53	£795.08				£1,091.61
WATERFORD	£0.00	£0.00				£0.00
					TOTAL	£263,806.62

EXPENDITURE						
OPERATIONAL						
	SALARY	MATERIALS, CONSUMABLES, RATES ETC.	OPERATIONAL MAINTENANCE	INSPECTION COSTS	UTILITY COSTS	TOTAL NET OPERATIONAL EXPENDITURE
BALLINTOY HARBOUR	£3,000.00	£5,813.49	£1,500.00	£8,312.50	£0.00	£18,625.99
BALLYCASTLE HARBOUR & MARINA	£45,000.00	£11,600.00	£3,000.00	£10,218.75	£14,200.00	£84,018.75
COLERAINE MARINA	£45,000.00	£8,500.00	£1,500.00	£10,218.75	£5,500.00	£70,718.75
DALRIADA	£1,500.00		£1,500.00	£10,218.75	£0.00	£13,218.75
DUNSEVERICK HARBOUR	£1,500.00		£1,500.00	£4,343.75	£600.00	£7,943.75
MAGILLIGAN	£3,000.00	£4,281.00	£1,000.00	£10,218.75	£7,200.00	£25,699.75
PORT AN DHU	£1,500.00		£1,500.00	£4,562.50	£0.00	£7,562.50
PORTBALLINTRAH HARBOUR	£4,000.00	£400.00	£2,000.00	£10,218.75	£0.00	£16,618.75
PORTRUSH HARBOUR	£45,000.00	£10,420.00	£2,000.00	£10,218.75	£2,100.00	£69,738.75
PORTSTEWART HARBOUR	£4,000.00	£3,363.00	£2,000.00	£10,218.75	£1,100.00	£20,681.75
RATHLIN HARBOUR	£30,000.00	£3,000.00	£2,000.00	£13,808.75	£5,141.00	£53,949.75
REDBAY HARBOUR	£3,000.00		£0.00	£10,218.75	£500.00	£13,718.75
WATERFORD	£3,000.00		£3,000.00	£10,218.75	£0.00	£16,218.75
					TOTAL	£418,714.74



LIFECYCLE COSTINGS	
(to include dredging, maintenance, rock armour replacement etc)	
AVERAGE YEARLY COST BASED ON 32 YEAR PERIOD	
BALLINTOY HARBOUR	£16,578.12
BALLYCASTLE HARBOUR & MARINA	£120,718.75
COLERAINE MARINA	£39,531.25
DALRIADA	£2,812.50
DUNSEVERICK HARBOUR	£8,785.00
MAGILLIGAN	£38,810.62
PORT AN DHU	£7,343.75
PORTBALLINRAE HARBOUR	£50,156.25
PORTRUSH HARBOUR	£218,715.62
PORTSTEWART HARBOUR	£30,575.00
RATHLIN HARBOUR	£175,078.22
REDBAY HARBOUR	£24,337.50
WATERFORD	£9,610.94
TOTAL	£743,053.52

SUMMARY	
Income From All Harbours and Marinas	£263,806.62
Less Expenditure (Operational)	-£418,714.74
Less Expenditure (Lifecycle Costing)	-£743,053.52
TOTAL ANNUAL DEFICIT	-£897,961.64

Energy and Water Costs For Year end 2018 and Budget FY 2019

2017/18 Business Plan			2018/19 Business Plan
Item	Budget Cost	Cost to Date	Budget Cost
Nat Gas	£ 371,865.49	£ 329,886.78	£ 376,161.40
Electricity	£ 698,540.05	£ 744,262.10	£ 939,041.10
DERV [^]	£ 831,423.80	£ 691,408.00	£ 720,000.00
LPG [#]	£ 25,379.02	£ 23,787.00	£ 35,218.40
KERO [*]	£ 86,717.26	£ 78,733.34	£ 86,717.26
GAS OIL ^{**}	£ 47,699.37	£ 33,185.83	£ 47,699.37
GAS OIL M/C	£ 93,493.28	£ 84,147.86	£ 93,493.28
CELtd	£ 25,857.59	£ 26,017.66	£ 25,857.59
Veolia Cogenco ^{~~}	£ -	£ -	£ -
£ Total Energy	£ 2,180,975.87	£ 2,011,428.57	£ 2,324,188.41
Water and Sewage ^{\$\$}	£ 153,901.00	£ 194,962.96	£ 159,056.68
TE ^{\$\$}	£ 39,426.00	£ 21,699.58	£ 40,746.77
£ Total Water / Sewage / TE	£ 193,327.00	£ 216,662.54	£ 199,803.45
£ Combined Energy & Water Total	£ 2,374,302.87	£ 2,228,091.11	£ 2,523,991.87
Annual Estimated ROCs income and Energy Savings Estimate for Installed Solar PV Systems as at 20/3/18			
Estimated ROCs income (£0.0391/kWh)			£ 34,011.58
Estimated Energy Savings (£0.1089/kWh)			£ 27,673.81
Total			£ 61,685.39
Notes to above			
~~ £25k restitution payment from Veolia agreed pending G59 approval by NIE and CHP back in service (Shut down 23/12/16)			
\$\$	Water, Sewage, TE April 2018 increase by NIW	3.35%	
	Fuels	Budget Cost £/Litre	
^	DERV	£ 0.9000	
#	LPG	£ 0.6289	
*	Kero	£ 0.4520	
**	Gas Oil	£ 0.5400	

Impending Energy Projects 18/19

Remote Water Consumption Logging at High Risk and Key Sites	£28K
Remote BEMS Monitoring – various sites	£50K
Complete LED lighting replacement phase 3 (car parks and harbours and marinas)	£150K
Installation CHP – Coleraine Leisure Centre, JDLC, RVLC	£600K

Car Parks

Causeway Coast and Glens Borough Council					
2107/18 Forecast					
Car park Summary					
					Extrapolated for 12 months
Income	Mths 1-9		Budget to Date	Variance	Income & Expenditure 2017/18
Weekly	741,930.94				
PCN	128,229.60				
Park Mobile	47,016.35				
Season	10,884.00				
Total income	928,060.89		1,348,391.00	- 420,330.11	1,012,430.06
Expenditure					
Recharge Invoice	170,945.86		158,031.75	12,914.11	186,486.39
Rates	149,979.91		153,013.00	- 3,033.09	149,979.91
Net Income	607,135.12		1,037,346.25	- 430,211.13	675,963.76



**Causeway
Coast & Glens
Borough Council**