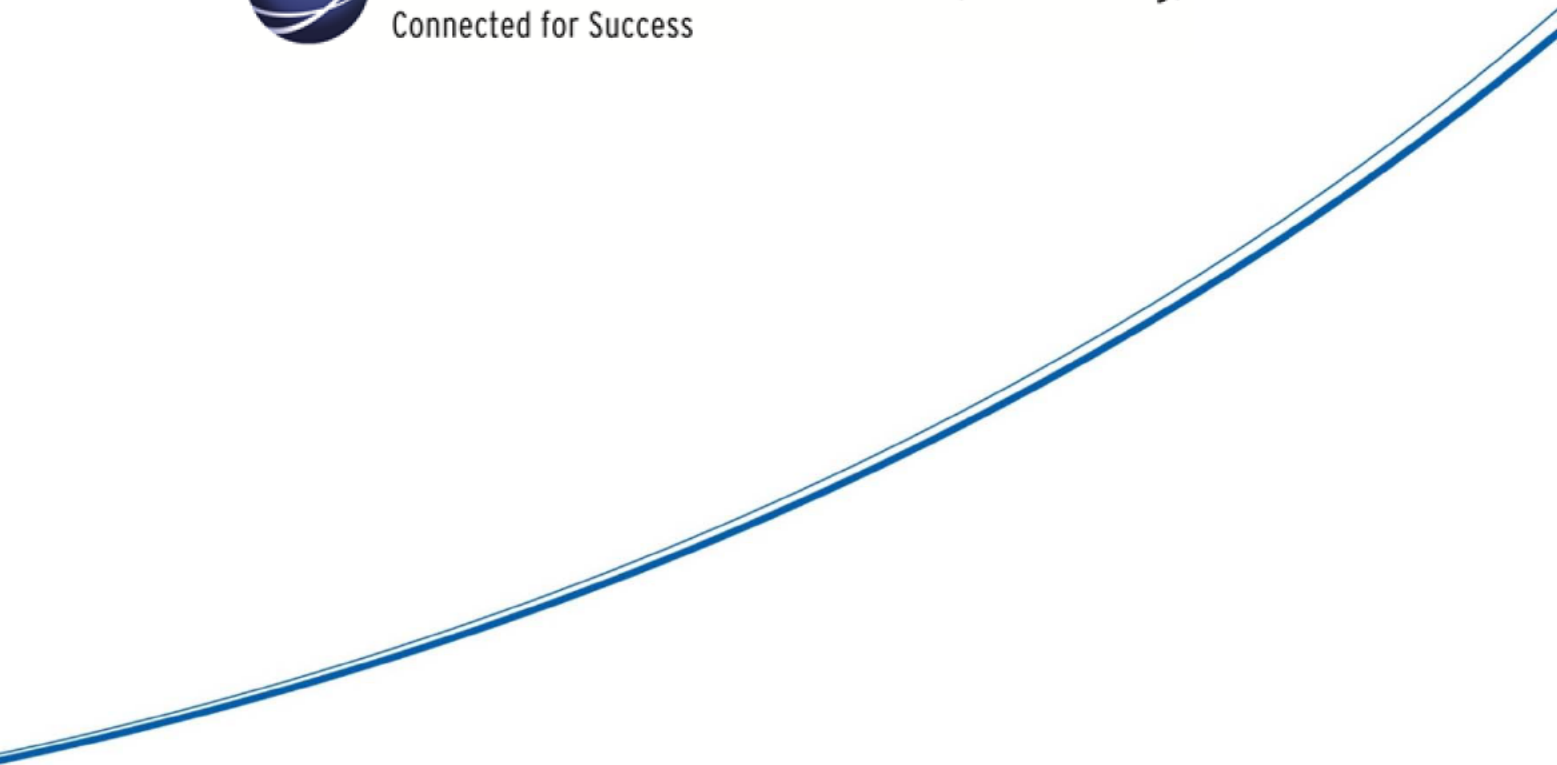




RSM McClure Watters (Consulting)
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OFMDFM

Review of Ilex, the Urban Regeneration Company

Final Appendices Report

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APPENDIX A: REVIEW METHODOLOGY

A. REVIEW METHODOLOGY

A.1. Overview of Our Approach

The stages of work used to undertake this review were designed to address each element of the Terms of Reference detailed in section 2.6 and involved five key work stages, which were as follows:

- Stage 1: Project Planning and Initiation;
- Stage 2: Organisational Context;
- Stage 3: Organisational Performance (in relation to targets; relationships established; governance arrangements);
- Stage 4: Organisational Evaluation and Draft Report; and
- Stage 5: Review Finalisation.

A.2. Detailed Methodology

Stage One: Project Initiation

A project initiation meeting took place with the Steering Group on 30 January 2015 to discuss:

- Review methodology and outputs required;
- Project management and reporting arrangements;
- Overall review timescales;
- Communication plan for key stakeholders and the Department; and
- Overall aims and objectives of the review.

Thereafter a Project Initiation Document (PID) containing a project plan was issued on the 9 February 2015.

Stage Two: Organisational Context

This stage involved a desk review of:

- Relevant policies and strategies;
- Regeneration Plan (the One Plan); and
- Ebrington Framework.

This part of stage two assessed how policy has impacted on the role of Ilex, and how it is expected to contribute to the economic, physical and social regeneration of the Ebrington, Fort George sites and the wider Derry City Council area.

A benchmarking exercise was also carried out and the UK comparators were agreed with the Steering Group at stage one as being:

- Riverside Inverclyde (RI);
- Laganside Corporation; and
- North West Development Office.

Data and information on each comparator was gathered through desk research and telephone interviews. This part of stage two provided comparable information for our assessment of the performance of Ilex.

Stage Three: Organisational Performance

This stage involved a review of:

- Ilex Corporate Plans (focused on 2011-2015; with an overview of 2007-2011; 2009-2012; and 2015-2018);
- Ilex Business Plans (from 2011-2012 to 2015-2016);
- Ilex Annual Reports (from 2011-2012 to 2013-2014¹);
- Ilex Performance Reports (from 2011-2012 to 2013-2014); and
- Staffing Plans / current staffing structure and information on staff turnover etc.

To supplement this information primary research was also carried out as follows:

- Ilex Consultations – face to face interviews with key internal stakeholders, including the Chief Executive, Chairman, Senior Managers / Finance staff etc.
- Stakeholder Consultations – a mix of structured face to face and telephone interviews with relevant external stakeholders, including the sponsoring Departments², Strategic Investment Board (SIB), Derry City Council, Special Advisors, and representatives from other government departments.

Full details of those interviewed at stage three are provided in an Appendix B.

Stage Four: Organisational Evaluation and Draft Report

The objective of stage four was: “examine the roles, responsibilities and effectiveness of Ilex [considering] the optimum means for the delivery of those roles and responsibilities, having particular regard to cost effectiveness”.

A review meeting was held with OFMDFM to consider:

- Emerging themes from the review;
- Evidence gathered to support assessments made; and
- Potential options for the future role of Ilex.

A draft report was then submitted to the Steering Group / Sponsor Department on 9 April 2015.

¹ The 2014/15 Ilex Annual Report was requested however it was not yet available

² OFMDFM and DSD (Sponsoring Department 2003 – 2013)



Stage Five: Review Finalisation

The review of Ilex was finalised based upon feedback from the Steering Group / Sponsor Department.



APPENDIX B: KEY STAKEHOLDERS



B. KEY STAKEHOLDERS

Organisation
Internal Stakeholders
Ilex Senior Staff (x5)
External Stakeholders
OFMDFM
DSD
Derry City and Strabane District Council - Chief Executive designate
Derry City Council - Chief Executive
DCAL
DRD
DEL
Invest NI
Strategic Investment Board



APPENDIX C: ONE PLAN

C. ONE PLAN

C. 1. One Plan Delivery Structure

Regeneration Programme Unit

The Regeneration Programme Unit includes the Chief Executive of Derry City Council, Ilex, the North West Development Office and senior executives from other organisations. It is responsible for planning, co-ordination and delivery across the Catalyst Programmes under the One Plan as a whole, and for ensuring proper resourcing, governance and accountability in each element of the programmes.

Strategy Board

The Strategy Board provides strategic direction and comment on City issues including the One Plan and its emerging priorities.³

The terms of reference for the Strategy Board (dated October 2012) state that its role is to:

- set the overall direction of implementation and delivery;
- remove blockages and obstacles to the progress of projects, supporting the Catalyst Leads;
- provide governance and be accountable with the Interdepartmental Coordinating Group for successfully delivering the One Plan;
- monitor progress and impact and take corrective action if necessary and;
- apply proper programme management reporting mechanisms throughout the Local Development System (e.g. dashboard-type reporting).

Programme Management System / Monitoring of the One Plan

Ilex commissioned an external body to develop a programme and project management system and this is used by Ilex to provide quarterly reports to the Strategy Board. These provide up to date information on performance of the One Plan and the Catalyst projects and include:

- Highlight Report / Dashboard – details performance against jobs targets; an investment / funding summary and an overall summary of progress updates;
- Summary of progress against near term actions (NTA)⁴;
- Catalyst Lead Progress Reports; and

³ <http://www.derrycity.gov.uk/strategyboard/Strategy-Board.aspx>

⁴ Jobs; One Plan Communications and Marketing Plan; Economic Development Strategy/Plan; RLG (Reform of Local Government); Complete the Economic Appraisal for 'Expansion of the University of Ulster in Derry~Londonderry'; Implement the Skills Action Plan; Complete the development plan for the NMRC MaSN increase; CoC Legacy Plan & Action Plan; Complete the Tourism Destination Plan; and Transport – DRD)

- Executive Summary – Dossier, Status, Organisations, Investment received and Jobs created.

C.2. One Plan Interdepartmental Coordination Group

The One Plan Interdepartmental Coordinating Group was created to Support the development of the 'One Plan' for the regeneration of Derry/Londonderry and coordinate Executive endorsed activity incorporating the key sites at Fort George and Ebrington.

The group provides⁵ strategic analysis and advice to the Northern Ireland Executive, Government Departments, their agencies and arms-length-bodies, and the Derry / Londonderry Strategy Board on the most appropriate means through which Executive policies, programmes and projects can positively impact on the themes and programmes identified in the One Plan. It also facilitates and coordinates requests from the Derry / Londonderry Strategy Board within the context of existing spending priorities and budgets and work across Government and with other corporate bodies and groups to achieve the aims of the One Plan. The Group monitors progress and provides a forum for the discussion and resolution of cross-cutting issues that affect more than one Department.

One Plan Interdepartmental Coordination Group: Jobs Promotion Sub-Group

A jobs sub group of the One Plan Interdepartmental Coordination Group was created at the end of 2012 to establish appropriate processes and mechanisms to facilitate reporting against the jobs promotion milestones of Programme for Government Commitment 16.⁶ It has representation from OFMDFM, Department of Enterprise, Trade and Investment (DETI), Derry City & Strabane District Council (DCSDC) and Ilex.

The sub-group meets on a quarterly basis or more frequently if necessary and agreed by the sub-group. Data collected and validated by this sub-group on jobs created as a result of the One Plan is detailed in section 5.6 of the report.

⁵ One Plan Interdepartmental Coordination Group Terms of Reference

⁶ Programme for Government Commitment 16: To develop the One Plan for the regeneration of Derry/Londonderry, incorporating the key sites at Fort George and Ebrington



C.3. One Plan Targets

It has five transformational themes and associated KPIs which are being delivered through 11 Catalyst projects as outlined in the table below.⁷

One Plan Targets

Transformational Theme	One Plan Targets	Baseline at 2010	2015 Target	2020 Target	
Employment and Economy	Inward investment (New jobs per annum)	433	500 per annum	500 per annum	
	Tourism visits	500k	650k	800k	
	Tourism spend	£30m	£40m	£50m	
	Digital business (% employed in financial & business services)	13.7%	15%	>20%	
	Physical access: Airport Passenger numbers	339k	598k	981k	
	Dualling of main access roads to (% of road duelled or motorway)	Belfast	36%	50%	100%
		Dublin	14%	51%	100%
	Average economic activity rate	62.4%	64%	70%	
	Spatial Accessibility - increase number of pedestrian movements (average weekly rate)	200k	220k	245k	
Education and Skills	Literacy & numeracy (% of PS pupils with KS2 - level 4 or above)	78% Maths	82% Maths	86% Maths	
		78% English	82% English	85% English	
	Literacy & numeracy (% of	70% Maths	80% Maths	85% Maths	

⁷ Growing the digital economy; Accelerating the growth of the tourism and cultural economy; establish a co-operative & social enterprise hub; strategy for skills and employment; higher education expansion, particularly the university; early intervention city; Foyle Valley Gateway; Quality Spaces, Places and Neighbourhoods; Health for All; Eco-City: A Transition to Green Energy; Eco-City: Implementation of the ITS (particularly public transport)



Transformational Theme	One Plan Targets	Baseline at 2010	2015 Target	2020 Target
	PS pupils with KS3 - level 5)	78% English	82% English	85% English
	Attainment (increase percentage of school leavers achieving greater than 75% NI average of 5 GCSEs including English and Maths)	78%	80%	82%
	Increased skills (reduce % of working age population with no qualifications)	29%	25%	20%
	HE - increase full-time under graduate students	2415 full time undergraduates	4415 full time undergraduates (increase of 2000 including 1000 MaSN)	6000 full time undergraduate students (9400 FTEs at Magee)
Building Better Communities	Poverty (% of children in income support households)	40%	35%	30%
	Community integration (% of population happy to live in integrated area)	65%	75%	>90%
	Volunteering (% of adult population volunteering)	27%	35%	40%
	Community safety (% of population who feel safe in city centre)	45%	60%	>75%
Health and Well being	Life expectancy (Standardised Mortality Ratio, NI=100)	111	109	107
	Smoking related deaths - Age Standardised death rate (per 100,000 persons)	162.1	160.1	157.1



Transformational Theme	One Plan Targets	Baseline at 2010	2015 Target	2020 Target
	Physical activity (% of population involved in regular physical activity)	30%	40%	50%
Sustainable and Connected City Region	CO2 emissions (tonnes per capita)	10.1	8.5	7
	% trips by bike	1.5	3	6
	School Travel Plans	5	13 Secondary (all) 22 Primary (50%)	44 Primary (all)
	Recycling and Composting of Household Waste (%)	32	40	50

Source: The One Plan (2011)

C.4. Ilex Role and Performance as Lead Body in the One Plan

Ilex Role and Performance as Lead Body in the One Plan

Programme Activity Ilex is the Lead Body for	Ilex Strategy and Regeneration (S&R) Team Role	Target Outputs and Outcomes ⁸	Outputs and Outcomes Achieved
Ebrington Creative Hub	The S&R team developed the partnership, developed the idea and wrote the business case for the creative Hub at Ebrington.	<ul style="list-style-type: none"> 50 jobs 10,000 sq ft of workspace for creative industries 	The business case for this was approved by Ilex on 18/05/2012 and DFP In June 2012 (note also included under section 6.3). Project not yet completed; planned to be operational June 2015.
Fort George Decontamination Works	Economic Appraisal for Decontamination on Fort George was submitted to DSD 14 April 2011.	2011/12 Business Plan targets: <ul style="list-style-type: none"> Agree methodology with DSD; Seek DFP / Ministerial approval of Economic Appraisal; Tender 	<ul style="list-style-type: none"> DFP approval for Decontamination on 27 June 2011 Ministerial approval for Decontamination obtained 27 July 2011 By February 2013 75% decontamination had been achieved before

⁸ Targets provided by Ilex unless otherwise sourced



Programme Activity Ilex is the Lead Body for	Ilex Strategy and Regeneration (S&R) Team Role	Target Outputs and Outcomes ⁸	Outputs and Outcomes Achieved
		<p>decontamination contract through OJEU given that the quantum of the contract requires procurement through OJEU; and</p> <ul style="list-style-type: none"> • Appoint contractor to carry out decontamination. 	DSD became responsible for Fort George Partially completed before move to DSD (note also included under section 6.4).
Fort George Access Works	No evidence provided.	No information provided.	New entrance created at Buncrana Road roundabout. Decontamination capping layer applied to general site.
City of Culture Capital Projects	Management and oversight of £4.6m to local projects.	No information provided	A total of 33 projects were awarded funding, ranging in size from £8,021 to £398,101. As of 31 March 2013 all projects were complete and expenditure during the year in respect of the scheme amounted to £3,080,543 (2012: £1,288,516). Included in the total is £398,101 in relation to the construction of additional berthing to support cultural and tourism activities. ⁹
Ebrington Cultural Quarter	Events programme for shared spaces developed.	No information provided.	The programme and business case for Ebrington was approved by the Ilex Board in September 2011 to deliver events projects via a scheme of £150k.
Co-operative and social enterprise hub study and action plan	Ilex developed, authored and submitted an application to OFMDFM's Social Investment Fund the 'Centre of Excellence project	No information provided.	Application unsuccessful. ¹⁰

⁹ Ilex Annual Report and Accounts 2012/13

¹⁰ Ilex One Plan Programme Management Report (March 2015)



Programme Activity Ilex is the Lead Body for	Ilex Strategy and Regeneration (S&R) Team Role	Target Outputs and Outcomes ⁸	Outputs and Outcomes Achieved
	for the Promotion of Social Entrepreneurship' (October 2012).		
Develop Skills Escalation Strategy and Action Plan	Information on Ilex's specific role not provided.	No information provided.	Skills Action Plan developed in July to September 2011 and endorsed by Education and Skills Sectoral Working Group. Ilex provides the secretariat support as well as supporting the catalyst lead in taking forward actions, project and initiatives.
Establish Skills Directorate	Information on Ilex's specific role not provided.	No information provided.	Skills Directorate established November 2011.

Source: Ilex Director of Strategy & Regeneration (information provided to RSM McClure Watters March 2015); Ilex Annual Report and Accounts and Business Plans 2011/12; 2012/13; and 2013/14

C.5. One Plan Projects Involving Ilex

The table below details One Plan projects that Ilex were involved in but were not the designated Lead Body responsible for delivery.

One Plan Projects Involving Ilex

Target	Ilex S&R Team Role / Contribution
Connectivity to homes and businesses	The then Ilex CEO Aideen McGinley brokered the deal and secured the investment from BT.
North West Regional Science Park at Fort George	Ilex S&R team led the development of the INTERREG IVa funding bid to develop the €14.5 million NWRSP at Fort George in Derry~Londonderry. This included developing the idea, developing the business case, addressing queries from funders and economists and securing funding approval (€14.5 million). Also developed the £1.2 million business case addendum which released LOO for £12.1 million. It established and supported the partnership and was involved in record keeping, developing programme of works, risks register, reviewing and updating action lists, maintaining records of meetings, and with the stakeholder engagement strategy (note also included under section 6.4).
Thermal mapping of the city commenced	Ilex S&R team developed the idea and it was implementation by the team (project maps areas of energy inefficiency and data used to baseline).
Working with UU on Phase 2 expansion	Ilex S&R team involved in brokering partnerships between the University and private sector, working with UU and lobby groups, liaison with Departments and Minister, leading and providing data and analysis in making the case and most recently leading the Business Case for the Phase 2 expansion.
Memorandum of Understanding between Derry City Council, Ilex, Digital Derry and London's Tech City – CultureTECH Framework in place	Funding provided by Ilex assisted in the delivery of the CultureTECH conference. Ilex's funding has enabled the Digital Champion to attend a number of major digital conferences across the world to promote the work of Digital Derry and CultureTECH.
World Host Steering Group	In November 2011 Ilex set up the WorldHost Steering Group comprising of city stakeholders.
Walking and Cycling Masterplan	Ilex was a partner in the project and designed, funded and project managed that part of the Greenway on the Ebrington site including the connections to St Columb's Park; Dales Corner and King Street as well as the Peace Bridge being a major element of the Greenway.
Foyle Valley Gateway Masterplan	Ilex authored the original Foyle Valley Gateway Initiative proposal in consultation with the key stakeholders within the City.
UNICEF Child Rights Partner Programme in	Ilex providing direction and support to the Catalyst Lead Derry Healthy Cities and is a representative on the Early Intervention Strategic



Target	Ilex S&R Team Role / Contribution
place (UNICEF Child Friendly City status)	Partnership (EISP) which continues to meet on a bi-monthly basis. Ilex played a role in developing the Early Intervention City Framework and Action Plan. This framework and action plan was presented to and endorsed by the Strategy Board in December 2013 and the focus is now on progression of implementation and ensuring strategic connection with key stakeholders.
Draft City Health Plan completed	Ilex S&R team is represented on the Steering Group and facilitated the stakeholder engagement sessions as well as inputting to the development of the plan. S&R team also provides a research and secretariat function to the Catalyst Lead Derry Healthy Cities.
City of Culture programme	Ilex S&R contributed £1.5 million to the City of Culture programme to support economic development through culture and creativity. Ilex S&R team was also responsible for the entire monitoring of progress and impact of the City of Culture programme and associated research and data / economic analysis and led the City of Culture Monitoring Steering Group of local and Central Government partners.
C-TRIC – Stratified Medicine	Ilex submitted a Business Case to OFMDFM for this project however it was not approved.
Walled City Lighting initiative	Ilex S&R inputted to the EA (as a consultee) and was also a Steering Group Member.
Health and Wellbeing – Age Friendly City Charter; Mighty Oaks Ambassador Programme launched; implementation of the Active City Programme and WHO re-designation under way	Ilex played a role in developing the Charter of Rights for Older People, a key feature of the Age Friendly City process and the template for age friendly service delivery in the city. Ilex remains a key representative on both the Active City Steering Group and the Civic Alcohol Forum and work continues on the development of future projects associated with these.
Volunteering Strategy & Action Plan	Ilex S&R team developed the idea, the business case, the action plan and secured funding from partners. It also funded directly the action plan implementation as well as being a member of the Steering Group.
Community Work Programme	Ilex developed, authored and submitted the application to OFMDFM SIF Programme in conjunction with Greater Shantallow Area Partnership securing £3.3m in funding for the Derry City Council area.

Source: Ilex Director of Strategy & Regeneration (information provided to RSM McClure Watters March 2015)



APPENDIX D: NEED FOR REGENERATION OF EBRINGTON

D. NEED FOR REGENERATION OF EBRINGTON

The past decade has seen some improvement in the areas shown in the table below, however there are still significant needs when compared to the rest of Northern Ireland.

Changes in Key Indices for Derry~Londonderry 2003 - 2013

Derry LGD Indices	2003/04	2013/14	Change over last decade
Unemployment Claimant Count	5.5% ¹¹	8.2% ¹²	Performance reduced
Economic Activity (16+) ¹³	39,000 ¹⁴	49,000 ¹⁵	Improved
Economic Inactivity (16+) ¹⁶	38,000 ¹⁷	34,000 ¹⁸	Improved
GVA per head	£11,232 ¹⁹	£13,885 ²⁰	Improved
No of VAT and / or PAYE Registered Businesses	1,975 ²¹	2,610 ²²	Improved
No. of Business Births	195 ²³	240 ²⁴	Improved
Derry (LGD) Multiple Deprivation Rank	Second ²⁵	Third ²⁶	Improved

Derry~Londonderry is ranked the third most deprived local government district (LGD) out of 26 LGDs²⁷ in Northern Ireland while 11 out of the 30 wards in Derry~Londonderry are

¹¹ DETI: Labour Force Survey, June 2014

¹² DETI: Labour Force Survey, June 2014

¹³ The fraction of a population that is either employed or actively seeking employment

¹⁴ DETI: Labour Force Survey 2003 – Data provided by NISRA (12/03/2015)

¹⁵ DETI: Labour Market Structure-Employment, Activity & Qualifications levels by District Council (2008-2013) http://www.detini.gov.uk/index/what-we-do/deti-stats-index/labour_market_statistics/labour_force_survey.htm.

¹⁶ Economically inactive are defined as people who are not in employment or unemployed

¹⁷ DETI: Labour Force Survey 2003 – Data provided by NISRA (12/03/2015).

¹⁸ DETI: Labour Market Structure-Employment, Activity & Qualifications levels by District Council (2008-2013) http://www.detini.gov.uk/index/what-we-do/deti-stats-index/labour_market_statistics/labour_force_survey.htm.

¹⁹ NINIS: <http://www.ninis2.nisra.gov.uk/public>

²⁰ NINIS: <http://www.ninis2.nisra.gov.uk/public>

²¹ In 2003/04 only VAT registered businesses were counted in this calculation. PAYE registered businesses were not included. This should be taken into consideration when comparing 2003/04 figures with 2013/14 figures. ONS: Size Analysis of UK Businesses, 2003 - <http://www.ons.gov.uk/ons/rel/bus-register/uk-business/2003/index.html>.

²² DETI: <http://www.detini.gov.uk/stats-inter-dept-bus-register>

²³ The National Archives: <http://webarchive.nationalarchives.gov.uk/20110928082751/http://stats.berr.gov.uk/ed/vat/index.htm>.

²⁴ DETI: <http://www.detini.gov.uk/stats-inter-dept-bus-register>.

²⁵ Multiple deprivation measures are not available for 2003/04. As a result we have used Derry LGD's ranking in the 2001 multiple deprivation measures as a proxy. http://www.nisra.gov.uk/deprivation/nimdm_2001.htm.

²⁶ Multiple deprivation measures are not available for 2013/14. As a result we have used Derry LGD's ranking in the 2010 multiple deprivation measures as a proxy. NISRA: http://www.nisra.gov.uk/deprivation/nimdm_2010.htm.



within 10% most deprived wards in Northern Ireland.²⁸ Moreover, 43% of the Derry~Londonderry population live in the most deprived Super Output Areas (SOAs). Under-achievement in relation to skills and qualifications is also present in the region. According to the 2011 census, 32.6% of the Derry City Council population have no qualifications; this is higher than the Northern Ireland average of 29.1%.²⁹

²⁷ LGDs as they were up to 31 March 2015

²⁸ The Northern Ireland Multiple Deprivation Measure (NIMDM) 2010 comprises seven domains of deprivation, each developed to measure a distinct form or type of deprivation; income, employment, health, education, proximity to services, living environment and crime

²⁹ http://www.seupb.eu/Libraries/2014_Consultation/Ilex_Consultation_Response.sflb.ashx



APPENDIX E: PERFORMANCE AGAINST BUSINESS PLAN TARGETS

E. PERFORMANCE AGAINST BUSINESS PLAN TARGETS

E.1. Performance against Business Plan Targets - Summary

Year 2011/12

In the year 2011/12 targets were recorded as actions to be taken. The table below provides an overview of Ilex performance against the actions (targets) set in the 2011/12 business plan, detail of performance against each action (target) is contained in Appendix E.2.

Performance against Actions (Targets) 2011/12

Type of Action / Target	Met	Not Met	Not met within timescales ³⁰	Not Met – Outside of Ilex’s control	Insufficient information	Measure / Action Unclear	Total
One Plan	7	1	1	-	-	-	9 ³¹
Ebrington and Fort George	4	7	3	1	-	-	15
Shared Spaces	1	2	2	-	-	-	5
Partners	9	9	3	0	1	-	22
Processes	6	1	3	1	-	1	12
Legacy and Growth	7	6	-	-	-	-	13
Total	34	26	12	2	1	1	76

Source: Ilex Business Plan and Annual Report and Accounts 2011/12; End of Year Performance Report and information & feedback provided by Ilex staff

³⁰ Not met within timescales refers to targets not met within quarter stated but met within that business plan year; those met outside of this timescale are recorded as not met for that year

³¹ Note there were 52 stated in the 2011/12 business plan, however two relating to the oversight and monitoring of an SLA with Derry City Council were no longer applicable after the Ilex’s business plan was subsumed into DCAL’s programme and letter of offer to Derry City Council in relation to the City of Culture

Year 2012/13

In the year 2012/13 targets were recorded as measures to be taken. The table below provides an overview of Ilex performance against the measures (targets) set in the 2012/13 business plan, detail of performance against each measure (target) is contained in Appendix E.2.

Performance against Measures (Targets) 2012/13

Type of Action / Target	Met	Not Met	Not met within timescales ³²	Not Met – Outside of Ilex's control	Insufficient information	Measure / Action Unclear	Total
One Plan	9	2	-	-	-	-	11
Ebrington and Fort George	6	10	1	-	-	-	17
Shared Spaces	4	2	-	-	-	-	6
Partners	7	1	-	-	1	1	10
Processes	10	1	-	-	-	1	12
Legacy and Growth	6	-	-	-	-	-	6
Total	42	16	1	0	1	2	62

Source: Ilex Business Plan and Annual Report and Accounts 2012/13; End of Year Performance Report and information & feedback provided by Ilex staff

³² Not met within timescales refers to targets not met within quarter stated but met within that business plan year; those met outside of this timescale are recorded as not met for that year



Year 2013/14

In the year 2013/14 targets were recorded as measures to be taken. The table below provides an overview of Ilex performance against the targets set in the 2013/14 business plan, detail of performance against each target is contained in Appendix E.2.

Performance against Measures (Targets) 2013/14

Type of Action / Target	Met	Not Met	Not met within timescales ³³	Not Met – Outside of Ilex’s control	Insufficient information	Measure / Action Unclear	Total
One Plan	8	-	-	1	-	-	9
Ebrington and Fort George	7	4	-	-	-	-	11
Shared Spaces	1	2	-	-	1	-	4
Partners	6	2			1	1	10
Processes	11	1				1	13
Legacy and Growth	3	3	-	-	-	-	6
Total	36	12	0	1	2	2	53

Source: Ilex Business Plan and Annual Report and Accounts 2013/14; End of Year Performance Report and information & feedback provided by Ilex staff

³³ Not met within timescales refers to targets not met within quarter stated but met within that business plan year; those met outside of this timescale are recorded as not met for that year

E.2. Performance against Business Plan Targets – Detailed Assessment

2011/12 Business Plan Targets and Performance

Delivery

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
1.1 To champion the implementation of the Regeneration Plan	Final Plan launched	✓				Presented to Board, Strategy Board, SWGs and Ministers	One City One Plan One Voice Launched June 2011	Met
		✓				Finalise EQIA	Completed	Met
	Finance solutions in place to support the projects in the Final Regeneration and Delivery Plan	✓	✓	✓	✓	Preparation of the Investment Delivery Strategy	Investing in the One Plan for Derry~Londonderry 2020 Final Report August 201 ³⁵ outlined the funding requirements of the One Plan ³⁶	Met
	Regeneration Plan submitted to Executive for approval	✓				Liaise with Sponsor Departments	The One Plan was submitted and launched in Quarter 1. Approved by the Executive in Autumn 2011	Met

³⁴ Targets are assessed as either: Met / Not Met / Not met within timescales / Not Met – Outside of Ilex’s control / Insufficient information

Measure / Action Unclear

³⁵ Grant Thornton (2011) Investment report – Investing in One Plan

³⁶ Grant Thornton (2011) Investment report – Investing in One Plan

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
		✓				Departmental / Ministerial feedback incorporated. Agreed Regeneration and Delivery Plan printed and launched	One City One Plan One Voice Launched June 2011	Met
	Delivery of support to City of Culture Co. in line with the Mission of the Regeneration Plan	✓				Agreement of SLA with Derry City Council	Ilex developed business case for £1.5m in line with the One Plan in February 2012. NI Executive agreed that DCAL should take lead on government support to City of Culture and subsumed Ilex's business plan and funding within DCAL's programme and letter of offer to Derry City Council	Not met within timescales ³⁷
			✓			Oversight & Monitoring of SLA – Stage 1 Payment	As Above	Not Applicable
					✓	Oversight & Monitoring of SLA – Stage 2 Payment	As Above	Not Applicable
	Implementation of actions and	✓	✓	✓	✓	Finalisation of the Delivery Plan	Ongoing under each theme	Met

³⁷ Target was not completed within timescales (Q1 2011/12) – business case not submitted until Q4 2011/12 (February 2012)

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
	interventions under each of the five transformational themes							
	Mechanisms implemented to measure achievement of, monitor & report on Plan's mission and objectives		✓			Mechanisms of evaluation implemented	Performance of the catalyst programmes is recorded in a Programme Management Report submitted by Ilex to the Strategy Board on a quarterly basis	Met
	Stakeholder Management Strategy aligned with the Regeneration & Investment Plan		✓			Develop strategy	Stakeholder management strategy not undertaken as it was included in Integrated Marketing, Communications, PR & Event Management Support business case which was subsequently not approved	Not Met and no clear alternative strategy put in place
1.2 To advance the regeneration of Ebrington and Fort George	Engage with sponsor departments on capital delivery mechanisms to progress development on the sites in an effective way incorporating the		✓			Determine optimum solution in agreement with sponsor Departments	Work completed in July/August 2010 by Ilex on a Strategic Outline Case (SOC) outlining the need for a delivery strategy. It was subsequently submitted to DSD and forwarded to DFP however it was not approved. This target was subsequently not progressed.	Not Met and no clear alternative strategy put in place

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
	respective roles of sponsor departments and Ilex.							
	Revised way forward for both sites in the form of Concept Masterplans and Outline Planning applications	✓				EQIA feedback considered	EQIA feedback emerging from the overarching One Plan considered and planning day held in June 2011 which set out revised way forward for both sites in the form of Concept Masterplans and Outline Planning applications	Met
		✓				Appoint consultants	Business Case for appointment of consultants for Fort George approved in June 2011 Consultants appointed in December 2011	Not met within timescales ³⁸
			✓			Detailed applications prepared including consultation with statutory agencies	Ebrington: Concept Masterplan / Framework for Ebrington drafted in 2013 and finalised 2014. Currently still with DSD Planning Division for approval Fort George: Concept Masterplan / Framework drafted December 2011	Not Met ³⁹

³⁸ Target was not completed within timescales (Q1 2011/12) – consultant not appointed until Q3 2011/12 (December 2011)

³⁹ Target was not completed within 2011/12 – Fort George drafted in Q3 2011/12 (December 2011) however the Ebrington framework was not drafted until 2013

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
				✓		Present to Board and finalise Preparation of Business Cases for delivery of sites	Ebrington: Concept Masterplan / Framework for Ebrington drafted in 2013 and finalised 2014. Currently still with DSD Planning Division for approval Fort George: Concept Masterplan / Framework drafted December 2011	Not Met ⁴⁰
	Outline planning permission obtained for both sites				✓	Outline planning for both sites lodged with Planning Service and approval received	Ebrington: not completed within 2011/12 Fort George: not completed within 2011/12	Not Met
	Ebrington: Activity underway to enable the regeneration of the site, including key projects such as:- Complete Public Realm shared space in conjunction with Peace Bridge			✓		Monitor and manage the delivery of the SIAC contract ⁴¹	Ebrington Square part of Public Realm Stage 1 completed 25 June 2011 Peace Bridge opened 25/26 June 2011	Met

⁴⁰ Target was not completed within 2011/12 – Fort George drafted in Q3 2011/12 (December 2011) however the Ebrington framework was not drafted until 2013

⁴¹ Construction firm contracted to develop the Ebrington Barracks parade ground

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
	Provide support and guidance to progress the maritime museum project in line with the overall vision for Ebrington. DCC are the lead and long-term partner in this development partnership.				✓	Business case preparation and approval	Support and guidance provided however the full Business Case is not yet submitted and the project is not approved as Derry City Council is sourcing the remaining additional funding The tender for the Maritime Museum business case was issued in September 2011. Ilex continued to provide support throughout Q3 and Q4. With the support of Ilex £1.5m funding was Stage 1 approved through NITB's TDS scheme in March 2012.	Not Met
	Progress on the development of the clock tower as a key cultural institution	✓				SOC approval	Strategic Outline Case (SOC) not approved by DSD / OFMDFM / DFP. Subsequently the project was not pursued ⁴²	Not Met and no clear alternative strategy put in place
					✓	Business case approval	See above re: SOC approval. In December 2011 Ilex and OFMDFM agreed to pursue an alternative	Not Met ⁴³

⁴² Following submission of an SOC by Ilex, DFP wrote to DCAL in February 2011 in relation to the Strategic Outline Case (SoC) for a proposed Gallery in the Clocktower building at Ebrington. In the letter DFP stated that the affordability issue needed to be addressed and DCAL, OFMDFM and DSD needed to confirm the capital and on-going revenue commitments for the project. In December 2011 Ilex and OFMDFM agreed to pursue an alternative approach, and arising from this Ilex accommodated the Turner Prize for three months in the Creative Hub (Building 80/81)

⁴³ Target was not completed within 2011/12 (Q4 2011/12) – business case for revised approach not approved until Q1 2012/13 (June 2012)

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ⁴⁴
		Q1	Q2	Q3	Q4			
							approach, and arising from this Ilex accommodated the Turner Prize for three months in the Creative Hub (Building 80/81) The Business Case for this was approved in June 2012.	
	Conservation works				✓	Develop business cases and undertake works	Delivered as part of general maintenance by Ilex	Met
	Fort George: Activity underway to enable the regeneration of the site, including key projects such as:- Decontamination	✓				Agree methodology with DSD. Seek DFP / Ministerial approval of Economic Appraisal.	EA for Decontamination on Fort George was submitted to DSD 14 April 2011. DFP approval for Decontamination on Fort George was obtained 27 June 2011 Ministerial approval for Decontamination was obtained 27 July 2011	Met
		✓				Tender decontamination contract through OJEU given that the quantum of the contract requires	Tender documents for Environmental Engineer appointment were prepared in July 2011. Tender documents submitted to CPD in August 2011.	Not met within timescales ⁴⁴

⁴⁴ Target was not completed within timescales (Q1 2011/12) – tender documents not prepared or submitted until Q2 2011/12 (July and August 2011 respectively)

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
						procurement through OJEU		
			✓			Appoint contractor to carry out decontamination	Consultant appointed March 2012	Not met within timescales ⁴⁵
	Agree the optimum solution for VAT treatment in conjunction with the sponsor Departments.			✓		Meet with Sponsor Departments to agree next steps	In February 2008 Ilex, DSD & OFMDFM initiated contact with HMRC to agree optimum solution for VAT. Rejected by HMRC in January 2009. In September 2009 second application submitted which was rejected in November 2009. Further meetings ensued in February 2010, also involving DFP. Throughout the process several papers were provided to the Ilex Board. In May 2011 OFMDFM instructed Ilex not to pursue VAT registration any further. Henceforth, OFMDFM would be party to all contracts and Ilex would manage them.	Outside Ilex's control
1.3 To advance the development	Events programme for shared spaces	✓				Events programme approved by Board	The events programme for the Peace Bridge opening was the subject of	Not met within timescales ⁴⁶

⁴⁵ Target was not completed within timescales (Q2 2011/12) – Consultant appointed Q4 2011/12 (March 2012)

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
and use of shared spaces in ways that add value to the city region							<p>numerous board updates, approved through to May 2011, with the opening taking place in June 2011.</p> <p>This programme and business case for Ebrington was approved by the Ilex board in September 2011 to deliver events projects via a scheme of £150k. Programme deferred to coincide with Ebrington Square opening, February 2012</p>	
	On-going animation of Ebrington and Public Realm		✓			Events company appointed	Ilex appointed an Events Company in Q3 of 2011/12 to manage the Opening of Ebrington Square.	Not met within timescales ⁴⁷
	Stakeholder engagement strategy in place	✓				Develop strategy	Stakeholder engagement strategy not developed in 2011/12; however a table was developed detailing how often each stakeholder was to be consulted and who was to attend specific meeting (e.g. the Liaison Group Meetings)	Not Met
	Peace Bridge	✓				Construction	Completed June 2011	Met

⁴⁶ Target was not completed within timescales (Q1 2011/12) – not completed until Q2, 3 and 4 of 2011/12 (e.g. events programme and business case for Ebrington not approved by the Ilex Board until Q2 2011/12 (September 2011))

⁴⁷ Target was not completed within timescales (Q2 2011/12) – not completed until Q3 of 2011/12

2011/12 Business Plan Targets and Performance								
1 Delivery								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment ³⁴
		Q1	Q2	Q3	Q4			
	completed					completed		
	Peace Bridge adopted by Roads Service				✓	Planning conditions achieved and agreement reached	Adoption is pending sign-off (currently under review by DRD). ⁴⁸	Not Met

⁴⁸ Agreement in principle for Roads Service to adopt the Peace Bridge had been established in 2007. Following years of negotiation, this was signed off 19/8/13 (with 2 number conditions, both of which have been satisfactorily concluded). Therefore target not met during 2011/12.

Partners

2011/12 Business Plan Targets and Performance								
2 Partners								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
2.1 To engage partners with respect, trust & transparency	Proactive engagement with stakeholders on a regular basis and key stakeholders prioritised	✓				Review & update Strategy and Plan	Stakeholder engagement strategy not developed in 2011/12. Information provided of various stakeholder engagements includes: <ul style="list-style-type: none"> Established residents meetings (3 residents associations); Engagement with event promoters / Strategic Advisory Board in December 2011; ONE PLAN consultation 'Quality Spaces, Places' Sept 2010 – Feb 2011 Peace Bridge Groups operational Community engagement programme for the Peace Bridge Project Boards and PAD processes in place; and On-going stakeholder engagement surveys including the Citi-scope and Peace Bridge Attitudinal surveys. 	Not Met
		✓				Present Strategy and Plan to Board	Stakeholder engagement strategy not developed in 2011/12	Not Met

2011/12 Business Plan Targets and Performance								
2 Partners								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
					✓	Annual Conference to report progress on Plan implementation	No annual conference was held; however an 18-month review was held at end of 2012.	Not Met
					✓	Annual Stakeholder Survey	No annual stakeholder survey conducted ⁴⁹	Not Met
	Annual meetings with Ministers.			✓		Align schedule and undertake meetings	Annual Accountability meetings held	Met
	Regular meetings with Permanent Secretaries Group		✓		✓	Align schedule and undertake meetings	It is understood from OFMDFM that the Permanent Secretaries group was not met	Not Met
	Effective stakeholder relationships, in particular with Sponsor Departments		✓			Annual Report distributed and available on-line Derry City web portal fully functional	Annual Report for 2011/12 published March 2013 Council was lead partner in development of Derry City web portal (Ilex and DSD were project partners). Business Case for the City	Not Met ⁵⁰

⁴⁹ However other survey work was completed including in June 2011 a Baseline and Attitudinal Survey to assess the impact of the Peace Bridge. A second survey was conducted in October 2012, a third one in July 2013, and a fourth in July 2014. Following the first Citi-Scope survey in 2009, a second survey was held between October 2012 and January 2013. The third survey has been scheduled for early financial year 2015/16 to include Strabane as part of the new Council area. Throughout 2013 Ilex carried out no fewer than 19 surveys at City of Culture events as part of its monitoring remit. It also commissioned the Monitoring Report on City of Culture 2013.

⁵⁰ Target was not completed during 2011/12 – Annual Report 2011/12 not published until March 2013

2011/12 Business Plan Targets and Performance								
2 Partners								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
							web portal not approved until 30 March 2012.	
		✓	✓	✓	✓	Monthly liaison meetings	Liaison meetings happen Monthly	Met
						Quarterly strategic meetings	Strategic meetings happen Quarterly	
2.2 To maintain and nurture the existing strategic partnerships and continue to identify new partners and new sources of funding	Existing strategic partnerships and key relationships to be identified and nurtured		✓			Identify current partners	One Plan Interdepartmental Coordinating Group established. Feedback provided by stakeholders consulted with as part of this review.	Met
			✓			Develop plan for management	SIB conducted soft market testing. Board considered there was insufficient appetite to progress at that stage	Not Met
	New partners, particularly from the Private Sector, to be identified in the Investment & Delivery Plan		✓			Identify new target partners	Grant Thornton report produced ⁵¹	Met
					✓	Develop plan for management	No evidence submitted	Insufficient Information

⁵¹ Grant Thornton (2011) Investment report – Investing in One Plan

2011/12 Business Plan Targets and Performance								
2 Partners								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
	Required sources of funding identified in the Investment and Delivery Plan	✓				Identify current funding baseline	Baseline identified in the One Plan	Met
			✓			Identify potential sources of additional / alternative funding	One Plan sets out funding required as ⁵² : <ul style="list-style-type: none"> • Capital £401,900 • Recurrent: £257,765 	Met
	Funding action plan produced	✓				Included in the Investment and Delivery Plan	Grant Thornton report produced August 2011 ⁵³	Not met within timescales ⁵⁴
	Funding secured to deliver Corporate Plan			✓		Lodge Business Plan & Corporate Plan annually by end of calendar year	Information from the sponsor department indicates that this has not happened on time each year	Not met within timescales
				✓	Secure approval by Departments by April	Information from the sponsor department indicates that this has not happened on time each year and therefore they are not approved	Not Met ⁵⁵	

⁵² As at March 2015 35% of the identified funding has been sourced

⁵³ Grant Thornton (2011) Investment report – Investing in One Plan

⁵⁴ Target was not completed within timescales (Q1 2011/12) – not completed until Q2 2011/12 (report produced August 2011)

⁵⁵ As the target for approval is Q4 2011/12; if not approved within timescales this is outside of 2011/12

2011/12 Business Plan Targets and Performance								
2 Partners								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
						each year	within timescales	
	Memorandums of Understanding (MoUs) with strategic partners developed and monitored		✓			Drafts to be agreed and approved	No MoUs developed in 2011/12	Not Met ⁵⁶
2.3 To proactively engage with the public and media to ensure the regeneration / transformation of Derry~ Londonderry is clearly communicated with passion, purpose and pride	Continuous review of the Communications Strategy to ensure alignment with evolving business needs	✓				Review strategy and secure external expertise	Ilex did not engage a third party to review the Communications Strategy. The effectiveness of Communications is reviewed on an ongoing basis via daily media monitoring (cuttings, broadcast and social media), weekly media digests to Board, and four monthly publicity reports to Board. A one day workshop was held in December 2011 with external support from SIB involving the Board, Executive Team, Head of Finance and the Communications Team to consider Communications going forward.	Met
			✓			Present to Board for approval	Communications Strategy approved by Board January 2012	Not met within timescales ⁵⁷

⁵⁶ Target was not completed during 2011/12 – not completed until the following years

⁵⁷ Target was not completed within timescales (Q2 2011/12) – not completed until Q4 (January 2012)

2011/12 Business Plan Targets and Performance								
2 Partners								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
	More positive stories; regular coverage in media	✓	✓	✓	✓	Prepare monthly report of activity for review	Monthly report and four-monthly publicity report to the Ilex Board highlights Communications & Marketing publicity activities for Corporate, Development, One Plan and City of Culture.	Met
	Awareness and understanding of the roles of Ilex increased and enhanced	✓	✓	✓	✓	Work with Sponsor Departments and other stakeholders to ensure appropriate communications at local and regional level.	Meetings with the Strategic Liaison Group (with OFMDFM), the Strategy Board and the Chamber of Commerce held quarterly Bi-annual briefings held with local politicians (MPs, MLAs, Councillors)	Met ⁵⁸

⁵⁸ However no impact data exists

Processes

2011/12 Business Plan Targets and Performance								
3 Processes								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment
		Q1	Q2	Q3	Q4			
3.1 To ensure Ilex implements management systems that meets the needs of the business & stakeholders.	Performance appraisal system operating satisfactorily	✓				All staff appraisals for 2010/11 to be completed and signed off by CEO	Interview feedback from CEO confirms this was put in place	Met
	Team building programme in place		✓			Programme to be agreed	Team building exercise completed	Met
			✓			Procurement of training sessions for all staff	Diversity training scheduled for the 30 June 2011	Met
	Integration of forecasting systems in place through the alignment of programme, project & financial management	✓	✓	✓	✓	All BP projects to be supported by critical paths of work	Forecasting systems in operation. ⁵⁹	Met
		✓	✓	✓	✓	Monthly review to be established to monitor progress Reporting spend to Sponsor Depts	The sponsor department receives a consumption report on a monthly basis and quarterly management accounts (both are related to the resource budget). The sponsor department also completes a reconciliation of Capital	Met

⁵⁹ Feedback from Ilex HR indicates that alignment was achieved primarily by the implementation of the Programme Management system and the training of all relevant staff, including Finance staff in Project Management. Evidence in the inclusion of finance and programme management staff in project boards and the inclusion of all delivery staff in the formulating and updating of Ilex budgets.

2011/12 Business Plan Targets and Performance								
3 Processes								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment
		Q1	Q2	Q3	Q4			
							payments with Ilex every quarter.	
	Management information systems operating satisfactorily			✓		Systems tested	<p>This measure is not specific enough to allow an assessment of whether it was delivered on. However feedback from OFMDFM and DSD indicates that the information provided was not always timely or met their needs.</p> <p>Information provided as evidence by Ilex however not validated by consultations carried out as part of this review includes:</p> <ul style="list-style-type: none"> Information sent to Board was enhanced following the Board's internal assessment of performance, July 2011; All sponsor department requirements for data are achieved in a timely fashion; and all statutory timelines are achieved, ie submissions to HMRC, Companies House, Nilgosc, etc. 	Objective Unclear
	Creative use of IT in the delivery of our			✓		SharePoint operating satisfactorily.	Share Point system not implemented as not deemed cost effective.	Not Met

2011/12 Business Plan Targets and Performance								
3 Processes								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment
		Q1	Q2	Q3	Q4			
	business.						Programme Management system and document management system developed.	
	Systems & protocols with the Sponsor Departments tested, approved and operating satisfactorily	✓				Management Statement Financial Memorandum to be reviewed	Management Statement was reviewed in December 2012 and the key changes to the MSFM version of 6 Nov 2012 were the DAC amendment and other amended paragraphs as required by DFP	Not Met ⁶⁰ - outside of Ilex's control
				✓		Financial procedures Manual to be reviewed	The Financial procedures manual was reviewed in March 2012 and as a result a New Purchase Order system was introduced	Not met within timescales ⁶¹
3.2 To develop, deliver and enhance Ilex's policies procedures to ensure they are efficient and effective	An agreed and effective framework of protocols in place and supported by staff training			✓		Draft and implement protocols	Evidence provided included that: <ul style="list-style-type: none"> the framework of protocols is the regular updating of the Employee Handbook which is approved by the sponsor department(s) policies are normally updated in line with NICS policies 	Met

⁶⁰ Target was not completed within 2011/12 – not completed until the next year Q3 2012/13 ((December 2012)

⁶¹ Target was not completed within timescales (Q3 2011/12) – not completed until Q4 (March 2012)

2011/12 Business Plan Targets and Performance								
3 Processes								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment
		Q1	Q2	Q3	Q4			
	Timely, accurate and appropriate information provided to Board			✓		Conduct assessment of data currently provided to Board and identify improvements	Board Assessment Conducted. Board advised on new format of Board papers and timeframe for issue of Board papers.	Not met within timescales
3.3 To proactively manage internal and external communications ensuring they are efficient and effective	Internal & external Communications Plan approved by Board and staff	✓				Internal and External Communications Plan agreed by Board	Communication Strategy approved by Board January 2012	Not met within timescales ⁶²

⁶² Target was not completed within timescales (Q1 2011/12) – not completed until Q4 (January 2012)

Learning and Growth

2011/12 Business Plan Targets and Performance								
4. Learning and Growth								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
4.1 To ensure staff are valued, recognised and appropriately skilled to meet our business needs by promoting a culture of learning and creativity	Organisational Development Framework in place to include training & development and workforce planning		✓			Draw up an initial prioritised skills development plan and consider how need's can be met	An individual Personal Development Plan was drawn up for each member of staff.	Met
	Alignment of Corporate Plan and Regeneration Plan		✓			Staffing Plan updated	A proposed staff structure for the effective implementation of the regeneration plan, the city of culture capital programme and development frameworks was brought to the Personnel & Remuneration Committee on the 24th June 2011. Staffing Plan approved July 2012	Not Met ⁶³
4.2 To build a team culture by providing a happy, healthy and fit-for-purpose	Results from Health & Safety Audit assessed and implemented	✓				Action Plan implemented	Information provided on activity carried out which includes: <ul style="list-style-type: none"> • Risk assessments of Ilex office • NI Fire & Rescue Service 	Met

⁶³ Target was not completed during 2011/12 – not completed until Q2 2012/13 (July 2012)

2011/12 Business Plan Targets and Performance								
4. Learning and Growth								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
environment for staff.							inspection requested and carried out. <ul style="list-style-type: none"> Disability Action provides assessment of building in terms of accessibility. 	
					✓	Audit conducted	Information provided on activity carried out which includes: <ul style="list-style-type: none"> Risk assessments of Ilex office NI Fire & Rescue Service inspection requested and carried out. Disability Action provides assessment of building in terms of accessibility. 	Met
				✓		Quality management process identified	Ilex have not applied to any schemes such as Investors in People	Not Met
			✓			Team building programme in place	Team building exercise completed	Met
	Office accommodation		✓			Review of current accommodation to be	Accommodation Options: High Level Analysis completed September	Met

2011/12 Business Plan Targets and Performance								
4. Learning and Growth								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
	meets business need.					conducted	2011 ⁶⁴	
			✓			Action Plan for future to be established	At an Ilex Board Meeting on 15 September 2011 the Board approved the remodelling of accommodation in Exchange House to accommodate increasing numbers of staff, including use of the Boardroom with the long term aim of moving to Ebrington by 2013 (Note the team has not moved to Ebrington as at March 2015)	Met
4.3 To build a flexible, responsive organisational structure and appropriate corporate governance arrangements.	Maintain significant audit assurance ratings by applying and maintaining the highest standards of accountability, propriety and probity.		✓			Develop Action Plans and ensure recommendations from previous audit have been implemented	Internal Audit report provided a Limited Assurance opinion for the 2011/12 financial year	Not Met
	Completion of Annual Accounts by mid May.	✓				Monthly Management Accounts routine to mirror year end	Resource was not available to mirror year end ⁶⁵	Not Met

⁶⁴ Ilex (2011) Accommodation Options: High Level Analysis

⁶⁵ Ilex Finance Manager

2011/12 Business Plan Targets and Performance								
4. Learning and Growth								
Objective	Measurement	Target 2011/12				Actions	Evidence	Assessment – Target Met / Not Met
		Q1	Q2	Q3	Q4			
	Maximise spend, activate efficiencies and remain within budget tolerance levels	✓	✓	✓	✓	Monthly review of expenditure reports	Sponsor department receives a consumption report on a monthly basis and quarterly management accounts (both are related to the resource budget). It also completes a reconciliation of Capital payments with Ilex every quarter	Met
	Manage 10 day payment target for external supplies	✓	✓	✓	✓	Prompt Payment Reports to be monitored	65% of invoices paid in 10 days during 2011/12	Not Met
	Risk management system in place	✓	✓	✓	✓	Risk Register to be updated monthly and reviewed by executive Team	The Risk Register is reviewed quarterly and submitted to the Audit Committee for ratification before going to the Board	Not Met ⁶⁶

⁶⁶ Evidence provided suggests the risk register is updated quarterly (not monthly)

2012/13 Business Plan Targets and Performance

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
1.1 To champion the Implementation of the Regeneration Plan	Service the Local Development Structures for 'One Plan' Implementation	✓	✓	✓	✓	Evidence provided included: <ul style="list-style-type: none"> The One Plan Review Day took place on 14 December 2012. Catalyst programmes were agreed for the subsequent 18 months. The Programme for Government Inter-Departmental Coordinating Group and a Local Development System operational with 11 catalyst programmes under way 	Met
	Advance finance solutions that support the projects in the 'One Plan' by <ul style="list-style-type: none"> Creating a public Sector Value capture Partnership 		✓			No evidence of a "public Sector Value capture Partnership" (SIB assumed lead)	Not Met
	<ul style="list-style-type: none"> Establishing the Regeneration Delivery Fund 		✓			Not established; Ilex and Derry City Council agreed to establish fund and allocated budget accordingly. However DSD did not allocate budget so fund did not proceed	Not Met and no clear alternative strategy put in place

⁶⁷ Ilex Business Plan 2012-2013

⁶⁸ Ilex Business Plan 2012-2013

⁶⁹ Ilex Annual Report and Financial Accounts 2012-13 / Information provided by Ilex to RSM McClure Watters February 2015

⁷⁰ Targets are assessed as either: Met / Not Met / Not met within timescales / Not Met – Outside of Ilex's control / Insufficient information

Measure / Action Unclear

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	<ul style="list-style-type: none"> Exploring the potential for a private sector development partnership panel for the City 		✓			Feasibility explored but not deemed practicable	Met
	Mechanisms developed to measure achievement of, monitor and report on Plan's mission and objectives		✓			A strategy board was put in place and quarterly reports are issued by Ilex to the board on progress of the catalyst projects against the plan	Met
	Implementation of actions and interventions under each of the five transformational themes: <ul style="list-style-type: none"> Education and skills 	✓	✓	✓	✓	Evidence includes: Skills Directorate established November 2011. Ilex S&R established the Skills Directorate and its working groups. Ilex S&R authored and developed the Skills Strategy (including the recently updated 2015 – 2018 version) and the NW Stem Action Plan. The S&R function developed most of the ideas in the strategy and is leading on the implementation of them across the City	Met
	Employment and Economy	✓	✓	✓	✓	Evidence includes: Progress with developing a co-operative and social enterprise hub catalyst programme	Met

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Building Better Communities	✓	✓	✓	✓	Evidence includes: From June 2011 Ilex have continued to support the Quality Spaces, Places & Neighbourhoods (QSP&N) Steering Group and attend quarterly meetings	Met
	Health and Well-being	✓	✓	✓	✓	Quarterly report to Strategy Board – March, June, September and December	Met
	Sustainable and Connected City	✓	✓	✓	✓	Retail marketing initiative completed March 2012; a partnership between Derry City Council, City Centre Initiative (CCI) and Visit Derry which aimed to promote the City's retail, cultural and tourism offer across the City via an extensive marketing campaign	Met
	Annual report on progress		✓				Met
1.2 To advance the regeneration of Ebrington and Fort George	Establish and put in place a finance mechanism through Strategic Partnering Arrangements with the Private Sector				✓	Finance mechanism not put in place as this action was dependant on OFMDFM approval of delivery strategy in 2011/12 which was not approved. SIB assumed lead	Not Met and no clear alternative strategy put in place

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Sites marketed for private sector investment	✓	✓	✓	✓	BTW Shiells were engaged and started marketing Ebrington properties in March 2013. Approval of Interreg IV funding for Science Park at Fort George in summer 2012 secured private sector investment from NI Science Park Interim use policy signed off 2013/14 year (May 2013)	Met
	Ebrington: Proceed with all activity required to enable the regeneration of the site, including key projects such as: Outline Planning Application Approval from Planning Service		✓			Concept Masterplan / Framework for Ebrington drafted in 2013 and finalised 2014. Currently still with DOE Planning Division for approval. Successfully categorised as an Article 31 application (i.e. designation of regional significance)	Not Met ⁷¹

⁷¹ Target was not completed within timescales (Q3 2012/13) – Ebrington not finalised until 2014

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Implement Development Frameworks			✓		Ebrington: December 2012 approval from OFMDFM for business case to appoint consultants to develop the Ebrington Framework. Tender documentation with CPD for four months. Tender advertised in April 2013. Awarded in June 2013. Concept Masterplan / Framework for Ebrington drafted in 2013 and finalised 2014. Currently still with DOE Planning Division for approval. Successfully categorised as an Article 31 application (i.e. designation of regional significance)	Not Met ⁷²
	Maximise impact of public sector investment of £23m ⁷³	✓	✓	✓	✓	Ilex did not spend NI Executive monies as planned; underspent by approx. £5.5m due to delay with the car park (with a further £0.5m underspend in March 2015).	Not Met (with regard to NI Executive monies)
	Refurbishment of the Clock Tower				✓	Strategic Outline Case (SOC) not approved by DSD / OFMDFM / DFP. Subsequently the project was not pursued ⁷⁴	Not Met and no clear alternative strategy put in place

⁷² Target was not completed within timescales (Q3 2012/13) – Ebrington not finalised until 2014

⁷³ Note this was a measurement target set in the business plan for 2012/13, but the target of £23m infrastructure investment programme at Ebrington completed by 2014/15

⁷⁴ Following submission of an SOC by Ilex, DFP wrote to DCAL in February 2011 in relation to the Strategic Outline Case (SoC) for a proposed Gallery in the Clocktower building at Ebrington. In the letter DFP stated that the affordability issue needed to be addressed and DCAL, OFMDFM and DSD needed to confirm the capital and on-going revenue commitments for the project. In December 2011 Ilex and OFMDFM agreed to pursue an alternative approach, and arising from this Ilex accommodated the Turner Prize for three months in the Creative Hub (Building 80/81)

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Develop briefs on Ebrington for Hotel and commercial activities to include Cunningham Block		✓	✓	✓	SIB soft-market testing (February 2011) determined that Ilex should postpone the approach for hotels at that point ⁷⁵	Not Met - and no clear alternative strategy put in place
	General Regeneration of Ebrington	✓	✓	✓	✓	Minor works; £324,590 as per the audited accounts	Met
	Develop Creative Industries space	✓	✓	✓	✓	The Creative Industries Space project was scoped with CPD and other stakeholders in 2011/12 and the business case was submitted to the department in March 2012. The creation of a Creative Hub in Buildings 80 and 81 at Ebrington commenced July 2012 alongside a range of infrastructure and decontamination projects.	Met

⁷⁵ Business case for professional property services approved by the Ilex board in January 2014. CPD and SIB involved in an advisory role in the preparation of the business case. CPD procurement not required, as Ilex is a named ALB in the LPS framework. Through this approach, Lambert Smith Hampton (LSH) was appointed in February 2014 as the professional property agent for Ilex in taking Ebrington to the open market. LSH Soft-market testing on hotels was considered by Ilex board Q2 and Q3 of 2014/15. Ilex has re-engaged with SIB February 2015 in consideration of best approaches for formal market offer.

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Construct the Car Park and Office Quarter (enabling infrastructure)	✓	✓	✓	✓	Funding was secured to complete the car park at Ebrington in 2013/14. The contractor was appointed on 25 January 2013. Car park not completed until August 2014.	Not Met ⁷⁶
	Develop an apprenticeship scheme			✓		The intention of this objective had been to set up a separate apprenticeship scheme although this was not approved. ⁷⁷ However It is noted that apprentices were provided with work through social clauses in the Peace Bridge; which resulted in 21 apprenticeships	Not Met
	Fort George: Proceed with all activity required to enable the regeneration of the site, including key projects such as: Revised Development Framework	✓				Outline planning application for Fort George submitted 11 July 2012	Not met within timescales ⁷⁸
	Outline Planning Application Approval from Planning Service	✓				Responsibility for progressing Planning Application Approval passed to DSD on 31 March 2013, but not met by Ilex before this date	Not Met

⁷⁶ Target was not completed within 2012/13 – not completed until Q2 2014/15 (August 2014)

⁷⁷ However contract documents for the car park included social requirements to provide opportunities for the unemployed, work placements and a requirement that the contractor's workforce and first tier subcontractors are employed on formally recognised paid apprenticeships.

⁷⁸ Target was not completed within timescales (Q1 2012/13) – not completed until Q2 2012/13

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Decontamination	✓	✓	✓	✓	Consultants appointed March 2012. 75% decontamination achieved in February 2013. DSD now responsible.	Met
	Commence infrastructure		✓	✓	✓	New entrance created at Buncrana Road roundabout February 2013. Decontamination capping layer applied to general site February 2013	Met
	Select Delivery Partners	✓	✓	✓	✓	NISP selected as preferred bidder in Quarter 4 2012/13	Met
	Construct the NW Regional Science Park		✓	✓	✓	Construction commenced August 2013; topping out ceremony held in April 2014 and tenants moved in August 2014	Not Met ⁷⁹
1.3 To advance the development and use of shared spaces in ways that add value to the city region	To Complete the Peace Bridge and have it adopted by Roads Service/ DRD		✓			The Peace Bridge was completed June 2011. Adoption is pending sign-off to Technical Approval which remains under review by DRD	Not Met
	Defects being remedied during Defects Liability period		✓			The Defects certificate was issued	Met
	Concluding Approval in principle with DRD		✓			Agreement in principle was signed off 19 August 2013 but still not approved	Not Met
	Provision of additional berthing at Lisahally for Mussel Boats	✓				Completed March 2012	Met

⁷⁹ Target was not completed within 2012/13 – not completed until Q2 2013/14

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Comprehensive Maintenance management programme in place		✓			Evidence provided includes: <ul style="list-style-type: none"> • Site Manager in place throughout 2011/12; and • Facilities manager appointed Sept 2012. This was a new post with responsibility for Estates/Facilities Management and the management of events with third parties on Ebrington 	Met
	Events programme for shared spaces and UK City of Culture	✓				Full events programme delivered on an on-going basis	Met
2.1 To engage partners with respect, trust and transparency	Proactively and strategically engaging stakeholders and 'One Plan' partners on a regular basis	✓	✓	✓	✓	Evidence provided includes: <ul style="list-style-type: none"> • One Plan Strategy Board established and quarterly meetings held • Events: Monthly Safety Advisory Meetings held with Statutory Agencies and Derry City Council • Meetings: meetings with resident groups held annually and in relation to all major events, plans or developments on site 	Met
	Regular meetings with Sponsor Departments including Senior Group, Ministers	✓	✓	✓	✓	Monthly meetings with Departments at Accounting Officer level. Weekly Meetings with the Executive Team	Met

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Stakeholder management strategy and plan in place	✓				Stakeholder management strategy not undertaken as it was included in Integrated Marketing, Communications, PR & Event Management Support business case which was subsequently not approved	Not Met and no clear alternative strategy put in place
	Existing Strategic partnerships and key relationships to be developed through the 'One Plan' framework	✓	✓	✓	✓	One Plan Interdepartmental Coordinating Group established. Feedback provided by stakeholders consulted with as part of this review	Met
	To develop and monitor Memorandums of Understanding (MoU's) with strategic partners	✓	✓	✓	✓	MoUs during 2012/13 include: <ul style="list-style-type: none"> • UK City Of Culture 2013 Community Infrastructure Projects Memorandum of Understanding (March 2012); • Derry~Londonderry City Of Culture Memorandum of Understanding (June 2012); • Ebrington Capital Works Memorandum of Understanding 2012/13 – 2014/5 (January 2013); and • Memorandum of Understanding between DSD and ilex (March 2013). 	Met
2.2 To proactively	Continuously review the communications strategy to	✓	✓	✓	✓	The effectiveness of Communications is reviewed on an ongoing basis via daily media monitoring	Met

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
engage with the public and new and emerging media platforms to ensure the transformation of Derry~Londonderry is clearly communicated with passion, purpose and pride	ensure alignment with evolving business needs					(cuttings, broadcast and social media), weekly media digests to Board, and four monthly publicity reports to Board.	
	Increasing awareness and understanding of the roles of Ilex and build its reputation	✓	✓	✓	✓	<p>Evidence provided focused on describing the activities undertaken in order to increase awareness as listed below; however no evidence of increasing the awareness of Ilex's role.</p> <ul style="list-style-type: none"> The review process involved speaking to stakeholders who confirmed they were very aware of Ilex's role in the area; Increased awareness is reflected in print, broadcast and social media coverage as reported to the Ilex Board every week (cuttings digest) and every four months as part of a Board report; and Ilex works closely with Derry City Council on city marketing. 	Insufficient Information
	Maximise the Opportunity for Digital Engagement	✓	✓	✓	✓	<p>The measurement indicator is wide ranging and difficult therefore to assess whether it has been met or not. Evidence provided included:</p> <ul style="list-style-type: none"> Social media strategy was approved by the Board in February 2012; and New corporate Facebook and Twitter accounts were established in September 2012. 	Objective Unclear

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
2.3 Continue to identify new partners and new sources of funding	New partners, particularly from the private sector to be identified	✓	✓	✓	✓	<ul style="list-style-type: none"> Developed a Meanwhile Use Policy to enable private sector investment to be secured The £5m for the VENUE enabled a range of private sector partners to invest and provide services to secure a return which DSD ASU estimate to be in excess of £1m on a full-cost recovery basis, backed by £500k - £600k in ticket sales and additional sponsorships (estimated by DSD to be in excess of £1m) £3m for City of Culture Capital Scheme levered £7m in projects for 33 organisations in the city. Of the 33 some (e.g. Inner City Trust) invested private sector funding NISP secured to deliver NWRSP (EU monies) 	Met – however no specific targets were set for the level of private sector investment
	Required sources of funding identified in the 'One Plan'	✓	✓	✓	✓	One Plan sets out funding required as ⁸⁰ : <ul style="list-style-type: none"> Capital £401,900 Recurrent: £257,765 	Met

⁸⁰ As at March 2015 35% of the identified funding has been sourced

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
3.1 To ensure Ilex adopts robust management, accounting and financial systems that meet the compliance needs of the business & our stakeholders	Monthly forecasting system in place through the alignment of programme, project & financial management	✓	✓	✓	✓	Forecasting systems in operation ⁸¹	Met
	Management information systems operating satisfactorily	✓	✓	✓	✓	<p>This measure is not specific enough to allow an assessment of whether it was delivered on. However feedback from OFMDFM and DSD indicates that the information provided was not always timely or met their needs.</p> <p>Information provided as evidence by Ilex however not validated by consultations carried out as part of this review includes:</p> <ul style="list-style-type: none"> Information sent to Board was enhanced following the Board's internal assessment of performance, July 2011; All sponsor department requirements for data are achieved in a timely fashion; and all statutory timelines are achieved, ie submissions to HMRC, Companies House, Nilgosc, etc. <p>In recent years Internal Audit has given satisfactory</p>	Objective Unclear

⁸¹ Feedback from Ilex HR indicates that alignment was achieved primarily by the implementation of the Programme Management system and the training of all relevant staff, including Finance staff in Project Management. Evidence in the inclusion of finance and programme management staff in project boards and the inclusion of all delivery staff in the formulating and updating of Ilex budgets.

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
						assurance on:- <ul style="list-style-type: none"> • follow up review – programme & project management; • follow up review – corporate governance & procurement; • validation of governance action plans; • oversight arrangements for maintenance and operation of the Venue; and • capital drawdown procedures. 	
	Creatively use IT in the delivery of our business	✓	✓	✓	✓	Examples where IT has been used creatively in the delivery of business: <ul style="list-style-type: none"> • It was used during this period to improve Internal Controls. A new Purchase Ordering system was introduced whereby no order could be placed without a Sage Purchase Order and a Sage Purchase Order could not be raised without evidence of BC approval and evidence of procurement. The Purchase order system continues to operate; • All staff are required to use the Microsoft Outlook tool to record their diary movements, invaluable in the daily operation of the business; 	Met

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
						<ul style="list-style-type: none"> Staff holidays are recorded centrally on a shared drive; All activity at Ebrington is recorded in an Ebrington Animation diary; IT is used to improve internal controls e.g. new Purchase Order system and by control of business case cost totals; and Sage has been used to automate journal entry input and thereby reduce processing time. 	
	Systems & protocols with the Sponsor Departments tested, approved and operating satisfactorily		✓		✓	<p>Ilex complies with all OFMDFM requirements including:</p> <ul style="list-style-type: none"> The Management Statement Financial Memorandum The Memorandum of Understanding for Ebrington; The OFMDFM Summary Policy & Procedures for the Approval of Departmental Expenditure; Compliance with MPMNI; and Compliance with all procurement regulations. 	Met

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
3.2 To develop, deliver and enhance Ilex's policies and procedures to ensure they are efficient and effective	An agreed and effective framework of protocols in place and supported by staff training	✓	✓	✓	✓	Evidence provided included that: <ul style="list-style-type: none"> the framework of protocols is the regular updating of the Employee Handbook which is approved by the sponsor department(s) policies are normally updated in line with NICS policies 	Met
	Timely, accurate and appropriate information provided to Board by ensuring internal and external communications are efficient and effective	✓	✓	✓	✓	Quarterly updates given to the Board of all PR activity and outcomes. A media chart is displayed at monthly Board meetings. Feedback gathered from the board on information provided shows high levels of satisfaction	Met
	Performance appraisal system operating satisfactorily		✓		✓	Interview feedback from CEO confirms this was put in place	Met
3.3 Ensure appropriate corporate governance arrangements are in place	Improve audit assurance ratings by applying and maintaining the highest standards of accountability, propriety and probity.	✓	✓	✓	✓	Satisfactory assurance was provided by Internal Audit NIAO provided unqualified audit report and stated that no irregularity issues had arisen	Met
	Completion of Annual Accounts by mid May.	✓				Annual Management Accounts available mid-May in order to allow the first draft of the Statutory Accounts to be presented to the Governance Review Group on 10 July 2013	Met

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
	Maximise spend and remain within agreed budget tolerance limits for final budget allocation and achieve agreed savings.	✓	✓	✓	✓	Ilex did not meet capital expenditure budget in 2012/3; underspent by £5.5m due to delay with the car park. While it is recognised that Ilex reviewed spend in the January monitoring round and met the revised target, the original target was not met	Not Met
	Risk management system in operation	✓	✓	✓	✓	The Risk Register is reviewed quarterly and submitted to the Audit Committee for ratification before going to the Board.	Met
	Action the Departmental and Gateway Reviews	✓	✓	✓	✓	<p>Note: this refers to reviews of individual projects, not reviews of Ilex as a corporate entity.</p> <p>Gateway Review process initiated by completion of a Risk Potential Assessment (RPA) which provides a high-level assessment of the potential programme or project risk. Requirements are triggered by value thresholds.</p> <p>The majority of Ilex projects fall below the Gateway mandatory requirement threshold (i.e. below £20m). An RPA and a peer review are completed projects over £5m. The only project applicable in 2012/13 was the car park (£5.5m) for which an RPA and peer review were completed</p> <p>All of the recommendations from the February 2010 Gateway Review of Ilex have been actioned (see</p>	Met

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
						table in appendix P)	
4.1 To ensure staff are valued, recognised and appropriately skilled to meet our business needs by promoting a culture of learning and creativity, and to build a flexible, responsive organisational structure	Organisational Development Framework in place to include training & development and workforce planning, linking personal development plans to the business plan and corporate plan	✓				Evidence provided includes: <ul style="list-style-type: none"> • Personal development & training and development & training approval forms require requests to be linked to Ilex / Directorate Objectives; and • Training and development plan progressing 	Met
	Team Building programme in Place	✓				Ilex HR report for 2012 notes mandatory training events were held for staff with regard to Equality and all staff involved in projects were trained in Gateway Reviewing and Practical Project Management, procured through the Centre for Applied Learning (CAL)	Met
	Alignment of Corporate Plan and Regeneration Plan		✓			The corporate plan includes details on the One Plan	Met
	Team Briefings at all levels of the organisation	✓	✓	✓	✓	Monthly team meetings are held	Met
4.2 To build a supportive team culture by providing a happy, healthy and fit-for-	Results from Health & Safety Audit assessed and implemented	✓				Feedback from risk assessments, NIFRS inspection and Disability Action input processed. Physical adjusted implemented and additional equipment, where identified, procured.	Met

2012/13 Business Plan Targets and Performance							
Objective ⁶⁷	Measurement ⁶⁸	Target 2012/13				Evidence ⁶⁹	Assessment ⁷⁰
		Q1	Q2	Q3	Q4		
purpose environment for staff.							
4.3 To build a flexible, responsive organisational structure and appropriate corporate governance arrangements ⁸²						The target is not specific enough however the structure mirrors the functions of Ilex and therefore is felt to be appropriate. Internal Audit report for 2012/13 gave a satisfactory opinion for the 2012/13 financial year	Met

⁸² There is no timescale for this objectives as it is only recorded in the 2012/13 Annual Report and not in the 2012/13 Business Plan

2013/14 Business Plan Targets and Performance

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
1.1 To champion the implementation of the One Plan	Service the Local Development System for One Plan implementation, building capacity and capability of the alliance of organisations	✓	✓	✓	✓	Local development system operational, specifically: <ul style="list-style-type: none"> • Strategy Board meets quarterly; • Regeneration Programme Unit meets in advance of the Strategy Board; and • Interdepartmental meetings at OFMDFM held quarterly as well as a range of projects and interventions on behalf of project promoters 	Met
	Embed the system of programme management into the monitoring and reporting of the One Plan	✓	✓	✓	✓	Programme Management Reports issued by Ilex to the Strategy Board on a quarterly basis	Met
	Support Derry City Council to put in place an economic plan and investment framework for the city			✓	✓	Ilex is supporting Derry City Council; however the timescale has slipped on the Council's part. Ilex is on a Steering Group for the Commercial Strategy of Derry City Council, however Economic Plan only currently being developed.	Not Met – outside Ilex's control ⁸⁴

⁸³ Targets are assessed as either: Met / Not Met / Not met within timescales / Insufficient Information / Measure Unclear

⁸⁴ Underway but not yet complete

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Develop mechanisms to measure achievement, monitor and report on One Plan's mission and objectives	✓	✓	✓	✓	A strategy board was put in place in 2009 and reports are issued on progress against the plan. Strategy Board meets the last Friday of every quarter – March, June, September, December	Met
	Support the implementation of actions and interventions under each of the five transformational themes: Education and skills					Ilex contributed £60,000 over a three year period towards the cost of delivering a Capital Markets Engineering Programme (completed October 2014)	Met
	<ul style="list-style-type: none"> Employment and the Economy 	✓	✓	✓	✓	Ilex developed Foyle Cloud – Virtual Learning Environment for students to assist in delivery as well as facilitating E-Portfolios for students. Project now mainstreamed within new C2KNI contract (started September 2011; ended September 2014)	Met
	<ul style="list-style-type: none"> Building Better Communities 	✓	✓	✓	✓	£3.3m secured for city wide community work programme	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	<ul style="list-style-type: none"> Health and Wellbeing 	✓	✓	✓	✓	Ilex played a lead partner role in developing the Early Intervention City Framework and Action Plan. The framework and action plan was presented to and endorsed by the Strategy Board in December 2013	Met
	<ul style="list-style-type: none"> Sustainable and Connected City 	✓	✓	✓	✓	Quarterly reports given to Strategy Board in March, June, September & December. Also included in monthly Strategy & Regeneration reports to Board e.g. thermal mapping, sustainable city research, etc.	Met
1.2 To advance the regeneration of Ebrington	Commence site marketing for private sector investment		✓	✓	✓	Phase One site marketing at Ebrington ran from March 2014 – June 2014; and Phase Two ran from July-December 2014. This resulted in a total of seven preferred tenants identified; with a further two shortlisted for the Bar Restaurant opportunity. (DoE opted to take up an opportunity to bring 20 new jobs to the city in the former Culture Company offices at building 71)	Met ⁸⁵ (i.e. commenced March 2014)

⁸⁵ Target was not completed within 2013/14 – not completed until Q1, 2 & Q3 2014/15

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Proceed with all activity required to enable the regeneration of the site, including key projects such as: <ul style="list-style-type: none"> The appointment of an integrated design team for Development Framework 	✓				Design tem appointed June 2013	Met
	<ul style="list-style-type: none"> The commencement of public consultation on Framework options 			✓		Public Consultation commenced September 2013	Met
	<ul style="list-style-type: none"> Securing Ilex's contribution to the Maritime Museum 				✓	Support and guidance provided however the full Business Case is not yet submitted and the project is not approved as Derry City Council is sourcing the remaining additional funding	Not Met

2013/14 Business Plan Targets and Performances

Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	<ul style="list-style-type: none"> Finalisation of development briefs on Ebrington for commercial activities to include Cunningham Square 				✓	<p>Market offers commenced in March 2014; these related to meanwhile uses (approach approved by OFMDFM).</p> <p>Cunningham Square was included in Phase 2 as a larger project and not suited for meanwhile use development, but Ilex were able to go forward as the business management processes / market engagement processes in place demonstrated demand beyond displacement. Development briefs issued for meanwhile use in line with departmental approval. Cunningham Square deferred to Phase 2</p>	Met
	<ul style="list-style-type: none"> Commencement of car park construction 	✓				Work commenced on site in April 2013	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	<ul style="list-style-type: none"> Completion of refurbishment of Buildings 80 and 81. Phase one for interim use as exhibition space and to host the 2013 Turner Prize. Phase two for use as a Creative Hub 		✓		✓	<p>Phase 1: Buildings 80/81 completed to host Turner Prize.</p> <p>Phase 2: In June 2014 Blick Studios awarded the contract to manage the Hub which is due to open in May/June 2015</p>	Met
	<ul style="list-style-type: none"> Completion of car park 				✓	Car park completed October 2014.	Not Met ⁸⁶
	<ul style="list-style-type: none"> Securing business case approval for conversion/renovation of Building 63 to provide Investment House 				✓	<p>Lead applicant withdrew proposal for Building 63, hence no business case submitted</p> <p>Progressed with securing tenant for Building 71 instead, and with approvals for Buildings 57/59 and Building 70. Both approvals secured on 6 March 2014</p>	Not Met

⁸⁶ Target was not completed within 2013/14 – not completed until Q3 2014/15 (October 2014)

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	<ul style="list-style-type: none"> Completion of the Venue 2013 programme and reinstatement of the site 				✓	Venue completed Venue removed from site January / February 2014 and site reinstated for event use	Met
	<ul style="list-style-type: none"> Securing outline planning permission for the site 				✓	Not completed ⁸⁷	Not Met
1.3 To advance the development and use of shared spaces in ways that add value to the City region	Achievement of technical approval for Peace Bridge		✓			All technical approval issues resolved with the exception of one issue which is under review by DRD	Not Met
	Adoption of Peace Bridge				✓	Not adopted	Not Met
	Supporting City of Culture 2013 programme	✓	✓	✓	✓	Yes; as evidenced by the finishing report	Met

⁸⁷ Progress made included Pre-Applications with all statutory bodies which will facilitate planning permission. Extensive additional consultation required with DRD, post-completion of the Ebrington Development Framework

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Agreeing strategy with Derry City Council to deliver large scale events at Ebrington				✓	Board agreement that Ilex should invest in events where DCC see long term / legacy value; no evidence of agreed strategy or date developed	Insufficient Information
2.1 Should be To engage partners with respect, trust and transparency	Proactively and strategically engage stakeholders and One Plan partners on a regular basis	✓	✓	✓	✓	Evidence provided includes: <ul style="list-style-type: none"> • One Plan Strategy Board established and quarterly meetings held • Events: Monthly Safety Advisory Meetings held with Statutory Agencies and Derry City Council • Meetings: meetings with resident groups held annually and in relation to all major events, plans or developments on site 	Met
	Hold regular meetings with OFMDFM including Ministers	✓	✓	✓	✓	Quarterly meetings with Sponsor Department at Director level Monthly meetings with Sponsor Department	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Review stakeholder management strategy and plan		✓			Stakeholder management strategy not undertaken as it was included in Integrated Marketing, Communications, PR & Event Management Support business case which was subsequently not approved	Not Met and no clear alternative strategy put in place
	Develop strategic partnerships and key relationships and maintain existing relationships through the 'One Plan' framework	✓	✓	✓	✓	Evidence provided includes: <ul style="list-style-type: none"> • Strategy Board; • Regeneration Programme Unit; and • Inter-departmental coordinating group 	Met ⁸⁸
	Develop and monitor Memoranda of Understanding (MoUs) with strategic partners	✓	✓	✓	✓	Ilex sponsorship agreements: Memorandum of Understanding between OFMDFM / DSD (July 2013)	Met

⁸⁸ However no evidence of impact provided. In 2013/14 Ilex has developed strategic partnerships with SIB, Western Health & Social Care Trust, UU, etc.

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
2.2 To proactively engage with the public and new and emerging media platforms to ensure the transformation of Derry ~ Londonderry is clearly communicated with passion, purpose and pride	Continuously review the Communications Strategy to ensure alignment with evolving business needs	✓	✓	✓	✓	The effectiveness of Communications is reviewed on an ongoing basis via daily media monitoring (cuttings, broadcast and social media), weekly media digests to Board, and four monthly publicity reports to Board	Met
	Increase awareness and understanding of the roles of Ilex and build its reputation	✓	✓	✓	✓	<p>Evidence provided focused on describing the activities undertaken in order to increase awareness as listed below; however no evidence of increasing the awareness of Ilex's role.</p> <ul style="list-style-type: none"> The review process involved speaking to stakeholders who confirmed they were very aware of Ilex's role in the area; Increased awareness is reflected in print, broadcast and social media coverage as reported to the Ilex Board every week (cuttings digest) and every four months as part of a Board report; and <p>Ilex works closely with Derry City Council on city marketing.</p>	Insufficient Information
	Maximise opportunities for digital engagement	✓	✓	✓	✓	The measurement indicator is wide ranging and difficult therefore to assess whether it has been met or not. Evidence provided included:	Objective Unclear

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
						<ul style="list-style-type: none"> Social media strategy was approved by the Board in February 2012; and New corporate Facebook and Twitter accounts were established in September 2012. 	
2.3 Continue to identify new partners and new sources of funding	Identify new partners, particularly from the private sector and develop funding proposals	✓	✓	✓	✓	<p>No private sector partners in the information provided by Ilex. Information provided by Ilex includes:</p> <ul style="list-style-type: none"> Secured £0.8m additional revenue at beginning of financial monitoring round and reinstated capital budget to £6.5m. Investment of £0.8m via technical transfer to DCAL for the City of Culture programme Contributed to City of Culture securing £12.6m of NI Executive funding. £3.3m secured for city wide community work programme in July 2014 	Not Met
	Identify required sources of funding in the One Plan	✓	✓	✓	✓	<p>One Plan sets out funding required as⁸⁹:</p> <ul style="list-style-type: none"> Capital £401,900 Recurrent: £257,765 	Met

⁸⁹ As at March 2015 35% of the identified funding has been sourced

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
3.1 To ensure Ilex adopts robust management, accounting and financial systems that meet the compliance needs of the business and our Stakeholders	Monthly forecasting system in place through the alignment of programme, project and financial management	✓	✓	✓	✓	Forecasting systems in operation. ⁹⁰	Met
⁹⁰ Feedback from Ilex HR indicates that alignment was achieved primarily by the implementation of the Programme Management system and the training of all relevant staff, including Finance staff in Project Management. Evidence in the inclusion of finance and programme management staff in project boards and the inclusion of all delivery staff in the formulating and updating of Ilex budgets.							

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Management information systems operating satisfactorily	✓	✓	✓	✓	<p>This measure is not specific enough to allow an assessment of whether it was delivered on. However feedback from OFMDFM and DSD indicates that the information provided was not always timely or met their needs. Information provided as evidence by Ilex however not validated by consultations carried out as part of this review includes:</p> <ul style="list-style-type: none"> Information sent to Board was enhanced following the Board's internal assessment of performance, July 2011; All sponsor department requirements for data are achieved in a timely fashion; and all statutory timelines are achieved, ie submissions to HMRC, Companies House, Nilgosc, etc. <p>In recent years Internal Audit has given satisfactory assurance on:-</p> <ul style="list-style-type: none"> follow up review – programme & project management; follow up review – corporate governance & procurement; validation of governance action plans; oversight arrangements for maintenance and operation of the Venue; and capital drawdown procedures. 	Objective Unclear

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Creatively use IT in the delivery of our business	✓	✓	✓	✓	<p>Examples where IT has been used creatively in the delivery of business:</p> <ul style="list-style-type: none"> • It was used during this period to improve Internal Controls. A new Purchase Ordering system was introduced whereby no order could be placed without a Sage Purchase Order and a Sage Purchase Order could not be raised without evidence of BC approval and evidence of procurement. The Purchase order system continues to operate; • All staff are required to use the Microsoft Outlook tool to record their diary movements, invaluable in the daily operation of the business; • Staff holidays are recorded centrally on a shared drive; • All activity at Ebrington is recorded in an Ebrington Animation diary; • IT is used to improve internal controls e.g. new Purchase Order system and by control of business case cost totals; and • Sage has been used to automate journal entry input and thereby reduce processing time. 	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Systems and protocols with OFMDFM tested, approved and operating satisfactorily		✓		✓	<p>Ilex complies with all OFMDFM requirements including:</p> <ul style="list-style-type: none"> • The Management Statement Financial Memorandum • The Memorandum of Understanding for Ebrington; • The OFMDFM Summary Policy & Procedures for the Approval of Departmental Expenditure; • Compliance with MPMNI; and • Compliance with all procurement regulations. 	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
3.2 To develop, deliver and enhance Ilex's policies and procedures to ensure they are efficient and effective	An agreed and effective framework of protocols in place and supported by staff training	✓	✓	✓	✓	<ul style="list-style-type: none"> The framework of protocols is the regular updating of the Employee Handbook which is approved by the sponsor department(s); Policies are normally updated in line with NICS policies; Updated policies – absence management policy (Q2); special leave policy (Q4); enhanced flexi leave policy (Q1); Financial Procedures Manual (Q4); Cycle to Work scheme (Q4); Introduced OFMDM Grants Manual (Q1); Revised MSFM, adopted and approved following single sponsor arrangements (Q4); Introduced OFMDFM business case templates (Q4); and Provided staff training on: diversity, fraud awareness, business case preparation, governance, public procurement, and project management 	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Timely, accurate and appropriate information provided to Board by ensuring internal and external communications are efficient and effective	✓	✓	✓	✓	Quarterly updates given to the Board of all PR activity and outcomes. A media chart is displayed at monthly Board meetings. Feedback gathered from the board on information provided shows high levels of satisfaction Monthly team briefs for all staff. Board and staff emailed all press releases and relevant statements	Met
	Performance appraisal system operating satisfactorily		✓		✓	Interview feedback from CEO confirms this was put in place	Met
3.3 Ensure appropriate corporate governance arrangements are in place	Improve audit assurance ratings by applying and maintaining the highest standards of accountability, propriety and probity.	✓	✓	✓	✓	Received satisfactory assurance from internal audit NIAO provided unqualified audit report and stated that no irregularity issues had arisen	Met
	Complete Annual Accounts by mid May and the accounts by September.	✓				Statutory Accounts signed by Board on 25 Sept 2014	Not Met ⁹¹

⁹¹ Target was not completed within timescales (Q1 2013/14) – not completed until Q2 2014/15 (September 2014)

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Maximise spend and remain within agreed budget tolerance limits for final budget allocation and achieve agreed savings.	✓	✓	✓	✓	Annual report states achieved 100% spend	Met
	Risk management system in operation	✓	✓	✓	✓	The Risk Register is reviewed quarterly and submitted to the Audit Committee for ratification before going to the Board	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
	Action the Departmental Programme Management Review and Gateway Reviews	✓	✓	✓	✓	<p>Note: this refers to reviews of individual projects, not reviews of Ilex as a corporate entity.</p> <p>Gateway Review process initiated by completion of a Risk Potential Assessment (RPA) which provides a high-level assessment of the potential programme or project risk. Requirements are triggered by value thresholds.</p> <p>The majority of Ilex projects fall below the Gateway mandatory requirement threshold (i.e. below £20m). An RPA and a peer review are completed projects over £5m. The only project applicable in 2012/13 was the car park (£5.5m) for which an RPA and peer review were completed</p> <p>All of the recommendations from the February 2010 Gateway Review of Ilex have been actioned (see table at in appendix P)</p>	Met
	Maintain satisfactory assurance in relation to Ilex's internal systems and procedures	✓	✓	✓	✓	Internal Audit Annual Report provided satisfactory assurance; NIAO did not qualify their opinion	Met
4.1 To ensure staff are valued, recognised and appropriately skilled to	Enhance Organisational Development Framework to include personal	✓				<p>Evidence provided includes:</p> <ul style="list-style-type: none"> Personal development & training and development & training approval forms 	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
meet our business needs by promoting a culture of learning and creativity, and to build a flexible, responsive organisational structure	development and capacity building to enable cross directorate working and linking personal objectives to those articulated in the business plan and corporate plan					require requests to be linked to Ilex / Directorate Objectives; and <ul style="list-style-type: none"> • Training and development plan progressing 	
	Develop and implement an enhanced volunteering policy to proactively promote and protect the physical and mental wellbeing of staff		✓			The policy was not finalised and implemented. However, a number of volunteering opportunities in and around the City of Culture 2013 year were offered to staff.	Not Met
	Develop flexible working arrangements for staff			✓		The following policies are in place: <ul style="list-style-type: none"> • Work at home policy; and • Salary Sacrifice Childcare Voucher Scheme P&R Committee noted and approved changes to the Flexible Working Scheme to be in line with NICS	Met

2013/14 Business Plan Targets and Performances							
Objective	Measurement	Target 2013/14				Evidence	Assessment ⁸³
		Q1	Q2	Q3	Q4		
						colleagues (in relation to core time and carry over credit) ⁹²	
	Hold participative monthly Whole Team meetings every month underpinned by regular Directorate-specific briefings	✓	✓	✓	✓		Met
4.2 To build a supportive team culture by providing a happy, healthy and fit-for-purpose environment for staff.	Conduct a staff engagement survey		✓			Not completed	Not Met
4.3: To build a flexible, responsive organisational structure and appropriate corporate governance arrangements	Implement actions arising from the staff engagement survey			✓	✓	Not completed as survey not conducted	Not Met

⁹² Ilex Proposed changes to Ilex Flexible Working Scheme



APPENDIX F: PROFILE OF EBRINGTON BUILDINGS

F. Profile of Ebrington Buildings

Approved Projects

Ebrington Projects Currently Approved

Project Title	Jobs Created/Projected	Current status as provided by Ilex (4 April 2015)
Buildings 80 and 81	37	In autumn 2012 work started to transform the former barracks into a Creative Industries Hub providing workspace for start-up and developing companies. It was expected to be operational in 2013. The current status is that it will be operational in June 2015.
Building 83		The project comprises the refurbishment Building 83 for meanwhile use as Ilex's offices. Ilex is expected to move in some this in this current qtr. Originally it was estimated that Ilex would be in situ in the early part of 2015
Building 71	25	Refurbished as the regional headquarters of the Department of the Environment; took up tenancy in October 2014.
Building 70	10	Brought to market as part of Phase 1 site marketing in March 2014. The tenant took occupancy to complete fit-out in March 2015. The business owner is scheduled to open in April 2015.
Buildings 57 and 59	15	Brought to the market as part of Phase 1 site marketing in March 2014, the former officers' stables and adjoining structure are currently being converted into a café offering allied retail. Due to discovery of the star fort foundations, this project has been extended and will now complete in July 2015.

Source: Summary of Ilex Performance Report provided to RSM McClure Watters April 2015



Potential Projects

Ebrington Project Not Yet Approved

Project Title	Jobs Created/Projected	Current status as provided by Ilex (4 April 2015)
Building 4	28	A childcare facility has been identified. DSO has been instructed to complete Heads of Terms. Business case approvals and planning consents need to be secured prior to works commencing.
Building 30	12.5	A wood fired craft bakery, eatery and bread school has been identified. DSO has been instructed to complete Heads of Terms. Business case approvals and planning consents need to be secured prior to works commencing.
Building 62	1	Will be converted for domiciliary care. DSO has been instructed to complete Heads of Terms. Business case approvals and planning consents need to be secured prior to works commencing.
Building 104	40	Will be regenerated as a Business Growth Hub. The Hub aims to have up to 16 tenants for new and expanding SMEs. DSO has been instructed to complete Heads of Terms. Business case approvals and planning consents need to be secured prior to works commencing.
Building 115	6	Will be refurbished as a specialist fitness and hire centre. DSO has been instructed to complete Heads of Terms. Business case approvals and planning consents need to be secured prior to works commencing.
Buildings 10, 11 and 17		As part of the tenant exercise, Ilex has sought full business plans from two short-listed providers re a bar / restaurant on site. They have each been given three months for this process, closing 18 May 2015.

Source: Summary of Ilex Performance Report provided to RSM McClure Watters April 2015

While DSO have been instructed to complete Heads of Terms on five projects, OFMDFM have indicated that business cases have only been submitted for one of these (Building 104), which has not yet been approved. It would be more appropriate if Ilex has submitted the Business Cases to OFMDFM before asking DSO to prepare Heads of Terms.



APPENDIX G: POST PROJECT EVALUATIONS (PPES)

G. POST PROJECT EVALUATIONS (PPES)

Overview of Ilex Post Project Evaluations (PPEs)

Project Title	Date	Name of ILEX Project Manager / Contact	Project Cost	% of Objectives Listed as Met	Comments on %	Project Delivered within Set Timeframe and Budget – Yes / No	Evidence of Economic Impacts Generated – jobs created, private sector monies leveraged; tourist numbers/ spend; businesses set up etc.
Establishment of Interim Cultural Company covering the period ⁹³	08/09/2014	Michael Gallagher	£254,595	25%	1/4 objectives achieved. All of these objectives were too ambitious and not SMART in nature. These should not have been included in this Business Case but replaced by more specific objectives that were attainable within time period.	No	None

⁹³ Ilex: Business Case Reference No. – 10.11.052, Interim Cultural Company July 2010 – Mar. 2011 (08/09/14).

Project Title	Date	Name of ILEX Project Manager / Contact	Project Cost	% of Objectives Listed as Met	Comments on %	Project Delivered within Set Timeframe and Budget – Yes / No	Evidence of Economic Impacts Generated – jobs created, private sector monies leveraged; tourist numbers/ spend; businesses set up etc.
City Web Portal Phase 2 ⁹⁴	09/01/13	Mo Durkan	£183,000	100%	Objective achieved	Yes	None
Contribution to support the city being promoted at MIPIM 2012 (Retrospective) ⁹⁵	29/08/13	Tony Monaghan	£8,000	100%	5/5 objectives achieved	Yes	None
Business Tourism ⁹⁶	01/03/13	Angela Hughes	£36,000	100%	4/4 objectives achieved	Yes	Economic impact represented £3.5 million in 2012 and £5.5 million at time of evaluation in 2013.
Design and Print of Branded Stationary ⁹⁷	24/01/13	Mo Durkan	£5,000	100%	Objective achieved	Yes	None
Engage OECD to undertake a review which will	27/02/2013	Martin Fitzpatrick	€50,000	100%	Objective achieved – final report published	Yes	None

⁹⁴ Ilex: Business Case Reference No. – 0910/054, City Web Portal Phase 2 (09/01/13).

⁹⁵ Ilex: Business Case Reference No. – 1213/019, Contribution to support the city being promoted at MIPIM 2012 (Retrospective) (29/08/13).

⁹⁶ Ilex: Business Case Reference No. – 1112/071, Business Tourism (01/03/13).

⁹⁷ Ilex: Business Case Reference No. – 1112/052, Design and Print of Branded Stationary (24/01/13).

Project Title	Date	Name of ILEX Project Manager / Contact	Project Cost	% of Objectives Listed as Met	Comments on %	Project Delivered within Set Timeframe and Budget – Yes / No	Evidence of Economic Impacts Generated – jobs created, private sector monies leveraged; tourist numbers/ spend; businesses set up etc.
extract international best practice and propose constructive recommendations to enable the long term mission to deliver economic, physical and social renewal in the city and its region to be fulfilled ⁹⁸					in December 2011		
Animation Programming at Ebrington – Christmas 2012 ⁹⁹	17/02/14	Mo Durkan	£74,250	100%	3/3 objectives achieved	Yes	None

⁹⁸ Ilex: Business Case Reference No. – 1112/001, Engage OECD to undertake a review which will extract international best practice and propose constructive recommendations to enable the long term mission to deliver economic, physical and social renewal in the city and its region to be fulfilled (27/02/13).

⁹⁹ Ilex: Business Case Reference No. – 1213/044, Animation Programming at Ebrington (17/02/14).

Project Title	Date	Name of ILEX Project Manager / Contact	Project Cost	% of Objectives Listed as Met	Comments on %	Project Delivered within Set Timeframe and Budget – Yes / No	Evidence of Economic Impacts Generated – jobs created, private sector monies leveraged; tourist numbers/ spend; businesses set up etc.
Contribution to the Digital Derry Action Team to undertake a range of activities identified within the Digital Derry Strategy to develop the Digital Economy in Derry ¹⁰⁰	21/02/14	Ciaran Doherty	£104,002.27	100%	2/2 objectives achieved	No – Objectives delivered by the key date but the project was 4% over budget	None
Design and Print of Branded Stationary ¹⁰¹	11/04/13	Mo Durkan	£149,861.51	100%	2/2 objectives achieved	Yes	None
Clinical Research Fellow Post Based at the Clinical	18/01/13	Jennifer Neff	£60,000	100%	Objective achieved	Unclear – Delivered within budget but no	Establishment of this post led directly to UU and C-Tric agreeing to pursue the development of a Centre for Personalised Medicine. If the project

¹⁰⁰ Ilex: Business Case Reference No. – 1112/057, Contribution to the Digital Derry Action Team to undertake a range of activities identified within the Digital Derry Strategy to develop the Digital Economy in Derry (21/02/14).

¹⁰¹ Ilex: Business Case Reference No. – 1112/052a, Design and Print of Branded Stationary (11/04/13).

Project Title	Date	Name of ILEX Project Manager / Contact	Project Cost	% of Objectives Listed as Met	Comments on %	Project Delivered within Set Timeframe and Budget – Yes / No	Evidence of Economic Impacts Generated – jobs created, private sector monies leveraged; tourist numbers/ spend; businesses set up etc.
Translational Research and Innovation Centre (C-TRIC) ¹⁰²						timeframe set	is funded it is likely to be a multi-million pound investment with up to 13 additional research staff in post by October 2013.
Regeneration Plan for Derry~Londonderry ¹⁰³	11/04/13	Gerard McCleave	£267,197.50	28.6% Benefits 38.5% Outputs	2/7 benefits achieved 5/13 Outputs achieved	No	None
Sponsorship Norbic Congress ¹⁰⁴	20/02/14	Mo Durkan	£50,000	75%	3/4 objectives achieved – For the objective not achieved: Only 313 international visitors attended the congress. Target was 350.	Yes	Congress 2013 contributed in promoting the city as a location for investment by profiling the city's Hibernia Exchange centre at Fort George.

¹⁰² Ilex: Business Case Reference No. – 1011/045, Clinical Research Fellow Post Based at the Clinical Translational Research and Innovation Centre (C-TRIC) (18/01/13).

¹⁰³ Ilex: Business Case Reference No. – 0809/045, Regeneration Plan for Derry~Londonderry (11/04/13).

¹⁰⁴ Ilex: Business Case Reference No. – 1314/001, Sponsorship Norbic Congress (20/02/14).

In total approximately 276 Post Project Evaluations (PPEs) have been completed and Ilex provided the evaluators with a sample of) 12 of these which were carried out over the review period, eight in 2013 and four in 2014. The 12 PPEs covered projects with investments of £1,227,968.¹⁰⁵ One PPE does not list whether objectives were achieved. For the remaining 11 PPEs, 90% of the objectives were stated as achieved.¹⁰⁶ All the PPEs were completed internally. The quality of the objectives set for each project varied significantly. Some objectives were SMART while others were vague and / or not quantifiable. Of the 12 PPEs that were carried out, six provided quantitative evidence to support the extent to which objectives had been met while the remaining six generally provided qualitative evidence.¹⁰⁷

Overall, if a set objective for a project was SMART, the evidence produced to support the extent to which the objective had been achieved was quantitative. Conversely if an objective for a project was vague and not quantifiable, the evidence produced was mostly qualitative and not robust.¹⁰⁸

In summary, eight of the 12 projects were stated as being successfully delivered within their set timeframes and budgets. The remaining four either overspent or did not adhere to set timeframes.¹⁰⁹

Only one PPE provided evidence of economic impacts which calculated the economic impact as £3.5 million in 2012 and £5.5 million by 2013.¹¹⁰ The source for the economic impact results is not included in the PPE, therefore the evaluators are unable to verify the information provided without further discussions with Ilex.

Of the nine PPEs that listed 100% of objectives achieved, a number of learnings were identified:

- More time should be allowed to engage stakeholders more fully;¹¹¹
- Project managers should learn from best practice from within Ilex and from other organisations when starting a new project;¹¹²
- A good Memorandum of Understanding between the relevant departments / organisations, that provides clarity in terms of accountability, policy, operational and reporting procedures, is essential to the success of any project;¹¹³

¹⁰⁵ One PPE had a total cost of €50,000. This was calculated as £36,062.20 on 09/03/2015.

¹⁰⁶ Nine PPEs listed 100% of objectives as achieved, one PPE recorded 75% of objectives achieved and the remaining PPE listed 25% of objectives as achieved.

¹⁰⁷ It should be noted that the nature of a project also has an impact on the type of objectives that can be set and evidence that can be produced in a PPE.

¹⁰⁸ It should be noted that the nature of a project also has an impact on the type of objectives that can be set and evidence that can be produced in a PPE.

¹⁰⁹ Ilex: Business Case Reference No. – 1011/045, Clinical Research Fellow Post Based at the Clinical Translational Research and Innovation Centre (C-TRIC) (18/01/13).

¹¹⁰ Ilex: Business Case Reference No. – 1112/071, Business Tourism (01/03/13).

¹¹¹ Ilex: Business Case Reference No. – 0910/054, City Web Portal Phase 2 (09/01/13).

¹¹² Ilex: Business Case Reference No. – 0910/054, City Web Portal Phase 2 (09/01/13).

¹¹³ Ilex: Business Case Reference No. – 1213/019, Contribution to support the city being promoted at MIPIM 2012 (Retrospective) (29/08/13).

- When consultants are needed for a project, CPD need to be engaged from an early stage to assure understanding of their classification¹¹⁴ and role;¹¹⁵
- When organising public events, prompt approval must be given to third party organisers to allow them to plan, build, publicise and resource events;¹¹⁶
- To project attendance rates at future events, Ilex must not limit projections to Peace Bridge figures. Ilex should also take into account the number of people who have attended similar events in other areas;¹¹⁷
- Objectives listed within a Business Case should be reported on in each progress report;¹¹⁸
- Constant communication between project partners is key to avoiding a disconnect between the objectives of individual partners and the overall objectives of a project;¹¹⁹
- Milestones set out in Letters of Offer should be incorporated into Business Cases;¹²⁰
- Payment schedules as per Letters of Offer should also be included in Business Cases and adhered to before money is issued to beneficiaries;¹²¹ and
- Continuity plans should be incorporated into business plans to accommodate for unforeseen circumstances in project management.¹²²

Of the three remaining PPEs, key points included:

- Business cases should be completed in advance of expenditure;¹²³
- Expenditure should be in line with Council and / or CPD Procurement Guidance;¹²⁴
- All expenditure should be within approval limits and where no approval has been granted no expenditure should take place;¹²⁵ and
- Best practice programme and project management should always be adhered to including setting realistic timelines and goals, establishing a realistic baseline and

¹¹⁴ When Ilex engaged OECD, an intergovernmental organisation, to undertake a review to extract international best practice in relation to its work and aims, CPD deemed it to be consultancy. This delayed the project for a number of weeks.

¹¹⁵ Ilex: Business Case Reference No. – 1112/001, Engage OECD to undertake a review which will extract international best practice and propose constructive recommendations to enable the long term mission to deliver economic, physical and social renewal in the city and its region to be fulfilled (27/02/13).

¹¹⁶ Ilex: Business Case Reference No. – 1213/044, Animation Programming at Ebrington (17/02/14).

¹¹⁷ Ilex: Business Case Reference No. – 1213/044, Animation Programming at Ebrington (17/02/14).

¹¹⁸ Ilex: Business Case Reference No. – 1213/019, Contribution to support the city being promoted at MIPIM 2012 (Retrospective) (29/08/13).

¹¹⁹ Ilex: Business Case Reference No. – 1112/052a, Design and Print of Branded Stationary (11/04/13).

¹²⁰ Ilex: Business Case Reference No. – 1011/045, Clinical Research Fellow Post Based at the Clinical Translational Research and Innovation Centre (C-TRIC) (18/01/13).

¹²¹ In the Clinical Research project, the post was filled 21 months after the first payment was issued to C-TRIC. The second payment was made 6 months prior to the post being filled. As a result, C-TRIC had access to the full funding for the post well in advance of the successful applicant being appointed. Ilex: Business Case Reference No. – 1011/045, Clinical Research Fellow Post Based at the Clinical Translational Research and Innovation Centre (C-TRIC) (18/01/13).

¹²² Ilex: Business Case Reference No. – 1011/045, Clinical Research Fellow Post Based at the Clinical Translational Research and Innovation Centre (C-TRIC) (18/01/13).

¹²³ Ilex: Business Case Reference No. – 10.11.052, Interim Cultural Company July 2010 – Mar. 2011 (08/09/14).

¹²⁴ Ilex: Business Case Reference No. – 10.11.052, Interim Cultural Company July 2010 – Mar. 2011 (08/09/14).

¹²⁵ Ilex: Business Case Reference No. – 10.11.052, Interim Cultural Company July 2010 – Mar. 2011 (08/09/14).



monitoring from that baseline, providing and updating a formal project plan on a regular basis and maintaining a risk and issue register to highlight issues and outline mitigating actions.¹²⁶

¹²⁶ Ilex: Business Case Reference No. – 0809/045, Regeneration Plan for Derry~Londonderry (11/04/13).



APPENDIX H: BDO RECOMMENDATIONS AND ACTIONS TAKEN



H. BDO RECOMMENDATIONS AND ACTIONS TAKEN

BDO Recommendations and Actions Taken

Recommendations ¹²⁷ (February 2011)	Responsibility	Timescale	Actions Taken by Board	Assessment
Interrogation & Review of Ilex Strategic Plans – pre and post finalisation	Ilex URC in liaison with Sponsoring Departments	3 months	<p>Actions taken by May 2011:¹²⁸</p> <ul style="list-style-type: none"> Objectives of the company's Business & Corporate Plans are in balanced scorecard format; The Corporate Plan 2011 to 2015 is a rolling plan that is revisited each year and resubmitted to sponsor departments and DFP for approval, a 'living' document; Close involvement with departmental officials at all stages, alongside the Board and Staff in the development of the plans; Further development of smart targets and integration of lessons learned from previous planning cycles 	<p>Not Addressed</p> <p>The corporate objectives of the company were already in a balanced scorecard format at the time of the BDO report. However, while this approach was confirmed as a sound basis for the planning and prioritisation of work, the report indicated that there was scope for the corporate plan to be more 'living' document where all key stakeholders have an input into its development. It was also noted that the rolling corporate planning process had seen reaffirm its mission, aims and values in each instance.</p> <p>There is no evidence of how Ilex have revised its corporate plans / strategic aims based on feedback from key stakeholders.</p> <p>While it is indicated that there has been further development of smart targets based on lessons learned; the assessment of objectives measure in section 6 indicates a lack of</p>

¹²⁷ BDO (February 2011) OFMDFM and DSD – Review of Ilex Urban Regeneration Company

¹²⁸ Ilex (May 2011) Update on Implementation of BDO Recommendations



Recommendations ¹²⁷ (February 2011)	Responsibility	Timescale	Actions Taken by Board	Assessment
				smart targets at corporate or business planning level.
Building effective relationships with the Sponsoring Departments	Ilex URC & Sponsoring Departments	3 months	<p>Actions taken by May 2011:¹²⁹</p> <ul style="list-style-type: none"> • Structured schedule of meetings agreed between Ilex and its sponsor departments to enable greater collaboration; • Liaison meetings at Grade 5 level monthly; • Liaison meetings at Deputy Secretary level with CEO quarterly; • Chair and CEO meetings at Accounting Officer level twice yearly; • Chairman’s meeting at Ministerial level annually; • Audit Committee meetings bi-monthly; • Departmental Audit Committee – Chair of Ilex audit will meet annually; and • Attendance at Departmental Committee meetings as required. 	<p>Not Fully Addressed</p> <p>There is evidence of regular meetings between Ilex and the sponsoring department however there is no evidence on the effectiveness of this activity and if it has led to an effective working relationship.</p>

¹²⁹ Ilex (May 2011) *Update on Implementation of BDO Recommendations*



APPENDIX I: ILEX GOVERNANCE

I. ILEX GOVERNANCE

I.1. Ilex Board

During the review period (2011 – 2015) there have been 14 Board members and three Chairs in post, with five resignations. The core functions of Ilex are Physical Regeneration; Economic Development and Implementation and running an organisation. The table below details the number of current Board members with expertise in these areas.

Current Ilex Board Expertise

Area of Expertise	Number of Board Members with direct experience in this area as at March 2015
Physical Regeneration	Board Member - selling of property but no property development detailed.
Design / Delivery of Economic / Community Development Projects	Chair - Digital Hub and start-ups. Board Members (three) - Education and Skills. Board Member (one) – Community.
Running an Organisation - corporate governance, finance, HR, procurement etc.	All seven Board Members have experience and expertise in running organisations as Directors of organisations and / or Board Members of other organisations.

The Ilex Board

The Board have corporate responsibility for ensuring that Ilex fulfils the aims and objectives set by the sponsor Department, as approved by the Ministers and promoting the efficient, economic and effective use of staff and other resources by Ilex.¹³⁰ The Board does this by developing and approving strategy and operational plans, allocating and approving budgets, establishing policies to be complied with, reviewing performance and critically appraising information provided and holding management to account through the exercise of a robust challenge function.

As shown in section 6.3 and as previously detailed in the BDO report¹³¹ there is a need for the Board to ensure that appropriate targets are being set that relate to the core purpose of the organisation. There is also evidence that the progress reports sent to the board are not adequately reporting progress and in particular not clearly reporting non-performance (see section 6.3.4 of the main report).

¹³⁰ Ilex Urban Regeneration Company Limited MSFM (2008; updated 2014)

¹³¹ BDO (2011) *Review of Ilex Urban Regeneration Company*

The Board needs a mix of skills and competencies to assist the collective discharge of its legal and corporate responsibilities. The core functions of Ilex are Physical Regeneration; Economic Development and Implementation and running an organisation. Appendix I details the number of current Board members with expertise in these areas.

Consideration should be given to appointing at least one Board member with these skills. Alternatively upskilling of existing Board members could be an option as could the recruitment of an appropriately qualified external adviser to the Board. In addition the Board has three members with education and skills expertise. These were directly relevant to the running of Ilex when it had direct responsibility for coordinating and managing specific projects under the One Plan. Once the strategy function moves to the Council, these skills are no longer as relevant and the Board should be reviewed in light of this.

I.2. Assurance Mechanisms

A number of assurance mechanisms are in place as detailed below. Ilex also obtains independent assurance from sources as follows:

Meetings with the Sponsor Department

A Liaison Group¹³² is held with OFMDFM on a monthly basis as well as a Strategic Liaison Group¹³³ with OFMDFM on a quarterly basis. A review of the minutes of meetings (both the Strategic Liaison Group¹³⁴ and the Liaison Group¹³⁵) show that the sponsor Department does not have confidence that Ilex will deliver as planned and there is evidence of significant operational focus by OFMDFM in seeking detailed information on the progress regarding projects, spend levels and expected outcomes. They also show OFMDFM emphasising the need for Ilex to focus solely on the Department's remit.

Accountability Meetings

Annual accountability meetings are held between the First Minister and deputy First Minister and the Chairman of Ilex.

Annual Review Meetings

A review of the most recent accountability meeting assessment of performance (October 2014) shows that that performance was deemed to be satisfactory. However it also

¹³² The Liaison Group was established to provide a forum for monitoring the activities of Ilex by the Department; to support good relations in fulfilling respective responsibilities and commitments; to have clear and open communication channels; to provide advice and guidance on relevant Government policy; and to work together to obtain all necessary Departmental or Ministerial approvals. The Liaison Team consists of nominated members of staff from Ilex and OFMDFM.

¹³³ On a quarterly basis the meeting will focus on the physical and financial progress of project work

¹³⁴ Minutes of Strategic Liaison Group meetings for September 2014- March 2015

¹³⁵ A sample of the minutes of the Liaison Group meetings over Jan 2014- December 2014

highlighted a need for greater progress on the development of Ebrington, transfer of the Peace Bridge and a staffing review. To date none of these have been completed.

Performance Appraisal

The Chair completes performance appraisals with the non – executives on an annual basis.

The CEO conducts performance appraisals with each staff member whose individual objectives link directly to business objectives. Performance is formally assessed annually in addition to informal meetings on a one to one basis.

Assessment of Committee Effectiveness

In addition to the main Board, Ilex has two subcommittees dealing with Audit and Personnel and Remuneration matters. Each subcommittee has its own terms of reference and there is evidence of reporting arrangements to the main Board.

Audit Committee: A self-assessment of how the Audit Committee operates was undertaken in July 2013 and Audit Committee members subsequently agreed that:

- nomination was required for a Board member to join the Audit Committee, following the resignation of a Board member;
- an induction programme should be developed for new Audit Committee members; and
- the Audit Committee will meet with the internal auditors and the external auditors, separately, and independently of any management.

The 2013/14 annual report and accounts indicate that these agreed actions were subsequently implemented.¹³⁶ This demonstrates an ongoing commitment by the Audit Committee to enhancing governance arrangements within Ilex.

Personnel & Remuneration Committee: The Committee supports the Board on staffing issues and for overseeing the secondment of the Strategy and Regeneration staff to the Council. No evidence of any self-assessment was provided.

I.3. Internal Audit Opinion 2011/12 – 2013/14

Internal Audit Opinion 2011/12 – 2013/14

Year	Internal Audit Opinion	Key Points
2011/12: Audit Report published 7 April 2011 (DSD)	Limited Assurance opinion for the 2011/12 financial year	On assessing progress against 2010/11 recommendations, the review found that the actions taken did not fully address the

¹³⁶ Ilex Annual Report and Accounts 2013/14



Year	Internal Audit Opinion	Key Points
Internal Audit Unit)		weaknesses outlined in the previous audit report.
2012/13: Audit Report published July 2013 (DSD Internal Audit Unit)	Satisfactory opinion for the 2012/13 financial year	<p>Review of the Implementation of the Actions outlined in the Action Plans: Internal Audit Unit opinion was that management had satisfactorily implemented the actions outlined in the Ilex and Departmental action plans.</p> <p>Review of Ilex's funding arrangements in place with Strategic Partners: Internal Audit's opinion was that management has established a limited system of internal control to mitigate risks relating to the funding of strategic partners.</p>
2013/14: Audit Report published 16 May 2014 (DSD Internal Audit Unit)	Satisfactory opinion for the 2013/14 financial year	<p>Internal audit advised that, as a consequence of the work undertaken by Ilex to improve the systems of internal control and address issues raised in previous years, an overall satisfactory audit for Ilex was appropriate. Specifically:</p> <ul style="list-style-type: none"> • Management had established a limited system of internal control to mitigate the risk that applications and payments relating to the administration of the Cultural Community Infrastructure Scheme could be invalid, untimely, inaccurate or non bona-fide. Recommendations to improve the system of internal control were made which were accepted by management. • The review of oversight arrangements for the Maintenance and Operation of the Venue received a satisfactory audit opinion. Some recommendations were made to improve the financial and monitoring controls. • The follow-up review of Previously Accepted Audit recommendations found that excellent progress had been made by management. This resulted in a substantial audit opinion • The examination of Capital Drawdown



Year	Internal Audit Opinion	Key Points
		procedures also received a satisfactory opinion. Once again a number of recommendations were made to improve the standard of control around the Capital Drawdown and on-line banking processes.

Source: DSD Internal Audit Reports 2011/12; 2012/13; and 2013/14

Internal Audit Findings

The primary sources of independent assurance are the Internal Audit function and the External Audit function. The Internal Audit Service for Ilex is provided by DSD Internal Audit Team.

A review of internal audit reports over 2011-2014 (detailed in Appendix I) shows that Ilex has progressed from receiving a limited assurance opinion in 2011/12 to a satisfactory opinion in both 2012/13 and 2013/14 financial years, indicating an adherence to corporate governance procedures.

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An external quality review (EQA) was commissioned in November 2013 by the Head of Internal of DHSSPS who commenced fieldwork late January 2014. Unfortunately the HIA took ill and DSD had to re-commission the EQA in September 2014, with the reviewer (the HIA from the Scottish Executive) being on site in late November 2014. The draft report was issued in March 2015 and concluded that the Unit Fully Conforms. The report was finalised in June 2015 and will be presented to the Ilex Audit Committee at its next meeting. The Chief Executive of Ilex and the Chair of the Ilex Audit Committee was advised of need to re-commission the EQA in October 2014 and were both advised in March 2015 that the draft report stated the DSD IA Unit “Fully Conforms” with the PSiAs.



I.4. External Audit Opinion 2011/12 – 2013/14

External Audit Opinion 2011/12 – 2013/14

Year	External Audit Opinion	Key Points
2011/12	Annual accounts given qualified audit opinion by NIAO	<p>The Comptroller and Auditor General (C&AG) certified the financial statements with qualified regularity.</p> <p>The audit judgements related to ongoing irregular expenditure being incurred in 2011/12 without proper approval. This related to:</p> <ul style="list-style-type: none"> • Peace Bridge disallowed EU expenditure; • Failure to obtain required project approvals from sponsor departments or DFP; and • Failure to obtain required project approvals from sponsor departments or DFP for salary paid to a newly appointed senior executive. <p>It was also noted that the financial statements prepared by Ilex contained a number of disclosure and presentational errors.</p> <p>In the course of the audit misstatements were identified which were adjusted in the financial statements. The net effect of these adjustments on the Statement of Comprehensive Net Expenditure (SoCNE) and Statement of Financial Position (SoFP) was £548, 938</p>
2012/13	Annual accounts given unqualified audit opinion by NIAO	<p>While the C&AG certified the 2012/13 financial statements with an unqualified audit opinion, a report on the account was also required as a number of the issues that gave rise to a qualified audit opinion in previous years continued to arise this year, but the amounts involved were considerably smaller.</p> <p>It was noted that procurement and project management risks remained and these would be reviewed again as part of the 2013/14 audit.</p> <p>In the course of the audit misstatements were identified which were adjusted in the financial statements. The net effect of these adjustments on the Statement of Comprehensive Net Expenditure (SoCNE) and Statement of Financial Position (SoFP) was £379k.</p>
2013/14	Annual accounts given unqualified audit opinion	<p>One historical irregularity remains relevant: irregular unapproved starting salary of a director appointed in</p>



Year	External Audit Opinion	Key Points
	by NIAO	2010. It was also noted that there remained a number of weakness in the procurement of goods and services. In the course of the audit misstatements were identified which were adjusted in the financial statements. The net effect of these adjustments on the Statement of Comprehensive Net Expenditure (SoCNE) and Statement of Financial Position (SoFP) was £13,824

Source: NIAO Audit of Ilex Financial Statements 2011/12; 2012/13; and 2013/



APPENDIX J: ACTIONS TAKEN ON PAC RECOMMENDATIONS

J. PAC REPORT – ACTIONS TAKEN ON RECOMMENDATIONS

Public Accounts Committee 2012

The Public Accounts Committee met on 25 April 2012 to consider the Comptroller and Auditor General's (C&AG's) report on Ilex Accounts for 2010/11 and raised concerns regarding the 'systemic breakdown in the application of key spending control'. The key issues identified by the PAC are detailed in below, alongside the actions taken by Ilex.¹³⁷ This indicates that the actions have been fully implemented.

Actions Taken on PAC Recommendations

Recommendation	Action Taken
Recommendation: Streamline sponsorship control of Ilex.	OFMDFM became the single sponsor of Ilex on 1 April 2013.
Recommendation: Departments to give Ilex a clear mandate in respect of their responsibilities, including ensuring value for money.	OFMDFM have provided a clear mandate to Ilex that their focus is on delivering on departmental objectives only. This is reinforced through regular review meetings. Ilex is required to adhere to sponsor Department guidance as contained in the document 'Summary Policy & Procedures for the Approval of Departmental Expenditure' CG 01/14, issued in October 2014.
Recommendation: Non-executive Board members should have details of who is responsible for paying any tax liabilities formally agreed before appointment and included in the contract of employment.	New guidance was issued by DFP in relation to the pay of Non-Executive Directors via DAO 09/13. Ilex had been in compliance with the new guidance since year end 31 March 2011. HMRC offer the option to the company of entering into a PAYE Settlement Agreement- whereby the PAYE liabilities of the Non-Executive Directors arising from travel claims are paid by the company. Each Non-Executive Board member is required to confirm in writing their participation in the PAYE Settlement Agreement.

Source: http://www.niassembly.gov.uk/globalassets/documents/reports/public-accounts/military_sites.pdf. Information on progress against recommendations provided by Ilex

¹³⁷ Public Accounts Committee (July 2012) *Report on the Transfer of Former Military and Security Sites to the Northern Ireland Executive and Ilex Accounts 2010 - 2011*



APPENDIX K: CORPORATE AND BUSINESS PLANNING

K. CORPORATE AND BUSINESS PLANNING

K.1. Assessment of Corporate Objective Targets 2015 – 2018

Assessment of Corporate Objective Targets 2015 – 2018

Target	SMART Assessment
Continue bringing opportunities to market in line with the EDF and so support the development of 20 new businesses on site (Buildings 4, 10, 11, 40, 45/46, 49, 79, 80/81, 85)	✓
Bring an additional 9.84 acres of Ebrington back into permanent use by December 2018;	✓
Undertake major infrastructure project at eastern end of the site	X
Achieve the adoption of the Peace Bridge by DRD Roads Service	✓
Secure anchor tenant for King Street development platform	✓
Work with Derry City Council and others to support key legacy / follow on events building on the success of 2013	X
Implement comprehensive maintenance and management regimes for open areas at Ebrington	X
Secure cultural tourism anchor project to support economic regeneration and contribute to City of Culture legacy 2013 – 23	X
Facilitate the use of Ebrington for events in line with the stated policy	X
Build on the success of the east/west axis (Peace Bridge) through the site by strengthening the north/south axis through increased permeability into the Waterside and St Columb's Park;	X
Work with DRD to harmonise the connection points and interrelationship between Ebrington and the proposed integrated transport hub	X

Source: Draft Ilex Corporate Plan 2015-2018

K.2. Analysis of objectives and measures 2011/12 – 2013/14

Analysis of objectives and measures 2011/12 – 2013/14

Type of Measure	Number of Objectives				Number of Measures (Targets)			
	2011/12	2012/13	2013/14	Total	2011/12	2012/13	2013/14	Total
Core Delivery	3	3	3	9	21	34	24	79
Support	9	9	9	27	31	28	29	87
Total	12	12	12	36	52	62	53	166

Source: Ilex Business Plans 2011/12 – 2013/14

K.3. Structure of Ilex Business Plans

Link between 100 day targets and Quarter one measures (2013/14)

Target/ Measure included in 2013/14 Business Plan	100 day target set in the business plan (by June 2013)	Recorded as a Quarter One target linked to an objective in the Business Plan 2013/14
Commence construction of Ebrington car park	✓	✓
Host BBC Radio 1's Big Weekend at Ebrington	✓	No
Develop Stakeholder Engagement Plan for Ebrington	✓	✓ (refers to the commencement of public consultation on Framework options)
Publicise results of Citi-Scope 2012/13	✓	No
Facilitate One Plan Social Investment Fund projects.	✓	✓ (refers to servicing the local development system)
Secure outline planning permission for Fort George	✓	No
Commence monitoring and evaluation of UK City of Culture	✓	No

Source: Ilex 2013/14 Business Plan



APPENDIX L: STRUCTURE AND STAFFING

L. STRUCTURE AND STAFFING

L.1. Roles, Responsibilities and Profiles

Senior Management

Chief Executive

The Chief Executive is responsible for leading the company with regard to the management and delivery of the One Plan and the development of Ebrington (and previously the regeneration of Fort George). He also has a role as Accounting Officer to ensure effective systems of control are in place, and as Consolidation Officer to ensure the preparation and consolidation of information setting out the financial results and position of the Company.

In addition his role has been impacted by the departure of the Director of Corporate Affairs and the Director of Development¹³⁸ and he has taken on responsibilities with regard to both areas. No updated job description exists to reflect these additional duties however information provided by Ilex indicates they are as follows:

- Corporate Affairs: leading role in strategic direction and development of the Ilex Company, including personal input into regular review of the Company's corporate and business plans. Key responsibilities include implementation of the Balance Scorecard, developing and implementing the Company's Investment Strategy, and taking the lead role in ensuring the Company delivers effective corporate communications and meets its statutory obligations in relation to effective corporate governance.¹³⁹
- Development: responsibility for legacy issues regarding Ebrington; SRO for the car park and is leading on the initial work regarding the office accommodation.¹⁴⁰

The current post holder is a Fellow of the Institute of Chartered Accountants in Ireland, and held the position of deputy CEO and Director of Corporate Affairs from March 2011 to October 2012 before taking the CEO position from November 2012. Prior to Ilex he worked as a Principal Accountant for DSD Urban Regeneration Group (February 2007 to February 2011) and an accountant with the Department of Agriculture and Rural Development (from 2004 to 2007). Prior to 2004 he worked in various roles in the private sector since 1995.

Director of Development / Director of Ebrington

The Director of Development is responsible for delivering the overall strategic regeneration framework for the Derry City Council area, the Ilex 'Spatial Plan', developing appropriate

¹³⁸ This position was filled by the previous Cultural Broker, however the CEO has also taken over elements of this role

¹³⁹ Director of Corporate Affairs Job Description provided by Ilex

¹⁴⁰ Interview with CEO as part of this Review

actions plans and ensuring delivery arrangements are put in place. This role has now been combined with the Culture Broker role, and the post holder for this later role carries responsibility for most of the Development role functions, (with some of the work being completed by the CEO). The new role involves managing the development of the Ebrington site (including the animation of the site).

The current post holder has a degree in Economics and German, with post-graduate qualifications in Cultural Management and in Management Development.

Prior to joining Ilex, he worked in local government in Ireland for 11 years. During this time he led the strategy for the development of signature cultural infrastructure in Carlow and in Leitrim (€14m, VISUAL and the GB Shaw Theatre in Carlow and the €5m development of The Dock, a multi-disciplinary space in Leitrim).

In 2009 he was appointed as Commissioner and Curator for Ireland at the 53rd Venice Biennale. He has been an adviser / panel member to many Arts Council and Culture Ireland projects as well as working on organisational development projects for a range of cultural organisations and other local authorities. He also has significant experience in event management and been a member of various boards, including Deputy Chair of the Institute of Technology Sligo.

He joined Ilex in 2010 as the Cultural Broker, becoming Director of Ebrington in October 2012.

Director of Strategy and Regeneration

The Director of Strategy and Regeneration is responsible for leading on the development and coordination of the One Plan. This involves taking the lead in developing strategies, business plans, funding streams and implementation structures for certain objectives and / or facilitating or supporting third parties to implement other objectives.

The current post holder entered the position in January 2007 with a background in strategy development; regeneration & local economic development; public policy and research; effective stakeholder engagement; and performance management.

It is recognised that work is underway to second the Strategy and Regeneration team to the Council. The implications of this are considered in section 14 of this report in relation to future options.

Ebrington Team¹⁴¹

Director of Development: responsible for both development and corporate management responsibilities. In relation to development, this includes taking the lead role in delivering the overall strategic regeneration framework for the Derry City Council area, the Ilex 'Spatial Plan', developing appropriate actions plans and ensuring delivery arrangements

¹⁴¹ Job descriptions provided by Ilex HR

are put in place. In relation to Corporate Management this includes contributing to the corporate management of the Ilex Company as a member of the Executive Team including the review and development of policy, practice and procedure in conjunction with other senior colleagues.

SIB Resource: responsible for strategy projects in Ebrington (four days per week).

Development Manager: responsible for managing the implementation of the physical regeneration components of the Economic Framework for the Derry City Council area, and specifically, the Ebrington and Fort George sites which are in the ownership of OFMDFM and DSD respectively, in accordance with the Ilex Regeneration Plan.

Programme Manager (until April 2015): responsible for co-ordinating and integrating the programme of work in the One Plan including managing the programme of Ilex projects in the city and those projects of other public agencies where Ilex has programme management responsibility, controlling and assessing the totality of risk across the entire programme. Once the Strategy and Regeneration team move to the Council this resource will be utilised completely on Ebrington project management work areas.

Business Manager: responsible for project managing a range of processes and projects for delivery of the Ebrington site in partnership with other stakeholders; research and development of funding / finance opportunities for cultural and capital projects; supporting the strategic and organisational development of cultural and capital projects; and leading on the development of business / organisational modelling for the long-term viability of proposed capital projects.

Project Managers (x2): responsible for projects at Ebrington. Key tasks include managing the project budget, project performance and client interface, ensuring that Company objectives are met and that quality projects are delivered to time and cost.

Facilities Manager: responsible for Estates/Facilities Management including the management of event infrastructure, ancillary and support services, people movement needs, restoration of site post-events and communication requirements for events. Also has a responsibility to provide expert technical guidance and technical support in the development of culture-related capital projects. When responsibility for the One Plan moves to the Council this work will be completely focused on supporting the work of the project managers.

Development Admin: responsible for providing administrative support including duties such as organising meetings and events, typing, filing and photocopying.

Strategy and Regeneration Team¹⁴²

Director of Strategy and Regeneration: responsible for taking the lead role in implementing key objectives arising from the Economic Framework Plan for the Derry City Council area. This involves taking the lead in developing strategies, business plans, funding streams and implementation structures for certain objectives and / or facilitating or supporting third parties to implement other objectives.

S&R Manager (x2): responsible for managing the implementation of key aspects of the Regeneration Plan for the Derry City Council area. Principally involved in liaising with key stakeholder organisations, managing and facilitating the advancement of projects vital to the Ilex Regeneration Plan. Other tasks include research, monitoring and analysing data, interrogating and developing policy and strategy, advising on government policy and providing practical advice and guidance as well as managing expenditure and budgets.

S&R Officer (x3): responsible for assisting in the management and implementation of projects in the development and delivery of the cultural aspects of Ilex's Business Plan and Corporate Plan aligned with the One Plan. Key focus is on supporting the strategic development and cultural utilisation for Ebrington and the strategic business development of cultural projects.

Admin: responsible for providing administrative support to the Ilex Strategy & Regeneration team. Primarily involves administrative duties such as organising meetings and events, typing, filing and photocopying.

Corporate Affairs Team¹⁴³

Corporate Affairs Director: as the Corporate Affairs Director position is vacant these duties have been dispersed to the finance manager/HR lead (acting) and the Chief Executive Officer.

Head of Finance: responsible for the delivery of accurate and timely financial information and management of all aspects of the finance function for the company. Ensures the proper conduct of the company's financial affairs through the provision of effective financial systems, operational advice and fully supporting the business planning process and implementation of the strategic objectives.

Executive Assistant / HR Lead: responsible for supporting the CEO in identifying and managing existing synergies with stakeholders and ensuring that urban regeneration projects are successful.

Finance Manager: responsible for the day-to-day management of accounting records and corporate compliance with all external finance obligations. Ensures that the appropriate

¹⁴² Job descriptions provided by Ilex HR

¹⁴³ Job descriptions provided by Ilex HR

policies and procedures are in place and that the company is compliant. Provides advice on policy formulation and contributes to strategic planning.

Finance Admin: responsible for providing administrative support to the finance manager and Head of Finance. Primarily involves administrative duties such as organising meetings and events, typing, filing and photocopying.

Head of Communications: responsible for developing, implementing and monitoring a communications strategy for Ilex in line with the strategic objectives in the Corporate Plan and to lead the development of public information and community communications strategies for the company.

Communications Executive: responsible for media relations (developing and maintaining relationships with key target media); public relations (providing advice and guidance on a range of PR and media related issues and assisting with the development of PR strategies); and marketing and events management.

Corporate Governance Admin: responsible for providing support to the Executive Team and the Corporate Affairs team and to plan, organise and monitor the work of the Receptionist.

Reception: responsible for duties covering general office maintenance, record keeping, health and safety activity, hospitality provision, office security, facilities support and providing administrative assistance as required.

L.2. Staff Turnover 2011 – 2015

Staff Turnover 2011 – 2015

Job Role	Staff Turnover
Ilex Chief Executive	<ul style="list-style-type: none"> • 31 October 2012: Previous post holder ceased employment. • 1 November 2012: Current post holder appointed Interim Chief Executive on a three month rolling contract. • 1 March 2014: Current post holder appointed Chief Executive after three recruitment competitions.
Director of Corporate Affairs	<ul style="list-style-type: none"> • Post vacant from 1 November 2012.
Director of Development	<ul style="list-style-type: none"> • 1 November 2010 – 30 April 2011: On sick leave. • 1 May 2011 – 31 August 2011: On phased return. • 19 June 2011: Ceased employment.
Interim Director of Development	<ul style="list-style-type: none"> • March 2011 – 31 August 2011: Engaged through temp agency. • 1 September 2011 – 20 April 2012: Current post holder



Job Role	Staff Turnover
	appointed.
PA to Chief Executive and Chairman	<ul style="list-style-type: none"> Agency staff in place from September 2011 to November 2012 29 October 2012: New PA to Chief Executive and Chairman appointed.
Development Assistant	<ul style="list-style-type: none"> 17 June 2011: Suspended. 26 August 2011: Dismissed. 3 January 2012: New Development Assistant commenced.
Programme Manager	<ul style="list-style-type: none"> 22 June 2012: Resigned. 30 July 2012: New Programme Manager commenced.
Business Manager	In summer 2011 the Ilex Board approved the post of Business Manager but recruitment could not be done until departmental approval was received 12 months later. The appointment was subsequently made in September 2012.
Development Officers (4)	<ul style="list-style-type: none"> 1 October 2012: Development Officer 4 engaged (part time) and resigned on 31 March 2013, replaced on 3 April 2013. On 12 September 2014 Development Officer ceased employment; awaiting approval from Department to fill post. 28 June 2013: Secondment of Development Officers 1 and 2 terminated in line with efficiencies and DSD taking back Fort George in preparation for Single Sponsor and RPA. 1 May 2015: Development Officer 3 ceased employment awaiting approval from Department to fill post.
HR Lead	<ul style="list-style-type: none"> 11 October 2013: Secondment ended, individual returned to home department. Position held in line with efficiencies and post suppressed in 2014/15.
Strategy & Regeneration Project Officer	<ul style="list-style-type: none"> 20 June 2014: Officer 1 ceased employment, awaiting approval from Department to fill post. 3 April 2015: Officer 2 ceased employment, awaiting approval from Department to fill post.
Strategy & Regeneration Administration	<ul style="list-style-type: none"> 19 March 2015: Ceased employment, awaiting approval from Department to fill post.

Source: Ilex HR



APPENDIX M: OFMDFM APPROVAL OF BUSINESS CASES

M. OFMDFM APPROVAL OF BUSINESS CASES (SAMPLE) 2012 – 2014/15

2012

Business Case	First Submitted	Final Revised Version	Approval	OFMDFM comment
Building 80/81	16 March 2012	18 May 2012	13 June 2012	All of these BC's were related to hosting the Turner Prize.
Remediation of Contamination	20 August 2012		28 September 2012	
Enhanced Access, Public Realm and Infrastructure	21 August 2012		24 September 2012	

Source: OFMDFM

2013

Business Case	First Submitted	Final Revised Version	Approval	OFMDFM comment
Building 70	3 October 2013	10 December 2013	6 March 2014	-Both BC's were presented at the FSC on 7 January 2014. -Both were approved provided certain amendments were made. -Final revised versions were submitted on 14 January 2014, after the date Ilex has provided. Approval therefore took 6 weeks after final submission.
Building 57/59	October 2013	10 December 2013	6 March 2014	

Source: OFMDFM

2013 Addenda (Sample)

Business Case	First Submitted	Approval	OFMDFM comment
Addendum 80/81 - Increase in construction costs	15 April 2013	13 May 2013	Both addenda were essential to the delivery of Turner
Addendum 80/81 – Increase in CPD fees	19 July 2013	29 July 2013	
Initial inclusion of CPD fees for the Car Park			CPD fees had erroneously not been included in the BC for the Car Park, they are an essential component and the project could not have commenced without an addendum being considered for CPD fees alone.
Increase in CPD fees on the Car Park			

Source: OFMDFM

2014/15

Business Case	First Submitted	Final Revised Version	Approval	OFMDFM comment
Addendum 80/81 – Increase in construction costs	May 2014	12 August 2014 (taking into account OFMDFM comments from May/June)	29 December 2014	Response to EPU queries re: market demand provided by Ilex on 23 October 2014. Accordingly final revised version was submitted in November. Approval therefore took 6 weeks after final submission.
Addendum Building 70 – Increase in CPD fees	18 December 2014		10 March 2015	Final responses to queries received from Ilex on 19 Feb 2015. Approval took 19 days after final submission.
Addendum Building 83 – Unforeseen statutory requirements.	4 December 2014		26 March 2015	Final responses to queries received from Ilex on 3 Mar 2015. Approval took 3 weeks after final submission.

Source: OFMDFM



APPENDIX N: COMPARATORS

N. COMPARATORS

Riverside Inverclyde

Introduction

Riverside Inverclyde is an urban regeneration company limited by guarantee, with charitable status and two member organisations: Inverclyde Council and Scottish Enterprise. The company is one of six URCs in Scotland.

Aims, Objectives and Targets

RI was established in 2006 with a ten year lifespan and a planned public sector funding contribution totalling £93m from the Scottish Government, Inverclyde Council and Scottish Enterprise. This was intended to leverage more than £300m of private sector investment to help support the transformation of Inverclyde. From the outset RI had a two pronged approach:

- **Going for Growth** - RI was expected to invest in the physical regeneration of seven key areas located along and adjacent to the river frontage of Inverclyde and the A8 corridor, improving the economic infrastructure and creating a range of commercial, industrial, housing, leisure and retail developments capable of attracting business investment and jobs to the area.
- **Spreading the Benefits** – RI was expected to work in partnership to support a range of initiatives to ensure that the employment and other regeneration benefits could be shared by local businesses, people and communities across Inverclyde.

It had four objectives developed at the outset in 2007:

- Objective 1 - Accelerating the pace of physical regeneration to provide regionally competitive locations for new businesses and homes (Objective 1 was to be the main focus of RI's direct activities); and
- Objectives 2, 3 and 4 were to be delivered by RI working indirectly and in partnership with others:
 - Objective 2 - Facilitating economic restructuring
 - Objective 3 - Providing widespread access to the opportunities created
 - Objective 4 - Integrating Inverclyde with the regional economy

Key Performance Indicators

RI had the following KPIs detailed in the 2007 business plan and these were used in the 2013 Interim Evaluation to assess performance against objectives.

RI Progress against KPIs for the period 2007-2017

Output indicators 2007	Output Targets 2007-2017	% of target achieved (60% of time period)
Provision of development land for economic use	77 ha	
Land ready for development		3%
Land ready for development + land improved + public realm		33%
Provision of business space (created and refurbished)	35,000m ²	66%
Area of retail and leisure space created	7,000m ²	0%
Area of education and training space	22,500m ²	0%
New housing units provided	2,285	5%
Berth for leisure craft created	500	40%

Source: Inverclyde Council (2013) Review of Riverside Inverclyde and Delivery of Regeneration Services within Inverclyde

In RI's initial business plan it was clear that the intention was to measure progress in bringing sites forward that would be attractive to developers. Activities expected to contribute to this output were the remediation of derelict land and provision of site infrastructure. The aim was to overcome market failure, bringing key sites up to standard at which they would be economically viable for subsequent investment by private developers. The output indicator changed over time to include land improved and as a result RI included land that was not ready for development by private developers but had been improved.

The evaluation team included both measures and the results against each, however the report noted that RI had only achieved 3% of the 'land ready' target as at 2013 (60% of the 10 year period), but had achieved 36% of the 77 ha target if the KPI was widened to include 'land improved'.

An output indicator used by RI but not in the initial business plan was the number of jobs created. No target was set for this as this was seen to be RI working in partnership with others. RI helped create 220 jobs in the first 6 years. The evaluators highlighted that this work gave rise to blurred lines of responsibility and difficulties in verifying the figures or the contribution made by RI.

Management and Staffing

From its inception up to March 2013 RI spent £54.2m on the delivery of a range of physical regeneration and other projects and £4.6m on operating costs. The staffing costs for 2010 to 2013 are shown below. RI staffing numbers costs up to 2013 are shown in the table below.

RI staffing and numbers costs up to 2013

Year	2010/11	2011/12	2012/13
Capital Budget	£11,889, 420	£4,696,983	£7,420,000
Total Staff Costs ¹⁴⁴	£542,980	£499,233	£450,683
Average no of FTE ¹⁴⁵	10	9	6.5
Average capital budget per staff member ¹⁴⁶	£1,188,942	£521,887	£1,141,538
Average cost per head ¹⁴⁷	£54,298	£55,470	£69,336

Source: Inverclyde Council (2013) Review of Riverside Inverclyde and Delivery of Regeneration Services within Inverclyde

RI had a core team of six staff in 2012/13 and a 0.5 FTE finance manager contracted throughout the period 2007-13 (note the 2012/13 costs also include payments made to staff leaving the organisation, therefore inflate the costs over the period). Contract staff had also been used for marketing, operations and administration.

RI's total operating costs are met by public revenue funding (75%) and partly by surplus income generated by RI's property portfolio (25%). Over the period of the review RI's operating costs equate to an average of 8% of total organisational spending.¹⁴⁸

¹⁴⁴ Staff costs include gross salaries plus on costs, including employers' national insurance and pension contributions- detail included on page 92 of the Review of Riverside Inverclyde and Delivery of Regeneration Service within Inverclyde Report September 2013. .

¹⁴⁵ This number includes staff in short term contract roles as well as permanent staff members.

¹⁴⁶ Capital Budget / Average no of FTE

¹⁴⁷ Total Staff Costs / Average no of FTE

¹⁴⁸ Inverclyde Council (2013) Review of Riverside Inverclyde and Delivery of Regeneration Services within Inverclyde

The Mid Term Review Report Findings and Subsequent Actions

The Mid Term Review highlighted that RI had not delivered on its core objectives and targets to the extent expected, although stakeholders consulted felt that it was delivering in a difficult economy. The report set out the need for RI to focus on its core business of physical regeneration, whilst supporting partners working on wider economic development issues.

As a result of the Review it was decided to keep RI as an URC, but for it to work more closely with the Council. The “Inverclyde Economic Development & Regeneration Single Operating Plan” was developed. This three year Plan will run from April 2014 to March 2017. The plan sets out how RI in its goal to regenerate Inverclyde should focus its efforts on certain sites and leave others for the private sector. This plan makes it very clear who is responsible for certain areas and that each partner will focus on their area of expertise.

RI’s budget (2014/15 to 2016/17) shows that the staffing costs are projected to be slightly under £300k from 2012/13 figures of approx. £450k per annum.

RI’s operating costs over the three financial years of the Plan are expected to be met entirely by the surplus income generated by the riph property portfolio¹⁴⁹, as shown in the table below.

RI Operating Costs (2014/15 to 2016/17)

	2014/15	2015/16	2016/17	Total
Operating Costs 2014/5				
Staff costs	£298,456	£294,462	£296,405	£889,323
Overheads	£112,409	£114,431	£116,491	£343,331
Other costs	£14,514	£14,804	£15,100	£44,418
Total	£425,379	£423,697	£427,996	£1,277,072
Income/Funding				
Total estimated riph surplus income	£575,397	£823,310	£873,831	£2,272,538
Amount needed to meet operating costs	£425,379	£423,697	£427,996	£1,277,072

¹⁴⁹ Riph is Riverside Inverclyde (Property Holdings) Ltd - Established as a company limited by shares to carry out key property projects on behalf of the main RI parent company. It also manages the portfolio of commercial and industrial property now owned by ri (PH) Ltd.



	2014/15	2015/16	2016/17	Total
Residual to invest in projects	£150,018	£399,613	£445,835	£995,466

RI has been tasked by its funders to ensure that its operating costs can be met out of the income generated from properties and not from the public purse. In previous years public funding was available to support the running the organisation, this is no longer the case, although approx £2.4M is expected to be available each year for the next 3 years to invest in capital programmes on the site.

Monitoring - Outputs and Outcomes

A common monitoring and reporting framework has been developed to measure progress towards the achievement of the Plan's output and outcome targets. This is different to previous frameworks in that it provides a single performance system for both the Council and RI to monitor and report on performance.

The table below presents the key output and outcome targets for the Plan, focusing on what are considered to be the ten most important indicators of performance.

Output and outcome targets (2014/15 to 2016/17)

Key indicator	2014/15	2015/16	2016/17	Total
Outputs				
No of businesses supported (new and existing)	523	435	439	1,397
m ² of new / refurbished office / commercial space	383	315	306	1,004
m ² of new / refurbished industrial space	0	850	1,000	1,850
Ha of land developed for economic after-use	0	0	1.44	1.44
No of individuals supported with employability	1,829	1,759	1,690	5,278
Outcomes				
No of jobs supported (created and	324.5	216.5	242.5	783.5



Key indicator	2014/15	2015/16	2016/17	Total
safeguarded)				
No of new business start-ups	150	150	150	450
No of residents progressing into employment	804	734	665	2,203
Construction job years	34.6	36.26	10.96	81.86

No specific targets have been set for impact indicators, but progress towards these longer-term, less direct measures will be assessed through an economic impact study.

Marketing

The plan devotes a section to detailing the marketing objectives, the target audiences, the branding, key messages and the communication channels. The overall objective of the marketing activity is to attract businesses, jobs and investment to Inverclyde. The three key audiences are:

- **Businesses** in the West of Scotland and across the whole of the country, with a particular emphasis on medium-sized businesses.
- **Developers** of commercial, industrial and residential property.
- **Economic regeneration agencies** and funders across Scotland.

This is an integrated Marketing Plan with the Council and it sets out a mix of communication methods that will be used to raise Inverclyde's profile and to promote the area to businesses, investors, strategic partners and visitors.

Summary

Whilst RI and Ilex operate in different geographic areas and have slightly different remits (i.e. RI include residential housing in their work) there are similarities regarding the remain functions of physical regeneration of the Inverclyde area and contributing to the wider economic development of the same area with other stakeholders, and therefore provide useful comparisons for Ilex over the period 2011-2015.

Since 2013 RI has undergone significant change as its staffing costs have reduced to £298k PA and operating costs £425k PA. The organisation is now focused on its core competence of physical regeneration but working with the Council to deliver the wider economic impact regarding jobs created and GVA.

In future, the investment in RI will be assessed based on the cost per outputs for example the cost per hectare of land developed; the cost per job created and safeguarded.

Establishing costs per output is one approach to measuring the value for money of an intervention.¹⁵⁰

Laganside Corporation

Introduction

Laganside Corporation (Laganside) was set up in 1989 with the overall aim of regenerating an initial 140 hectare area of inner city land close to the River Lagan.¹⁵¹ The legislation governing this organisation set how this had to be achieved:¹⁵²

- By bringing land and buildings into effective use;
- By encouraging public and private investment and the development of existing and new industry and commerce;
- By creating an attractive environment; and
- By ensuring that housing, social, recreational and cultural facilities were made available to encourage people to live and work in the area.

Laganside was wound-up with effect from 1 April 2007 having completed its regeneration remit for the Riverfront and Cathedral Quarter. From 1 April 2007 the Corporation's assets, land holdings, development agreements and statutory responsibilities transferred to DSD and are managed by its Belfast City Centre Regeneration Directorate. The Corporation was dissolved as a statutory body on 1 July 2007.¹⁵³

Vision and Objectives

The organisation's original mission statement was to contribute to the revitalisation of Belfast and Northern Ireland through the regeneration of the Laganside area.¹⁵⁴ It had one target: 'for every GBP 1 of expenditure, investment levels of GBP 5.20 must be achieved'.

Its updated mission statement reflected a change in emphasis to 'contributing to the revitalisation of Belfast and Northern Ireland by transforming Laganside to be attractive, accessible and sustainable, recognised as a place of opportunity for all'. It reflected physical, social and economic aspects of regeneration.

According to OECD's 2006 review of Laganside some of the important dimensions of the organisation were:¹⁵⁵

¹⁵⁰ The cost per output / outcome for each measure is calculated by dividing the total public expenditure by the total number of outputs / outcomes achieved. This methodology is outlined in the UK Government's Magenta Book 13 (which is underpinned by HM Treasury Green Book principles), and also in the UK Government's Impact Evaluation Framework.

¹⁵¹ OECD: <http://www.oecd.org/unitedkingdom/actionspace-localdevelopmentagencyreviewthecaseoflagansidecorporationbelfastuk.htm>.

¹⁵² OECD: LEED Local Development Review – Reshaping a Local Economy Through a Development Agency: The Case of Laganside Corporation, Belfast (2006).

¹⁵³ Northern Ireland Executive: <http://www.northernireland.gov.uk/news-dsd-060707-ritchie-commends-lagansides>.

¹⁵⁴ OECD: LEED Local Development Review – Reshaping a Local Economy Through a Development Agency: The Case of Laganside Corporation, Belfast (2006).

- Dedicated political champions in national government to kick-start the regeneration process;
- Tightly specified remit to bring forward regeneration within a precisely defined zone;
- Powers to acquire sites compulsorily, if needed, for this purpose;
- Small team of professional staff;
- Influential Chairmen and Board Members who were integral to the overall delivery of the original Concept Plan;
- Access to public funds to promote regeneration and active sponsorship from a department of National Government, with regular reviews of progress; and
- An ambitious public: private leverage ratio to underpin the public investment.

In 1995 the Designated Area was extended and the objectives were more clearly focused towards the regeneration of Belfast to:¹⁵⁶

- Secure the regeneration of the designated area to the stage where private sector development and investment will continue without major public intervention;
- Provide significant long-term economic, social and recreational benefits for the citizens of Belfast and Northern Ireland;
- Support initiatives in the designated area that target social need in adjoining communities;
- Contribute to the enhancement of Belfast's international reputation through engagement with key stakeholders and effective communication with key audiences;
- Operate within the principles of equality and human rights; and
- Set best practice in urban regeneration and sustainable development.

These revised objectives reflected a move towards a more holistic and sustainable approach to local development and was matched by a change in composition of the Laganside Board to involve a broader range of stakeholders.¹⁵⁷

¹⁵⁵ OECD: LEED Local Development Review – Reshaping a Local Economy Through a Development Agency: The Case of Laganside Corporation, Belfast (2006).

¹⁵⁶ OECD: LEED Local Development Review – Reshaping a Local Economy Through a Development Agency: The Case of Laganside Corporation, Belfast (2006).

¹⁵⁷ OECD: LEED Local Development Review – Reshaping a Local Economy Through a Development Agency: The Case of Laganside Corporation, Belfast (2006).



Staffing Structure & Costs

The table below displays the staff employed at Laganside Corporation in 2005 and 2006 (the latest information available before the organisation was wound up).

Staff Breakdown

Staff Type	Number of Staff in 2005	Number of Staff in 2006
Management	3	2
Finance/Corporate Affairs	7	6
Operations/External Affairs	12	10
Total	22	18

Source: Laganside Corporation, Annual Reports and Accounts 2005/06

The accounts show that River Management staff were seconded to Laganside to oversee aspects of the Lagan River and therefore were not involved in regeneration type activities, leaving 22 staff in 2005 and 18 staff in 2006 focused on the priority objectives.

The following table lists staff costs at Laganside for 2005 and 2006.

Board and staff costs at Laganside (2005 and 2006)

Type of Cost	2005 £'s	2006 £'s
Cost of full time staff:		
Salaries	560,549	514,983
Social security costs	46,636	42,214
Pension Fund cost	72,401	80,280
Pension Fund curtailment		999,000
Total staff costs	679,586	1,636,477
Temporary staff	1,560	30,375
Seconded staff	79,627	85,753
Total temporary and seconded staff	81,187	116,128
Total direct employment expenses	760,773	1,752,605



Type of Cost	2005 £'s	2006 £'s
Other indirect staff costs	32,008	28,318
Provision for redundancy costs		1,225,000
Total staff costs	792,781	2,977,605

Source: Laganside Corporation, Annual Reports and Accounts 2005/06

Key Performance Indicators

The table below shows the selected key performance information as at March 2007.

Key Performance Indicators

Key Performance Indicators	Performance
Length of time in operation	18 years
Staffing levels per year	Approx. 22 per annum
Scale of development	231,000m sq. of office space; and 803 residential units. ¹⁵⁸
Overall investment made	£1,002 million
Private sector leverage	Not recorded. However the accounts ¹⁵⁹ show that for the £147M invested by Laganside £855M of other investment – which included private and public investment was achieved)
Employment created	15,075 jobs created ¹⁶⁰

A quinquennial review completed in 2001 highlighted that Laganside would be expected to complete the regeneration of its designated area by spring 2007. A completion strategy to this end was reflected in the 2003/06 Corporate Plan. The project to manage this was initiated in January 2004 and the announcement of the de-designation date was made in 2005. Therefore a three year plan was put in place to organise the de-designation of Laganside. This took into consideration the assets which included ownership of the river and weir as well as development assets.

¹⁵⁸ Northern Ireland Executive: <http://www.northernireland.gov.uk/news-dsd-060707-ritchie-commends-lagansides>.

¹⁵⁹ 2005/06 Annual Report

¹⁶⁰ <http://www.northernireland.gov.uk/news-dsd-060707-ritchie-commends-lagansides>



Lessons Learned¹⁶¹

The following lessons can be learned from Laganside Development Corporation:

- Regeneration takes time - eight years were needed to create the setting for investment followed by 10 years of private sector delivery and of community benefit;
- Strong political leadership is needed - particularly at the outset and in formative years;
- A clearly defined objective for the defined area is essential - followed by a single minded approach to delivery; and
- The regeneration cycle moves from addressing physical problems to securing economic development which then delivers social benefit.

Summary

Laganside Development Corporation highlights a success story in urban regeneration, however it also shows that progress was slow initially with little or no investment and then once the private sector become involved the investment per year was substantial resulting in Laganside's investment of £147m generating £855m. Staffing levels to achieve this were approx. 22 with a cost of approx. £897k per annum.

DSD- North West Development Office

DSD has a Development Office based in Derry~Londonderry which employs six staff as follows:

DSD Development Office Staff

Staff / Grade	Staff Cost ¹⁶²
1 Grade 7 (senior manager)	£63,672
1 Deputy Principal	£48,662
2 Staff Officers	£77,526
2 Executive Officers	£69,085
Total	£258,945

Source: Information provided by DSD to RSM McClure Watters March 2015

¹⁶¹ Interview with representative from Laganside Development Corporation

¹⁶² Based upon NICS 2014 – 2015 Payscale (average salary per grade) + 30% National Insurance / Pension contribution

The team is also supported by one / two administrative officers from the DSD Payments Team. The team is responsible for £5.4m capital spend; £700k revenue spend pa, site maintenance, public liability, database returns and private office work. Specific activities include:

- **Public Realm** – £4.4 million spend on key capital projects (most of which is spent on projects completed in conjunction with Councils) and £1.2 million was transferred to DRD for public realm improvements (however it should be noted that there is less work required from DSD staff for DRD transfers as DRD take the lead on managing the project); and
- **Urban Development Grant** - A total of over £1m funding offered to four projects in Derry.
- **Project Management** - the team is actively involved in the management on all capital projects (including business case appraisal, monitoring performance, project board meetings, payments, Post Project Evaluations etc.).

Other work by this team includes:

- **Revenue** - Over £700k funding administered on 15 projects. These range from contracts with Councils for grounds maintenance and additional cleansing to small scale revenue projects;
- **Public Liability** - Ongoing administration of public liability claims against the Department. Register currently has 17 active claims;
- **Site Maintenance** - Ongoing administration of DSD owned sites including arranging and managing repairs and maintenance work required following monthly inspections undertaken by CPD, and working with DSO to prepare and issue of licence agreements and wayleaves for organisations wishing to utilise the lands;
- **Database maintenance and returns** - Ongoing maintenance and updates to Resource Accounting Models, Public Liability database, UDG Active scheme register, and providing input for financial and other returns; and
- **Private Office Work** - Drafting responses to AQs, CORs, INVs; submissions to Private Office for Ministerial Visits and rafting Press Releases.

Summary

The staff costs of £259k pa for the NW Office are an underestimation of the actual staff involved as support is provided by centralised resource with regard to payments and HR. However the data shows that DSD direct staffing costs are 4.7% of its overall capital spend.



APPENDIX O: ASSESSMENT OF OPTIONS

O. ASSESSMENT OF OPTIONS

Option 1: Status Quo

The table below details the assessment of option one.

Assessment of Option One

Assessment Criteria	Option Detail	Assessment
Improved delivery on the function of regenerating Ebrington	This option would not provide any significant improvement to the regeneration of Ebrington. There should be some improvement through the realignment of some staff currently partially working on One Plan roles into work on Ebrington, i.e. the Programme Manager (25-50% of current role relates to the One Plan). Also see below ability to secure funding.	No significant improvement expected
Flexibility	There would be no change. At present Ilex responds to opportunities by bringing in external resources through SIB.	No Change
Increased ability to leverage Private Sector Investment	This option would see the continued focus on delivering the existing work programme, which is to get the current nine companies in the pipeline moved into Ebrington and the office accommodation of 2,800sq metres operational by 2019. The performance section of this report highlights that there has been no private sector investment in Ebrington to date, and there is a need for further expertise to be utilised to achieve the planned goals.	No significant improvement expected
Ability to secure funding	Ilex has a relatively strong track record in securing funding outside of the Northern Ireland Executive through EU sources and this source would continue to be available through new EU funds for 2014-2020. In addition Ilex is able to bid for additional funds from Central Government as an arm's length body. However ILEX has not requested any additional monies through	No change however the opportunity to access additional central government funding remains. The outstanding issue is Ilex's ability to deliver on the funding available.



Assessment Criteria	Option Detail	Assessment
	<p>this route since 2011, and has handed back monies already allocated (approx. £6M).</p> <p>Also given the public sector funding in Northern Ireland the opportunities for this to happen are expected to be very limited.</p>	
Deliver more cost effectively	<p>The current option would result in the costs remaining as at 2014/15. Any resource released in Corporate Affairs would be reallocated into the Development Team. It is assumed that existing vacancies would not be filled. The Board would remain as present, but it is assumed there would be a saving in rent by Ilex moving to Ebrington as planned in Q1 2015/16.</p>	<p>This option would not deliver a cost effective solution as the cost of staffing Ilex is too high (see section 11.4).</p>

Option 1A: Ilex remaining but restructured in light of changed priorities

The table below details the assessment of option 1A.

Assessment of Option 1A

Assessment Criteria	Option Detail	Assessment
Improved delivery on the function of regenerating Ebrington	<p>The organisation would be totally focused on regenerating Ebrington.</p> <p>The Ilex Board and CEO will focus on work which will develop a business plan including SMART outcome targets in line with benchmarks such as sq m of buildings developed; businesses established on site etc. This will be supported by a strong project management culture.</p>	<p>Significant improvement would be expected</p>
Flexibility	<p>A staffing review should be completed under this option to</p>	<p>Staffing should be aligned to needs</p>



Assessment Criteria	Option Detail	Assessment
	detail the resources required.	through the review.
Increased ability to leverage Private Sector Investment	The focus on Ebrington should result in an increased ability to attract private sector tenants.	Improvement expected
Ability to secure funding	The Department has access to in year monitoring rounds, however given the pressures on the NI budget it is unlikely that significant monies would be available.	Provides the opportunity to bid for central government monies, but opportunities likely to be limited.
Deliver more cost effectively	This option provides the opportunity to find efficiencies.	Improvement expected.

Option 2: Regeneration Function transferred to the Council (2016), followed by transfer of the Ebrington site to DCSDC (2017) and dissolution of Ilex

The table below details the assessment of option two.

Assessment of Option One

Assessment Criteria	Option Detail	Assessment
Improved delivery on the function of regenerating Ebrington	Under this option the Ilex Development Team resources would move to the Council in April 2016. It is expected that some level of organisational change would be required in order to integrate the team with the existing Council resources in order to achieve efficiencies and this would take time. However thereafter it is expected that there would be some synergies with the existing in house Council technical and project management expertise and that this could enhance the ability to deliver on the regeneration of Ebrington. In addition it would mean that the work plan for	This option will not improve current performance in the short term (ie up to April 2016). Once the Council has got its new structures and staffing in place and working effectively, the addition of the regeneration of Ebrington could be added to existing workload. The skills and expertise already exist within the Council to complete capital projects although



Assessment Criteria	Option Detail	Assessment
	Ebrington would be totally integrated into the Council's Economic Development Plan (currently in development). Stakeholder feedback is that the function should be located within the Council, but that the Council should have time to first implement recent changes to local government.	additional resource would be required. This option would ensure that the development of Ebrington is totally integrated in local economic development for the area.
Flexibility	Under this option, the Council could access SIB resource as with the current option. However it could also provide access to its own in house technical / project management resource but as there is no capacity at present, this will not deliver an impact in the short term.	No change in the short term, but after April 2016, this option provides the possibility of access to specialist resource within the Council.
Increased ability to leverage Private Sector Investment	The move to the Council is unlikely to have any impact on private sector investment.	No change.
Ability to secure funding	Council is unable to bid into Central Government for additional monies unlike Ilex as an arm's length body. However if Ebrington was recognised as a regionally strategic project by DSD it would have the opportunity to bid for central government funding through the in year monitoring rounds.	No change.
Deliver more cost effectively	This option would mean that costs could be reduced particularly with regard to corporate affairs staff (HR/Finance and an element of Communications / Marketing and administration); although there may be some element of redundancy costs to achieve this. In addition there would be no requirement for a Board saving £78,841 per annum (based on board fees stated in the 2013/14	This option would deliver cost savings in corporate affairs staffing of approx. £200k per annum. ¹⁶³

¹⁶³ This assumes that our of the current administration team that there is one communications and one finance resource with a Chief Executive deployed in new roles in the organisation



Assessment Criteria	Option Detail	Assessment
	Annual Report and Accounts). The Development staff would be needed at least in the short term however it is unclear whether there would sufficient accommodation to support them or of there would still need to be a premises cost incurred.	

Option 3: Ilex Dissolved and responsibility for Ebrington Regeneration transferred to Central Government

The table below details the assessment of option three.

Assessment of Option Three

Assessment Criteria	Option Detail	Assessment
Improved delivery on the function of regenerating Ebrington	The Department for Communities would take responsibility for Ebrington. DSD is currently responsible for Fort George since taking it back from Ilex in 2013, Since then the Department has set up the North West Science Park on the site which is fully occupied by private sector clients and a phase 2 is at the early stages of consideration.	Significant improvement would be expected
Flexibility	The Department has resources in its regeneration function and these could be available to support the development of Ebrington if opportunities became available.	Potential for additional resource if needed
Increased ability to leverage Private Sector Investment	DSD has demonstrated through its Science Park operation its ability to attract private sector tenants to the Fort George site.	Improvement expected



Assessment Criteria	Option Detail	Assessment
Ability to secure funding	The Department has access to in year monitoring rounds, however given the pressures on the NI budget it is unlikely that significant monies would be available.	Provides the opportunity to bid for central government monies, but opportunities likely to be limited.
Deliver more cost effectively	The NW office currently delivers £5.5 per annum with 6 staff.	Improvement expected.



APPENDIX P: PROGRESS AGAINST 2010 GATEWAY RECOMMENDATIONS

P. PROGRESS AGAINST 2010 GATEWAY RECOMMENDATIONS

Progress Against 2010 Gateway Recommendations

Gateway Recommendations ¹⁶⁴	Action recorded at February 2011 (BDO Report)	Current Status
Establishment of a small senior group with the sponsoring Departments at Deputy Secretary level and attended by the Chief Executive of Ilex under an independent chair to facilitate delivery of the work of Ilex (rated 'Critical')	Action: The Ilex CEO has currently committed to establishing a schedule of meetings for the coming year with the Departments, but does not believe there is a need for an independent chair	Chief Executive meets with sponsor depart Accounting Officer on regular basis. Chair meets with Ministers annually.
SRO to identify and resolve reasons for poor working relationships with sponsoring departments (rated 'Critical')	CEO to take personal responsibility for improving the situation through liaison meetings, clear lines of communication, appropriate reporting etc.	Clear lines of communication established for each business area. Liaison Team meeting take place on monthly basis, Strategic Liaison Team meetings take place quarterly.
Executive team to function more effectively as a unit and to identify assistance required for individual roles (rated 'Critical')	Staffing review completed, Cultural Broker being appointed; Director of Corporate Affairs being appointed Organisation Development Plan to include coaching / mentoring being developed	Executive Team meets weekly. Posts appointed. Currently 2 vacant positions on Executive Team.

¹⁶⁴ NI Gateway Review Process: Review 0: Strategic Assessment (February 2010)

Gateway Recommendations ¹⁶⁴	Action recorded at February 2011 (BDO Report)	Current Status
New Director of Corporate Affairs to take responsibility for robust internal procedures (rated 'Essential')	Recommendations to be considered when drafting duties of new post	Recommendations incorporated into post.
Stakeholder Management Strategy / Plan and communications Strategy / Plan to be completed in conjunction with Mark II Regeneration Plan (rated 'Essential by May 2010)	Updated Communications Strategy to be developed with the Regeneration Plan; latter to be extended into a Stakeholder Management Strategy as part of delivery planning	Completed as part of Regeneration Plan process.
Staffing, forward programme and funding to be aligned with Mark II Regeneration (rated 'Essential by July 2010)	Introduction of a Balanced Scorecard; Corporate Plan will ensure delivery of main purpose of Ilex	Complete – Corporate Plan in line with Regeneration Plan.
Ilex to second 3 staff from NICS with skills in business case preparation, procurement and communications (rated 'Essential by July 2010)	Ilex to recruit expertise as and when required, and not just from NICS, CPD used for procurement, INTRO programme used to recruit graduates	Staff trained in Business Case preparation by departmental economist, CIPFA and Centre for Applied Learning. Additional Communications Staff appointed. CPD continue to be centre for procurement expertise which Ilex is obliged to use. 4 members of staff trained by OFMDFM in procurement under £30k
Aims and objectives to be more fully articulated (rated 'Recommended by Autumn 2010)	Draft Corporate Plan to 2013 and Business Plan for 2011 submitted to departments for	They continue to be articulated in current Corporate Plan and Business Plans

Gateway Recommendations ¹⁶⁴	Action recorded at February 2011 (BDO Report)	Current Status
	approval	
SRO and departments to reach agreement in relation to VAT issue and seek resolution with HMRC (rated 'Recommended' by Autumn 2010)	Ilex considering options with departments to take to HMRC	<p>VAT issue re: capital expenditure resolved with contracts being retained by sponsor department.</p> <p>VAT issue re: revenue expenditure unable to be resolved due to nature of Ilex's funding – all options explored and exhausted.</p>
Clear statement regarding lifespan of the company ((rated 'Recommended' by Autumn 2010)	Chairman stated in 2008 that lifespan was 5 – 10 years; Organisation review completed	