

# **Rochford District Council**

## **Asset Management Plan 2002**

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## **1. Overview**

### **1.1 INTRODUCTION**

This plan is to be read in conjunction with the Capital Strategy 2002. The purpose of the document is to provide a framework for the planning and monitoring of physical assets (land & buildings) during their usefulness to the authority to provide the best possible match of assets with service delivery strategies.

Rochford is a small authority employing less than 220 staff. The Council's asset base is equally small and comprised principally of operational, direct service property. The most significant asset is the Housing stock. However, with the continued success of the Right to Buy, the Council now has less than 1900 properties for rent including 14 sheltered housing schemes. There are approximately 783 acres of owned/managed open space and children's playgrounds and 7 fee paying car parks. The only commercial property held is 3 shops with flats over held within Housing Revenue Account.

Management and maintenance of the Council's 3 sports centres, swimming pool and 3 public halls has been transferred to Holmes Place Plc as part of the recently tendered Leisure Services Contract.

The Council Offices are situated in South Street, Rochford and comprise a number of former residential buildings converted to office accommodation. The Council Chamber and Committee Rooms are located at the Civic Suite, Rayleigh and accommodation is provided in the premises for Rayleigh Town Council, the Citizens Advice Bureau, the Registrar of Births, Deaths and Marriages and two local charities, Mayday Mobile and Crossroads. The Council is currently considering improvements and redevelopment of the building.

### **1.2 OVERVIEW OF PROGRESS**

Implementation of the Modernising Agenda, with the Council opting for the "fourth option", a streamlined committee structure, combined with all-out elections following a Ward Boundary Review by the Local Government Commission has led to significant change within the authority. The Council now operates three principal policy committees mirrored by three overview and scrutiny committees under a majority party administration.

Following competitive tender a new Leisure Management Company, Holmes Place Plc, have been awarded a 20 year contract to manage the Council's leisure facilities. This contract includes provision for capital investment of £7 million over the term. The company has also taken responsibility for the maintenance of the leisure buildings. One sports centre, currently joint use, is to be replaced with new purpose built premises as part of a joint initiative with Essex County Council.

The Council has undertaken a review of office accommodation in accordance with its corporate property strategy. Proposals are now underway to maximise and rationalise use of offices and to achieve a greater presence for the Council within the largest town in its district, Rayleigh.

Agreement has been reached with the County Council on the use of the former Park School which included a joint-use leisure facility. This is to be replaced by a new leisure centre on the site funded in part by redevelopment and in partnership with the new Leisure Management Company

103 acres of land at Blatches Farm, Eastwood have been acquired from Essex County Council for development of a Country Park in accordance with identified need in the County Structure Plan.

35-39 West Street, Rochford have been acquired by compulsory purchase and transferred to the Southend Building Preservation Trust to be restored as part of the Council's initiative to enhance the town.

The Council's programme for refurbishment of public toilets won a national award for work carried out at its facility at Crown Hill, Rayleigh.

A lottery bid of £180,000 has been made for improvement and restoration work to The Windmill, Rayleigh. This building, within the curtilage of Mill Hall, is unusual in that it occupies a town centre site. It is currently licensed to the Rayleigh Antiquarian Society who store and display antiquities and memorabilia. The Windmill is opened to the public at weekends.

A more comprehensive survey of Council Housing has been undertaken in accordance with the Decent Homes Action Plan and a programme of improvement identified for Sheltered Housing Schemes.

A full Disability Discrimination survey has been completed and an Action Plan is being prepared to implement necessary improvements to the Council's public buildings by 2004.

In accordance with the Council's E-Government Strategy, software upgrades have been introduced in Estates Management, Local Land Charges, Development and Building Control, GIS and various minor systems to allow web based access to corporate information. This is currently available on the Council's intranet only but provides the ability to move within the coming year to electronic delivery of Land Charge Searches, Planning Applications and payment of Council Tax.

### **1.3 CORPORATE OBJECTIVES**

In recent years the Council has developed a number of linked plans and strategies which draw together to form a 3 year business plan and a 5 year strategy for the improvement of services. The Corporate Plan and Best Value Performance Plan have been combined as a single document for 2002/3. Strategies include:

|   |  |
|---|--|
| • Crime and Disorder Reduction Strategy | • Capital Programme                            |
| • Food Law Enforcement Service Plan     | • Corporate Plan & Best Value Performance Plan |
| • Housing Strategy                      | • IS/ICT Strategy                              |
| • District Transport Strategy           | • Corporate Consultation Strategy              |
| • Leisure Strategy                      | • Rochford District Local Plan                 |
| • LA 21 Strategy                        | • South East Essex Economic Strategy           |

Other plans and strategies, including a Community Plan and Procurement Strategy are in the course of development. The Asset Management Plan links with these to ensure that assets are considered as a strategic resource supporting effective service delivery and the achievement of the overall business plan.

Table 1. Example of links between Council strategies and property

| <b>Corporate Plan Objectives</b>               | <b>Key Tasks from Corporate Plan &amp; Best Value Performance Plan</b>       | <b>Contribution from Assets</b>   |
|--|--|---|
| Provide quality, cost effective services       | Move towards a balanced budget and maintain an adequate balance in reserves. | Rationalise office accommodation in Rochford and Rayleigh.  |
|  | Reduce Fraud   | To provide reception and interview facilities for DSS HB Verification Framework                       |
| Work towards a safer and more caring community | Reduce incidents of vandalism in District                                    | Rolling programme of playspace refurbishment for infants and seniors                                  |
|  |  | Information and reporting system to record trends in damage occurring to Council property             |
| Promote a green and sustainable environment    | Develop plan for promotion and effective use of woodland areas               | Increased public usage of Open Spaces and woodlands.<br>Creation of new Country Park at Blatches Farm |

|  |   |   |
|--|---|---|
| Encourage a thriving local economy                     | Car Parking                                     | Decide most effective management system and tariffs               |
|  | Working with Thames Gateway South Essex         | Input of information to aid decision making process               |
| Improve the quality of life for people in our District | Development of a new housing strategy           | Revised targets for housing provision                             |
|  |   | Reduced waiting time for repairs and maintenance                  |
|  |   | Programme of refurbishment of all Sheltered Housing Schemes       |
|  | Improve access for disabled to public buildings | Complete Disability Discrimination survey of all Council premises |
| 2 year programme of work to achieve compliance         |   |   |
| Maintain and enhance our local heritage and culture    | Protection of Listed Buildings                  | CPO and refurbishment of 35-39 West Street, Rochford              |
|  |   | Lottery Funding Application for Windmill                          |

**1.4 Programme of Continuous Improvement.**

Rochford's asset base is small and Heads of Service have an intimate knowledge of all property used in connection with service delivery in their own areas and most have a general knowledge of all property owned by the Council. Assets are not perceived to be ring-fenced within any given services with the exception of Housing Revenue Account property. Some services have a clearly defined role as custodian but because the authority is smaller in total than the departments in many larger authorities all property is viewed as a corporate asset and decisions made accordingly.

The council offices consist of a row of converted houses in South Street, Rochford comprising listed Georgian and Victorian buildings and one 14<sup>th</sup> century Meeting House. All services are based here. Because of their location and design there is little or no requirement for formal arrangements for shared or cross-service use of assets.

Nevertheless, decisions taken in connection with service delivery must include the following guiding principles to be applied to all decisions involving property.

- 
- ◆ assets held by the authority are recognised as service inputs similar to IT, staff resources and finance and are aligned to services in the same way
  - ◆ asset management decisions are integrated with strategic planning
  - ◆ asset planning decisions are based on evaluation of alternatives which consider acquisition, operation and disposal costs and the benefit and risks of ownership
  - ◆ accountability is established for the condition, use and performance of assets
  - ◆ disposals are based on analysis of the methods achieving the best net return to the authority taken in the context of the Authority's overall aims and objectives
  - ◆ an effective internal control structure has been established for asset policies and procedures
  - ◆ use of information systems provide reliable, relevant and timely data with which to make informed decisions

The corporate property strategy is an agenda set by Members in accordance with the Asset Management Plan. This has resulted in a systematic review and disposal or re-allocation of unused and under-used assets over the last two years, the transfer of liability for maintenance of leisure buildings and the ongoing review of all operational assets on the basis of criteria outlined at Appendix 1.

Proposals under consideration for the coming year include;

- (a) review of all Council owned play areas
- (b) the improvement and alteration of the Civic Suite, Rayleigh funded by the disposal of at least one property currently used for offices in South Street.

In the longer term consideration will be given to the possibility of moving all services to cheaper out of town accommodation with improved customer interface through e-government initiatives and the provision of shop-front services in all towns in the district.

### **1.5 Consultation/User surveys**

Extensive user surveys have been undertaken in connection with major services including Planning, Housing, Leisure and Asset Management. These have included information on stakeholder satisfaction. Information gathered has been used in consideration of numerous policies from Dog Fouling in public open spaces to use of Council reception areas, Offices and sports facilities.

Consultation has taken place top down throughout the organisation with regard to office accommodation including discussion with Unison. A physical review of all office accommodation undertaken formally by Corporate Management Board (CMB) during office hours (probably not possible in larger authorities) provided the opportunity for face to face discussion with staff.

In addition, to ensure that every Best Value Review fully understands its obligations with regard to property, each Review Chairman is required to complete, sign and return the following pro forma to the Corporate Property

Officer confirming that Assets have been properly considered. This system may be extended to cover all relevant planning, audit and service reviews considered by CMB.

Table 2 Asset Management: Checklist for Best Value Review Chairman

| Action Required   | Responsible Officer | Action   |          |
|---|---------------------|----------|----------|
|   |                     | Required | Achieved |
| Establish that assets are recognised by the Review Team as service inputs and aligned to the Service in the same way as IT, Staff resources and Finance.                            |                     |          |          |
| Identify property from the Asset Register currently used by the Service. (Profile of existing Service)  |                     |          |          |
| Identify property needs arising out of options for the future provision. (Option)   |                     |          |          |
| Consult with Corporate Property Officer on effects on strategic asset plan.   |                     |          |          |
| Base decisions on assets around evaluation of alternatives which consider acquisition, operation and disposal costs and the benefit and risks of ownership.                         |                     |          |          |
| Consult with Asset Management Group on implications of final report and recommendations to ensure property decisions are consistent and in line with Corporate Planning objectives. |                     |          |          |

**2**

**Structure for Management of Assets**

**2.1 Corporate Property Officer**

John Honey. Corporate Director (Law, Planning & Administration)  
Date of appointment: 7 December 2000

**2.2 Role & responsibilities**

- Strategic overview of asset management
- Preparation and maintenance of the Asset Management Plan
- Maintenance of the Property Register
- Establishment and maintenance of a Performance Measurement system
- Monitoring of Best Value and Process Reviews to ensure consideration is given to the principles of asset planning
- Identification of under-used or surplus assets as part of the rolling review in consultation with Heads of Service
- Arrange meetings of the Asset Management Group on a regular basis and ensure that recommendations are passed on from that Group to Corporate Management Board

**2.3 Asset Management Group (Officers)**

Corporate Director (Law, Planning & Administration)  
Head of Revenue & Housing Services  
Head of Administration & Member Services  
Head of Planning Services  
Property Maintenance & Highway Manager  
  
Date of appointment: 20 December 2000

**2.4 Terms of reference**

- to ensure that property decisions are consistent with service requirements
- to recommend priorities in line with Corporate Planning objectives
- to identify opportunities for innovation, income generation or to reduce expenditure
- to review acquisitions/disposals
- to co-ordinate and assess maintenance programmes and Capital Programme provision
- to maintain and monitor the property register
- to review and revise performance measurement in line with DETR Good Practice Guidelines
- to undertake a systematic rolling review of existing assets
- to identify unused and underused assets



**2.5 Policy & Finance  
Committee**

Councillors P.F.A.Webster (Chairman)  
R.S.Allen, K.A.Gibbs, J.E.Grey,  
A.J.Humphries, C.A.Hungate, C.C.Langlands,  
C.J.Lumley, C.R.Morgan, J.M.Pullen,  
P.K.Savill, S.P.Smith, Mrs.M.A.Starke.

Date of appointment: 14 May 2002

**2.6 Terms of reference**

To exercise the Council's functions in relation to all matters not otherwise reserved to Council or the responsibility of another committee with particular reference to Finance, Council Budget and Support Services including the formulation and implementation of the policy framework and management of the budget in respect of these functions

**2.7 Asset Register**

Comprehensive property register available to:

- i) All Managers as Word document in shared directory  
G:\shared\LPA\AssetMan\register
- ii) Register is currently being transferred to GIS linked Uniform Spacial 7 Estates Management system available across the intranet via MapAccess

**2.8 Reports on Property  
Performance**

| Report from                                | to                                      | frequency       |
|--|---|-----------------|
| Corporate<br>Property<br>Officer           | Asset<br>Management<br>Group (Officers) | Monthly         |
|  | Corporate<br>Management<br>Board        | Quarterly       |
|  | Policy &<br>Finance<br>Committee        | As<br>necessary |
| Asset<br>Management<br>Group<br>(Officers) | Corporate<br>Management<br>Board        | Monthly         |
| Corporate<br>Management<br>Board           | Policy &<br>Finance<br>Committee        | As<br>necessary |
|  | Council                                 | Quarterly       |
| Policy &<br>Finance                        | Council                                 | As<br>necessary |

**PART 3 Programme and Plan Development**

**3. Action Plan**

| <b>Action</b>   | <b>Responsible Officer</b> | <b>Resource/ Financial Inf'mation</b>                  | <b>Timescale</b>              | <b>Notes</b>  |
|---|----------------------------|--|-------------------------------|---|
| <b>3.1</b> Identification of Unused & Underused Assets                    | AMG                        | £150,000<br>Target<br>Income to<br>Gen. Fund<br>2002/3 | Ongoing                       | Very small asset base.<br>Income in current financial<br>year £145,000 to date.   |
| <b>3.2</b> Acquisition of Uniform 2000 Estates Management Module          | HAMS                       | 5000   | September 2001                | Installation July 2002.<br>Delayed to allow installation at same<br>time as up-grade to GIS, Planning and<br>Local Land Charges system.<br>Training for Users 22-25 July 2002 |
| <b>3.3</b> Introduction of Aerial Photographic database                   | HPS                        | 3900   | July 2001                     | Completed. To be linked to GIS<br>Database – August 2002  |
| <b>3.4</b> Rolling Programme of Condition Survey                          | AMG                        |  | Commencing<br>January<br>2001 | Completed   |
| <b>3.5</b> Linkage of Asset Register to ESRI Arcview GIS system           | HAMS                       |  | May 2001                      | UPRNs assigned to all property in<br>District.<br>Integral to Estate Management Module<br>(See 3.2 above)   |
| <b>3.6</b> Interim report on progress of Asset Management Group           | CD(LPA)                    |  | January 2002                  | Completed.<br><br>Further report due September 2002   |
| <b>3.7</b> Review of Performance Measurement in line with DETR guidelines | AMG                        |  | January –<br>June 2001        | Completed<br><br>National pPi's included in reported<br>Quarterly Performance Measures.<br><br>Local pPi's included for current year.   |
| <b>3.8</b> Completion of Local Land & Property Gazetteer                  | HAMS                       | 4750   | August -<br>2002              | Licence Agreement completed.<br>Datasets cleaned. UPRN's allocated.<br>(See note 3.2). Live data to be<br>installed on CAPS system – August<br>2002.                          |

| <b>Action</b>  | <b>Responsible Officer</b> | <b>Resource/<br/>Financial<br/>Inf'mation</b> | <b>Timescale</b>         | <b>Notes</b>  |
|--|----------------------------|---|--------------------------|---|
| <b>3.9</b> Process Review of Data Management   | AMG                        |   | September 2002           | Delayed due to temporary resource Deficiency. (Staff vacancies)<br>Revised timetable agreed |
| <b>3.10</b> Review of opportunities for Facilities Management, Partnership Working and Competition | AMG                        |   | October 2002             | Delayed due to temporary resource Deficiency. (Staff vacancies)<br>Revised timetable agreed |
| Review of Office Accommodation   | CMB                        | Self-financing as far as pos.                 | January 2002 - July 2003 | Preliminary review completed. Detailed report for Policy decision October 2002.             |
| Park School Site – Redevelopment   | Cex                        | ECC £500k<br>RDC £228k<br>£1.7m Loan funding  | July 2005                | Agreement concluded with Essex County Council. Detailed proposals Under consideration.      |
| Cherry Orchard Jubilee Country Park  | CD(FES)                    | £190,000 + Grant Funding                      | July 2003                | Site acquired. Design and Business Plan agreed. Development Proceeding.                     |
| Rayleigh Windmill  | CD(FES)                    | Lottery Bid £180k<br>RDC £65k                 | Spring 2003              | Preservation & restoration work allowing public access to upper floors (including disabled) |
| Disability Discrimination Act Works  | CD(FES)                    | £440,000                                      | July 2004                | Survey completed. Work Programme to Policy Committee, September 2002                        |
| Asset Review   | AMG                        |   | Ongoing                  | Review of Property Portfolio  |
| Review of Housing Repairs and improvements   | AMG                        |   | Ongoing                  | Overview of HIPS programme  |

**PART 4 PERFORMANCE**

**4.1 Performance Measurement System**

| Officer                    | Role                            | Responsibilities  | Action  |
|----------------------------|---------------------------------|---|---|
| Corporate Property Officer | Establishment of the system     | <ul style="list-style-type: none"> <li>• implementation and operation of the system</li> <li>• proposing the format for performance reporting</li> <li>• advising Members on timetable</li> </ul>   | <ul style="list-style-type: none"> <li>• Quarterly Reports to CMB/Members</li> </ul>                        |
| CPO                        | Identifying Indicators          | <ul style="list-style-type: none"> <li>• Identifying authority-wide indicators</li> </ul>   | <ul style="list-style-type: none"> <li>• National Indicators adopted. Local indicators developed</li> </ul> |
| CPO                        | Data Management                 | <ul style="list-style-type: none"> <li>• Defining data</li> <li>• Specifying source data</li> <li>• Collecting and collating data, in conjunction with property services team and service departments</li> <li>• Validation of data, in conjunction with property services team and service departments</li> <li>• Compilation of performance indicators</li> </ul> | <ul style="list-style-type: none"> <li>• Completed.</li> </ul>  |
| CPO                        | Benchmarking and Target setting | <ul style="list-style-type: none"> <li>• Proposing performance targets to Members after consultation with property services team and service departments</li> </ul>   | <ul style="list-style-type: none"> <li>• Included in Quarterly Performance Measures</li> </ul>              |
| CPO                        | Analysis of Performance         | <ul style="list-style-type: none"> <li>• Interpretation of performance, in conjunction with property services team and departments</li> <li>• Monitoring progress towards targets</li> <li>• Informing all parties of progress</li> <li>• Identifying where targets may not be achieved</li> </ul>  | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>   |

|                 |  |   |   |
|-----------------|--|---|---|
| CPO             | Reporting on Performance                     | <ul style="list-style-type: none"> <li>• Reporting performance results to Members</li> <li>• Publicising performance results to interested parties in the authority</li> <li>• Putting in place procedures that will ensure that performance data is valid</li> <li>• Proposing options for remedial action to Members and service departments if under-performance</li> <li>• Advising Members on opportunities to improve performance</li> <li>• Identifying suitable benchmarking organisations</li> </ul>   | <ul style="list-style-type: none"> <li>• Quarterly – QPIs</li> <li>• QPIs circulated to all services.</li> <li>• Audit &amp; Process Review collate and view info.</li> <li>• Report via CMB who undertake overview of all QPIs</li> <li>• Ongoing</li> <li>• Membership of AMP Network.</li> </ul> |
| CPO             | Remedial and Continuous Improvement Measures | <ul style="list-style-type: none"> <li>• Recommending remedial action to Members</li> <li>• Ensuring agreed improvements are implemented</li> </ul>   | <ul style="list-style-type: none"> <li>• Via CMB</li> <li>• Ongoing quarterly review</li> </ul>   |
| Head of Service | Identifying Indicators                       | <ul style="list-style-type: none"> <li>• Advising on the practicalities of providing the information for the proposed authority-wide indicators</li> </ul>  | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>   |
| HOS             | Data Management                              | <ul style="list-style-type: none"> <li>• Advising on data definitions</li> <li>• Advising on source data</li> <li>• Providing data requested by the corporate property officer</li> <li>• Validation of data provided</li> <li>• Providing information requested by the corporate property officer within statutory and local timetables</li> <li>• Providing assistance to service departments to ensure that statutory and local timetables for performance indicators are met</li> <li>• Following procedures on data validation set out by the corporate property officer</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>  |
| HOS             | Benchmarking and Target setting              | <ul style="list-style-type: none"> <li>• Advising the corporate property officer on achievable targets and scope for improvement</li> </ul>   | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>   |

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|     |  |   |   |
|-----|--|---|---|
| HOS | Analysis of Performance                      | <ul style="list-style-type: none"><li>• Assistance to corporate property officer on interpreting performance</li></ul>  | <ul style="list-style-type: none"><li>• Ongoing</li></ul>                             |
| HOS | Remedial and Continuous Improvement Measures | <ul style="list-style-type: none"><li>• Agreeing measures to improve performance</li><li>• Implementing agreed improvements in conjunction with service departments</li></ul> | <ul style="list-style-type: none"><li>• Ongoing</li><li>•</li><li>• Ongoing</li></ul> |

(PROPERTY MAINTENANCE 2001/02)

**4.2 : Operational Property – Condition and Performance Indicators**

| Property                | Area<br>Sq.m. | Notes                          | Area of<br>Land laid<br>Out as<br>Car parking | Manageme<br>nt<br>Costs | Maint.<br>Cat | Repair<br>Costs<br>(resp+<br>plan'd | CONDITION<br>CATEGORY |   |   |                | Water<br>Costs | Sewer<br>age   | Oil            | Gas<br>costs    | Electricity<br>costs | Total<br>Energy<br>Costs |
|-------------------------|---------------|--------------------------------|---|-------------------------|---------------|-------------------------------------|-----------------------|---|---|----------------|----------------|----------------|----------------|-----------------|----------------------|--------------------------|
|                         |               |                                |   |                         |               |                                     | A                     | B | C | D              |                |                |                |                 |                      |                          |
| OFFICE<br>ACCOM.        |               |                                |   |                         |               |                                     |                       |   |   |                |                |                |                |                 |                      |                          |
| Acacia House            | 514           | Incl.22.5<br>sq m.ext<br>store | 380   |                         |               | 0                                   | 514                   |   |   | 170.19         | 271.45         |                | 0890.81        | 2377.98         |                      | 3710.43                  |
| 3 & 5 South<br>St.      | 376           |                                | 630   |                         | 2             | 800                                 | 630                   |   |   |                | 060.58         |                |                | 2967.92         |                      | 3028.50                  |
| Computer<br>Annexe      | 192           |                                | 0   |                         |               | 0                                   | 192                   |   |   |                |                |                |                |                 |                      | 0                        |
| 7 South St.             | 320           |                                | 0   |                         |               | 0                                   | 320                   |   |   | 303.57         | 568.76         |                |                |                 |                      | 0872.33                  |
| 9/11 South<br>Street    | 254           |                                | 0   |                         |               | 0                                   | 254                   |   |   | 522.80         | 790.12         |                |                |                 |                      | 1312.92                  |
| C.Tax Bldg              | 213           |                                | 0   |                         |               | 0                                   | 213                   |   |   |                |                |                |                |                 |                      | 0                        |
| 15 South St             | 396           | Incl. 44<br>sq.m of<br>attics  | 0   |                         |               | 0                                   | 396                   |   |   | 051.12         |                |                |                |                 |                      | 0                        |
| 17 South St             | 231           |                                | 0   |                         | 1             | 1000                                | 231                   |   |   | 323.92         |                |                | 0860.72        | 1435.39         |                      | 2347.23                  |
| 19 South St             | 382           | Incl. 46<br>sq.m. of<br>attics | 218   |                         | 1             | 10200                               | 218                   |   |   | 021.30         | 508.95         |                | 1646.80        | 1951.31         |                      | 4431.01                  |
| 57 South St             |               |                                |   |                         | 2             | 2500                                |                       |   |   | 233.25         |                |                | 1100.70        |                 |                      | 1121.96                  |
| Civic suite             | 842           |                                |   |                         | 3             | 6500                                | 842                   |   |   | 305.13         | 334.16         | 3311.24        | 0              | 2957.18         |                      | 6836.13                  |
| Rochford<br>Depot       |               |                                |   |                         | 2             | 25000                               |                       |   |   |                | 635.34         |                | 1188.30        |                 |                      | 2128.76                  |
| Offices                 | 252           |                                |   |                         |               | 0                                   | 252                   |   |   |                |                |                |                |                 |                      | 0                        |
| Garages/Refu<br>se veh. | 406           |                                |   |                         |               | 0                                   | 252                   |   |   |                |                |                |                |                 |                      | 0                        |
| <b>Sub Total</b>        | <b>4378</b>   |                                | <b>1228</b>                                   |                         |               | <b>46000</b>                        | <b>405 3909 0 0</b>   |   |   | <b>1931.30</b> | <b>3169.70</b> | <b>3311.24</b> | <b>5687.30</b> | <b>11689.78</b> |                      | <b>25789.27</b>          |

**FINANCE & PROCEDURES OVERVIEW &  
SCRUTINY COMMITTEE – 13 February 2003**

**Item 7**

|                                |              |   |              |          |                      | A            | B              | C                                       | D          |                |                |                |          |                |                |
|--------------------------------|--------------|---|--------------|----------|----------------------|--------------|----------------|---|------------|----------------|----------------|----------------|----------|----------------|----------------|
| <b>LEISURE PREMISES</b>        |              |   |              |          |                      |              |                |   |            |                |                |                |          |                |                |
| Gt. Waking Sports Centre       | 00555        |   | 02365        |          | Not incl. for future | 3000         | 555            | Energy costs paid by Leisure Contractor |            |                |                |                |          |                |                |
| Clements Hall                  | 06950        |   | 10946        |          |                      | 2000         | 6950           |   |            |                |                |                |          |                |                |
| Castle Hall                    | 00159        |   | 00430        |          |                      | 0            | 0159           |   |            |                |                |                |          |                |                |
| Mill Hall                      | 01431        |   |              |          |                      | 0            | 0715           | 716                                     |            |                |                |                |          |                |                |
| Freight House                  | 00943        |   | 03750        |          |                      | 0            | 943            |   |            |                |                |                |          |                |                |
| <b>Sub Total</b>               | <b>10038</b> |   | <b>17491</b> |          |                      | <b>5000</b>  | <b>7824</b>    | <b>2214</b>                             | <b>0</b>   | <b>0</b>       |                |                |          |                |                |
| <b>MISCELLANEOUS BUILDINGS</b> |              |   |              |          |                      |              |                |   |            |                |                |                |          |                |                |
| Mill Tower (Rayleigh windmill) | 124          | Subject to a Heritage Lottery Bid for 2002/03 |              |          | 4                    | 27500        | 124            | Paid by Antiquarian Society             |            |                |                |                |          |                |                |
| Rochford Day Centre            | 234          |   |              |          |                      | 0            | 234            | Paid by CAB                             |            |                |                |                |          |                |                |
| <b>Sub Total</b>               | <b>358</b>   |   | <b>0</b>     |          |                      | <b>27500</b> | <b>0</b>       | <b>234</b>                              | <b>124</b> | <b>0</b>       |                |                |          |                |                |
| <b>PUBLIC CONVENIENCES</b>     |              |   |              |          |                      |              |                |   |            |                |                |                |          |                |                |
| Hockley Wood                   | 014          |   |              | 1        | 100000               | 14           | 0185.87        | 0309.02                                 |            |                | 0089.18        | 0584.07        |          |                |                |
| Pooles Lane                    | 021          |   |              | 3        | 060000               | 14           | 0373.89        | 0575.11                                 |            |                | 0158.64        | 1107.64        |          |                |                |
| Crown Hill                     | 039          |   |              |          | 0                    | 39           | 0615.51        | 0918.45                                 |            |                | 0142.77        | 1676.73        |          |                |                |
| <b>Southend Rd.</b>            | <b>017</b>   |   |              | <b>4</b> | <b>060000</b>        | <b>17</b>    | <b>0314.95</b> | <b>0490.61</b>                          |            |                | <b>0215.23</b> | <b>1020.79</b> |          |                |                |
| Back Lane                      | 034          |   |              |          | 0                    | 34           | 0099.66        | 0479.96                                 |            |                | 0291.41        | 0871.03        |          |                |                |
| Old Ship Lane                  | 041          |   |              | 4        | 080000               | 41           | 0104.65        | 0463.32                                 |            |                | 0211.23        | 0779.20        |          |                |                |
| High St., Gt. Waking           | 022          |   |              | 2        | 060000               | 22           | 0017.51        | 0102.84                                 |            |                | 0101.19        | 0221.54        |          |                |                |
| <b>Sub Total</b>               | <b>188</b>   |   | <b>0</b>     |          | <b>360000</b>        | <b>73</b>    | <b>31</b>      | <b>55</b>                               | <b>22</b>  | <b>1712.00</b> | <b>3339.30</b> | <b>0</b>       | <b>0</b> | <b>1209.65</b> | <b>6261.00</b> |



**FINANCE & PROCEDURES OVERVIEW &  
SCRUTINY COMMITTEE – 13 February 2003**

**Item 7**

|                                    |              |                         |          |  |   |              | A            | B           | C        | D        |  |  |  |  |  |         |
|------------------------------------|--------------|-------------------------|----------|--|---|--------------|--------------|-------------|----------|----------|--|--|--|--|--|---------|
| <b>CAR PARKS</b>                   |              |                         |          |  |   |              |              |             |          |          |  |  |  |  |  | 1230.72 |
| Mill Hall                          | 03512        |                         |          |  |   |              | 3512         |             |          |          |  |  |  |  |  |         |
| Back Lane                          | 05008        |                         |          |  | 4 | 0            | 5008         |             |          |          |  |  |  |  |  |         |
| Websters Way                       | 08970        |                         |          |  |   | 0            | 8970         |             |          |          |  |  |  |  |  |         |
| Southend Rd.<br>Hockley            | 01148        |                         |          |  |   | 07500        | 1148         |             |          |          |  |  |  |  |  |         |
| The Approach,<br>Rayleigh          | 01697        |                         |          |  |   | 0            | 1697         |             |          |          |  |  |  |  |  |         |
| Castle Rd.                         | 04052        |                         |          |  |   | 0            | 4052         |             |          |          |  |  |  |  |  |         |
| Market Place,<br>Rayleigh          | 02321        |                         |          |  |   | 0            | 2321         |             |          |          |  |  |  |  |  |         |
| Golden Cross<br>Parade             | 00279        | Hard<br>surface<br>only |          |  |   | 0            |              |             |          |          |  |  |  |  |  |         |
| Old Ship Lane                      | 00300        |                         |          |  |   | 0            |              |             |          |          |  |  |  |  |  |         |
| <b>Sub Total</b>                   | <b>27287</b> |                         | <b>0</b> |  |   | <b>07500</b> | <b>19187</b> | <b>7521</b> | <b>0</b> | <b>0</b> |  |  |  |  |  |         |
| <b>OPEN SPACES / BUILDINGS</b>     |              |                         |          |  |   |              |              |             |          |          |  |  |  |  |  |         |
| Ashingdon<br>Pavilion              | <b>00452</b> |                         | 0964     |  |   | 0            | 0452         |             |          |          |  |  |  |  |  |         |
| Canewdon<br>Pavilion               | 00035        |                         | 0        |  |   | 0            | 0035         |             |          |          |  |  |  |  |  |         |
| Clements Hall<br>Pavilion          | 00161        |                         | 1625     |  | 3 | 10300        | 0161         |             |          |          |  |  |  |  |  |         |
| Fairview Pav.                      | 00239        |                         | 2010     |  | 3 | 05000        | 0239         |             |          |          |  |  |  |  |  |         |
| Rochford<br>Recreation<br>Pavilion | 00161        |                         | 1937     |  | 3 | 11000        | 0161         |             |          |          |  |  |  |  |  |         |

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|                                 |              |                      |              |  |   |              |                     |  |  |  |  |  |  |
|---------------------------------|--------------|----------------------|--------------|--|---|--------------|---------------------|--|--|--|--|--|--|
| Hullbridge Pavilion             | 00073        |                      | 0777         |  |   | 0            | 0073                |  |  |  |  |  |  |
| <b>King Georges Pavilion</b>    | 00157        |                      | 0            |  |   | 0            | 0157                |  |  |  |  |  |  |
| <b>Great Wakering Pavilion</b>  | 00108        | Includes access road | 2365         |  |   | 0            | 0108                |  |  |  |  |  |  |
| <b>St. John Fisher Pavilion</b> | 00150        |                      | 0            |  | 3 | 01500        | 0150                |  |  |  |  |  |  |
| Rawreth Pavilion                | 00128        |                      | 1583         |  | 3 | 08000        | 128                 |  |  |  |  |  |  |
| Grove Road Pavilion             | 00035        |                      | 1400         |  |   | 0            | 0035                |  |  |  |  |  |  |
|                                 |              |                      |              |  |   |              |                     |  |  |  |  |  |  |
| <b>Sub Total</b>                | <b>01699</b> |                      | <b>12661</b> |  |   | <b>35800</b> | <b>128 1571 0 0</b> |  |  |  |  |  |  |
|                                 |              |                      |              |  |   |              |                     |  |  |  |  |  |  |

**4.3**

**PROPERTY MAINTENANCE 2001/02**

**Performance Indicators Calculations**

**1A - % gross internal floor space in condition categories A – D**

|                        |          | Percentage   |
|------------------------|----------|--------------|
| Total Internal Area:   | 16661    |              |
| Area in each Category: | <b>A</b> | <b>50.6%</b> |
|                        | <b>B</b> | <b>47.8%</b> |
|                        | <b>C</b> | <b>01.1%</b> |
|                        | <b>D</b> | <b>00.2%</b> |

**1B – Backlog of maintenance cost expressed i) as total value ii) as a percentage of priority levels 1 – 4**

Total Area of offices and included land: 35380 (Include office and leisure buildings car parks)

**Backlog Costs**

|                               |        |
|-------------------------------|--------|
| OFFICE ACCOMMODATION:         | 046000 |
| LEISURE PREMISES – CAR PARKS: | 005000 |
| MISCELLANEOUS BUILDINGS:      | 027500 |
| PUBLIC CONVENIENCES:          | 360000 |
| CAR PARKS:                    | 007500 |
| OPEN SPACES / BUILDINGS:      | 035800 |

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**i. BACKLOG TOTAL VALUE: 438500**

**II. Backlog as percentage in priority levels:**

|    | <u>Value</u> | <u>Percentage</u> |
|----|--------------|-------------------|
| 1. | 111,200      | 25%               |
| 2. | 088,300      | 20%               |
| 3. | 102,300      | 23%               |
| 4. | 136,700      | 31%               |

**3A – Total Annual Management costs per sq. m. (GIA) for operational property: £12.61 per square metre**

Total area of operational property: 35380 (Include office and leisure buildings car parks)

Management Costs – Operational property: £446,000 Cost / square metre: £12.61

Total Area of Non Operational property: n/a

Management Costs – Non Operational Property: n/a

**4B – Energy costs per square metre GIA (gas electricity, oil, solid fuel): £1.31**

|                      |       |             |             |             |
|----------------------|-------|-------------|-------------|-------------|
| Total internal area: | 16661 | Total Cost: | Gas         | 05687.31    |
|                      |       |             | Oil         | 03311.24    |
|                      |       |             | Electricity | 12899.43    |
|                      |       |             | Solid Fuel: | <u>0.00</u> |
|                      |       |             | Total       | 21897.98    |

**4C – Water Costs per square metre: £0.61**

|                      |       |             |          |         |
|----------------------|-------|-------------|----------|---------|
| Total Internal Area: | 16661 | Total Cost: | Water    | 3643.32 |
|                      |       |             | Sewerage | 6508.97 |

**4D – CO2 emissions in tonnes of carbon dioxide per square metre**

Total Internal Area: 16661

Note: Unable to provide this P1 at this stage as the electricity has been purchased as a 'Bulk Purchase' deal that does not measure consumption.

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**5A – Cost Predictability**

|               |                         |                        |          |
|---------------|-------------------------|------------------------|----------|
| Capital works | 1. Public Conveniences: | Original Tender Price: | £125,101 |
|               |                         | Final Cost Variation:  | £119,814 |
|               |                         | Variation:             | -4.20%   |

**% of projects where outturn falls within +/- 5% of the estimated outturn = 1**

**% as a total number of projects – 100**

**5B – Time predictability**

|                         |                         |          |
|-------------------------|-------------------------|----------|
| 1. Public Conveniences: | Original tender period: | 17 weeks |
|                         | Outturn time:           | 21 weeks |
|                         | Variation:              | 24%      |

**% of projects within 5% of estimated timescale: 0**

**% as a total number of projects = 100**

**4.4 Quarterly Performance Indicators. January – March 2002 (includes full year cumulative)**

| Number         | Description  | Target   | Previous Year      |           |           | Current Year |           |
|----------------|--|----------|--------------------|-----------|-----------|--------------|-----------|
|                |  |          | This Quarter       | Cum       | Full Year | This quarter | Cum       |
|                | <b>Statutory Indicators</b>  | 2001/02  |                    |           |           |              |           |
| <b>BVPI 63</b> | Energy efficiency - the average SAP rating of local authority owned dwellings  | None set |                    | N/A       |           | 56           | 56        |
| <b>BVPI 71</b> | a) The number of local authority dwellings receiving renovation work ( <b>under £5000</b> ) during 2001/02 as a proportion of the number needing renovation work as at 1 <sup>st</sup> April 2001. | 36%      | 17%                | 21.8%     | 21.8%     | 7%           | 48%       |
|                | b) The number of local authority dwellings receiving renovation work ( <b>over £5000</b> ) during 2001/02 as a proportion of the number needing renovation work as at 1st April 2001.              | 0%       | 0%                 | 0%        | 0%        | 0%           | 0%        |
| <b>BVPI 72</b> | The percentage of urgent repairs completed within Government time limits   | 90%      | 80%                | 83.3%     | 83.3%     | 97%          | 95.35%    |
| <b>BVPI 73</b> | The average time taken to complete non-urgent responsive repairs   | 4 days   | No Figure Reported | 7.75 days | 7.75 days | 4.08 days    | 4.89 days |

| Number         | Description  | Target | Previous Year |              |     | Current Year |              |
|----------------|--|--------|---------------|--------------|-----|--------------|--------------|
|                |  |        | 2001/02       | This Quarter | Cum | Full Year    | This quarter |
| <b>RDC 6.1</b> | Percentage of pre-inspections                          | 20%    | 19.44%        | 21%          | 21% | 20%          | 21%          |
| <b>RDC 6.2</b> | Percentage of post inspections                         | 13%    | 9.67%         | 10%          | 10% | 15.07%       | 13.08%       |
| <b>RDC 6.3</b> | Percentage of unplanned works Completed within targets | 90%    | 91%           | 87%          | 87% | 92%          | 90.25%       |



## 4.5 Local Property Performance Indicators

### PROPOSED INDICATORS FOR BUILDINGS

| PI Number | Target | Title   | Definition   |
|-----------|--------|---|--|
| RDC       |        | No of Public Access points to Council Services that are fully accessible for people with Disabilities | <p>Accessibility is defined in the following terms and provides access to cater for all disabilities with dignity<br/>Note that wheelchair access provides good access for most mobility issues</p> <ol style="list-style-type: none"> <li>1. Wheelchair Access</li> <li>2. An external means of summoning service for someone who is unable to enter the building</li> <li>3. Public facilities at appropriate levels for wheelchair users</li> <li>4. That the access route is clearly signed visually, and with tactile signs</li> <li>5. There is disabled parking within a reasonable distance and an appropriate route to the building</li> <li>6. Doors have visibility panels at appropriate height</li> <li>7. Doors controls are easy to operate</li> <li>8. Doors are at least 800 wide</li> <li>9. Reception areas are fitted with hearing loops</li> <li>10. Levels of lighting are sufficient to assist people with visual disabilities</li> </ol> |
| RDC       |        | Number of Public Conveniences that fully meet the requirements of people with disabilities            | <ol style="list-style-type: none"> <li>1. Wheelchair Access</li> <li>2. Full disabled facilities in accordance with Building Regulations Part M</li> <li>3. An internal means of summoning help for someone who is unable to exit the building</li> <li>4. Public facilities at appropriate levels for wheelchair users</li> <li>5. That the access route is clearly signed visually, and with tactile signs</li> <li>6. There is disabled parking within a reasonable distance and an appropriate route to the building</li> <li>7. Doors controls are easy to operate</li> <li>8. Doors are at least 800 wide</li> <li>9. Levels of lighting are sufficient to assist people with visual disabilities</li> </ol>   |
| RDC       |        | To reduce the Energy Costs of individual Council Buildings  | <ol style="list-style-type: none"> <li>1. In the first year to identify the individual energy costs of each individual operational building</li> <li>2. To compare the unit energy costs for all the Council's operational buildings</li> </ol>  |
| RDC       |        | To reduce the building Maintenance costs of individual Council Buildings                              | <ol style="list-style-type: none"> <li>1. In the first year to identify the individual maintenance costs of each individual operational building</li> <li>2. To compare the unit maintenance costs for all the Council's operational buildings</li> </ol>  |

**DETR AMP Guidance Index 2002.**

**Primary Requirements**

| <b>DETR Ref.</b> | <b>Primary Requirement</b>   | <b>AMP Ref.</b> |
|------------------|--|-----------------|
| 1                | <i>Organisational arrangements for corporate asset management</i>  |                 |
| 1.1              | Corporate Property Officer (CPO) has been identified with authority to undertake all required developments in asset management.  | 2.1             |
| 1.2              | Roles and responsibilities for CPO clearly set out, explicit and have been communicated to all those concerned, in property management and use, throughout the authority.  | 2.2             |
| 1.3              | The CPO reports and is accountable to a strategic, decision-making group both at officer and member levels   | 2.8             |
| 1.4              | Clear evidence has been provided that a cross-service, senior management forum has been set up which includes the CPO and representatives from major services and the finance directorate, and officers involved in the development of the Capital Strategy and the Community Plan.  | 2.3             |
| 1.5              | The forum has formal terms of reference, which includes the strategic management of the council's assets.  | 2.4             |
| 1.6              | Evidence that the forum: <ul style="list-style-type: none"> <li>a. Progresses the corporate Asset Management Plan and ensures that it is approved by senior officers and the Council;</li> <li>b. Ensures that the AMP is informed by and supports other key corporate and service plans and objectives;</li> <li>c. Meets regularly.</li> </ul> | 2.8             |

| <b>DETR Ref.</b> | <b>Primary Requirement</b>   | <b>AMP Ref.</b> |
|------------------|--|-----------------|
| 2                | <i>Data Management</i>   |                 |
| 2.1              | CPO has ensured that a record is held and maintained of basic, core data on all the Council's property   | 2.7             |
| 2.2              | The validity of this information has been tested   | 4.1             |
| 2.3              | CPO can demonstrate a clear understanding of the data required to manage the performance of the property portfolio                                     | 4.1             |
| 2.4              | Statistical information on the overall condition of the portfolio (condition categories:A-D/1-4) and the maintenance backlogs are included in the AMP. | 4.2             |

| <b>DETR Ref.</b> | <b>Primary Requirement</b>  | <b>AMP Ref.</b> |
|------------------|---|-----------------|
| 3                | <i>Performance Management, Monitoring &amp; Information</i>   |                 |
| 3.1              | The CPO submits a formal report to Members & Chief Officers at least annually on the performance of the property portfolio, which now includes performance outcomes in relation to the DTLR National pPIs | 2.8             |
| 3.2              | The AMP includes information showing how the authority is performing in relation to all five national pPIs  | 4.3             |
| 3.3              | Members are informed, as part of overall budget and performance monitoring, of the progress and performance of the Capital Programme.   | 4.1             |

| <b>DETR Ref.</b> | <b>Primary Requirement</b>  | <b>AMP Ref.</b> |
|------------------|---|-----------------|
| 4                | <i>Programme and Plan Development and Implementation</i>  |                 |
| 4.1              | The AMP outlines the council's property related requirements and outlines the proposed programme which are intended to meet these requirements. For example:<br><ul style="list-style-type: none"> <li>a. Acquisition, disposal, investment, development;</li> <li>b. Maintenance;</li> <li>c. Programmes related to surplus and/or under-performing assets;</li> <li>d. Plans enabling shared use and/or co-location.</li> </ul> | 3               |
| 4.2              | CPO has demonstrated that there is a methodology for option appraisal and corporate prioritising between projects.  | 1.4             |
| 4.3              | A 3 year capital programme is developed including a forecast of the planned capital receipts.   | 1.1<br>(CS)     |
| 4.4              | Output/outcome targets are set for programmes and plans requiring capital investment.   | 1.1<br>(CS)     |

**Secondary Requirements**

| <b>DETR Ref.</b> | <b>Secondary Requirement</b>   | <b>AMP Ref.</b> |
|------------------|--|-----------------|
| 1                | <i>Organisational arrangements for corporate asset management</i>  |                 |
| 1.1              | Evidence that the CPO / Asset Management Forum routinely challenges and reviews the use, provision and performance of the council's assets and its related property services, in order to achieve the most effective management, planning and use of these assets and reports. Key findings and outcomes to Chief Officers and the Council. For example:<br><ul style="list-style-type: none"> <li>a. The identification and rationalisation of surplus or under performing property;</li> <li>b. The promotion of shared use or co-location;</li> </ul> | 1.2             |

|     |   |                   |
|-----|---|-------------------|
|     | c. The systematic review and challenge of property use, provision and management; and<br>d. Identification of the property implications arising from relevant plans, audits and reviews.                              | 1.1<br>1.4<br>1.5 |
| 1.2 | Evidence that the CPO / Asset Management Forum takes into account stakeholder satisfaction information relating to property and property services.  | 1.5               |
| 1.3 | A cabinet member (or lead committee member) holds explicit responsibilities for the authorities property resource on behalf of the council.   | 2.5               |
| 1.4 | The CPO is involved in the preparation of the Capital Strategy and is a member of other key corporate and business planning groups.   | 2.1<br>&<br>CMB   |
| 1.5 | There are explicit references to the property asset implications in corporate policies and strategies such as the Best Value Performance Plan, Best Value Reviews, the Capital Strategy, the Community Plan and LPSAs | 1.5               |
| 1.6 | There is evidence of cross service use, shared use and/or co-location of property resources within the authority and with other organisations.  | 1.1<br>&<br>1.4   |

| <b>DETR Ref.</b> | <b>Secondary Requirement</b>   | <b>AMP Ref.</b> |
|------------------|--|-----------------|
| 2                | <i>Consultation</i>  |                 |
| 2.1              | Evidence that processes and procedures are being developed obtain feedback from services users and occupiers.                      | 1.5             |
| 2.2              | Evidence that consultation findings are used to influence the continuous improvement of property and property service performance. | 1.5             |

| <b>DETR Ref.</b> | <b>Secondary Requirement</b>   | <b>AMP Ref.</b> |
|------------------|--|-----------------|
| 3                | <i>Data Management</i>   |                 |
| 3.1              | CPO has undertaken a full survey of future data requirements for the property portfolio.   | 3.2<br>3.5      |
| 3.2              | CPO has identified a programme of necessary improvements.  | 3.9             |
| 3.3              | CPO has commenced development of a data system for “intermediate” data (i.e. property data which requires updating from time to time such as condition, rents and user details). | 3.2             |
| 3.4              | CPO has implemented Unique Property Reference number (UPRN) system.  | 3.5<br>3.8      |
| 3.5              | CPO has developed an approach for the centralised co-ordination of property management information and its integration with relevant council financial information.              | 3.2<br>3.5      |
| 3.6              | CPO has undertaken a review of training needs for users of the data and set in place a system for satisfying those needs.  | 3.2<br>3.5      |

| <b>DETR Ref.</b> | <b>Secondary Requirement</b>  | <b>AMP Ref.</b> |
|------------------|---|-----------------|
| 4                | <i>Performance Management, Monitoring and Information</i>   |                 |
| 4.1              | Clear evidence that the CPO is using a set of local performance measures in relation to assets that link asset use to corporate objectives.   | 1.4<br>4.3      |
| 4.2              | Clear evidence that the CPO is developing a process to enable the comparison of the performance and competitiveness of property and property services with other similar organisations and other providers. | 3.10<br>4.1     |
| 4.3              | Clear evidence that the development of performance measures and monitoring takes into account stakeholder consultation and user satisfaction findings.  | 1.5             |
| 4.4              | Clear evidence that performance measurement feeds into a process of continuous improvement.   | 1.4             |
| 4.5              | Local Performance Indicators are in place and being used for measuring and monitoring the amount of surplus property and space utilisation.   | 4.3             |
| 4.6              | A written report is produced for Member and Chief Officers on any maintenance backlog recommending appropriate action.  | 2.8             |
| 4.7              | The CPO is collecting information on the 'suitability' of the various categories of the portfolio for their current and future use.   | 3.1             |

| <b>DETR Ref.</b> | <b>Secondary Requirement</b>  | <b>AMP Ref.</b> |
|------------------|---|-----------------|
| 5                | <i>Programme and Plan Development and Implementation</i>  |                 |
| 5.1              | The AMP demonstrates that the Council has identified the implications for property, which arise from the Council's objectives.  | 1.3             |
| 5.2              | The AMP demonstrates service wide understanding of corporate ownership of assets.   | 1.4<br>1.4      |
| 5.3              | The AMP demonstrates the Council has undertaken a thorough investigation and analysis of the gaps between future requirements and the current provision and performance of the authority's present property assets. | 1.2             |
| 5.4              | The Council has identified and appraised the options for closing these gaps.  | 1.2             |
| 5.5              | The AMP outlines the Council's approved 3-5 year strategic action plan based on this analysis   | 3.1             |

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**APPENDIX**

**CORPORATE PROPERTY STRATEGY – Criteria for review of property.**

**Generally:**

Address the need to review the sufficiency, suitability, condition and cost of existing property:

- Do we really need all this property?
- What can we do to realise efficiency savings in this area without reducing service quality and effectiveness?
- Do existing arrangements for providing and purchasing property services match up to best value principles?

Non-operational property:

- Why does the council own this?
- Could this capital be better employed?

Administrative property:

- Can we make do with less?
- Could we relocate somewhere cheaper?
- Can we share with other agencies?

Service property:

- Is this building sustainable?
- Would this service be better located elsewhere?
- Are there other (better) means of provision?

Other Issues:

- Take into account advancing technology when considering service delivery methods.
- Establish a database to support effective asset management planning.

**Reviewing and challenging non-operational property holdings:**

- Do all properties make a rate of return comparable to other commercial lettings in the area?
- Do we have the data to prove this?
- Do the outputs/outcomes justify the inputs, eg: How many new jobs are created?
- Do the objectives of organisations occupying council property (e.g. voluntary bodies) reflect authority priorities?
- Are there other ways to achieve these outputs (e.g. grants, advice, advertising)?

Action Plan:

1. Identify and assess potential alternative uses for this capital.
2. Undertake regular option appraisal of capital and revenue consequences of holding/disposing.
3. Set (measurable) targets and dispose of under-performing properties.

**Reviewing the use and management of office space:**

- Would open plan be more space efficient than cellular offices?
- It may be more cost effective to demolish existing partition walls than to acquire additional office space.
- Has the authority adopted per capita space standards to guide decisions?
- Staff numbers in particular locations may be constrained by lack of IT connections, toilets or other facilities. Would an upgrade be more cost-effective than acquiring a new building?
- What needs to be stored and for how long?
- Could more use be made of warehousing, electronic storage, or more space-efficient shelving systems?
- Is existing furniture suitable for flexible working methods – for example, wheeled drawer units for hot deskers?
- Does any new furniture acquired make the best use of the space available?
- Do all employees need a desk space?
- Would flexible working hours help free up space?
- What potential is there for sharing space with other departments or with partner organisations?
- Can new staff be accommodated within existing space?
- Can all departments justify their own interview and meeting rooms?
- Are training rooms, canteens, managers' offices etc. used for meetings when not required?
- Are there quantifiable business benefits to retaining dedicated social, sports or catering areas?
- Are there opportunities to use electronic communication to reduce the need for space - for example, using video conferencing to conduct meetings, or allowing staff to work from home using modem links.

**What does best value mean for property services?**

- Which services do we need to provide in-house?
- Would it be cheaper to buy in some services as and when required?
- Why this departmental structure?
- What do our customers think of our services?
- What do they think we could do better?
- Do we obtain user input when deciding how to procure services?
- Do we benchmark our performance with others, both internally and externally?
- Do we measure outputs and outcomes against inputs?
- What targets can be met to ensure continuous improvement?
- How much do similar services cost elsewhere?
- Have we compared prices with both public and private sector providers?
- Could we still demonstrate competitiveness if services were packaged differently?

**APPENDIX B**

**ASSET MANAGEMENT PLANS: ASSESSMENT CRITERIA**

**Primary Criteria**

**1. Organisational arrangements for corporate asset management**

1.1 A Corporate Property Officer (CPO) has been identified with authority to undertake all required developments in asset management.

1.2 Roles and responsibilities for the CPO (as indicated by the prevailing guidance) are clearly set out, explicit and have been communicated to all those concerned, in property management and use, throughout the authority.

1.3 The CPO reports and is accountable to a strategic, decision-making group both at officer and member levels.

1.4 Clear evidence has been provided that a cross-service, senior management forum has been set up which includes the CPO, representatives from major services and, where appropriate, the finance directorate and officers involved in the development of the Capital Strategy and the Community Plan (or its equivalent).

1.5 The forum has formal terms of reference that includes the strategic management of the council's assets.

1.6 Evidence that the forum:

- progresses the corporate Asset Management Plan and ensures that it is approved by senior officers and the Council;
- ensures that the AMP is informed by and supports other key corporate and service plans and objectives;
- meets regularly (at least twice a year or more often as may be appropriate).

**2. Data Management**

2.1 CPO has ensured that a record is held and maintained of basic, core data on all the Council's property.

2.2 The validity of this information has been tested.

2.3 AMP can demonstrate a clear understanding of the data required to manage the performance of the property portfolio.



2.4 Statistical information on the overall condition of the portfolio (condition categories: A-D/1-4) and maintenance backlogs is included in the AMP.

### **3. Performance Management, Monitoring & Information**

3.1 The CPO submits a formal report to Members and Chief Officers at least annually on the performance of the property portfolio, which now includes performance outcomes in relation to the DTLR National pPIs.

3.2 The AMP includes information showing how the authority is performing in relation to all five national pPIs.

3.3 Members are informed, as part of overall budget and performance monitoring, of the progress and performance of the capital programme.

### **4. Programme and Plan Development and Implementation**

4.1 The AMP outlines the council's property related requirements and outlines the proposed programmes which are intended to meet these requirements. *(For example: acquisition, disposal, investment, development; maintenance; programmes related to surplus and/or under-performing assets; plans enabling shared use and/or co-location.)*

4.2 CPO has demonstrated that there is a methodology for option appraisal and corporate prioritising between projects.

4.3A 3 year capital programme is developed including a forecast of the planned capital receipts.

4.4 Output/outcome targets are set for programmes and plans requiring capital investment.

#### **Secondary Criteria**

#### **Organisational arrangements for corporate asset management**

1. Evidence that the CPO / Asset Management Forum routinely challenges and reviews the use, provision and performance of the council's assets and its related property services, in order to achieve the most effective management, planning and use of these assets. Key findings and outcomes are reported to Chief Officers and the Council. Examples can include:

- the identification and rationalisation of surplus or under-performing property;
- the promotion of shared use or co-location;

- the systematic review and challenge of property use, provision and management and;
  - Identification of the property implications arising from relevant plans, audits and reviews.
2. Evidence that the CPO / Asset Management Forum takes into account stakeholder satisfaction information relating to property and property services.
  3. A cabinet member (or lead committee member) holds responsibilities for the authority's property resource on behalf of the council.
  4. The CPO is involved in the preparation of the Capital Strategy and contributes to the work of other relevant corporate and business planning groups.
  5. There are references to the property asset implications in corporate policies and strategies such as the Best Value Performance Plan, Best Value Reviews, the Capital Strategy, the Community Plan and LPSAs.
  6. There is evidence of cross service use, shared use and/or co-location of property resources within the authority and with other organisations.

#### **Consultation**

7. Evidence that processes are being developed to obtain feedback from services, users and occupiers.
8. Evidence that consultation findings are used to influence the continuous improvement of property and property services performance.

#### **Data Management**

9. CPO has undertaken a full survey of future data requirements for the property portfolio.
10. CPO has identified a programme of necessary improvements
11. CPO has commenced development of a data system for "intermediate" data (i.e. property data which requires updating from time to time such as condition, rents and user details)
12. CPO has implemented Unique Property Reference number (UPRN) system or set out detailed reasons why any alternative property referencing approach is considered more appropriate.
13. CPO has developed an approach for the centralised co-ordination of property management information and its integration with relevant council financial information.

14. CPO has undertaken a review of training needs for users of the data and set in place a system for satisfying those needs.

**Performance Management, Monitoring & Information**

15. Clear evidence that the CPO is developing and using a set of local performance measures in relation to assets that link asset use to corporate objectives.
16. Clear evidence that the CPO is developing a process to enable the comparison of the performance and competitiveness of property and property services with other similar organisations and other providers.
17. Clear evidence that the development of performance measures and monitoring takes into account stakeholder consultation and user satisfaction findings.
18. Clear evidence that performance measurement feeds into a process of continuous improvement.
19. Local Performance Indicators are in place and being used for measuring and monitoring the amount of surplus property and space utilisation.
20. A written report is produced for Members and Chief Officers on any maintenance backlog recommending appropriate action.
21. The CPO is collecting information on the "suitability" of the various categories of the portfolio for their current and future use.

**Programme and Plan Development and Implementation**

22. The AMP demonstrates that the Council has identified the implications for property which arise from the Council's objectives.
23. The AMP demonstrates service wide understanding of corporate ownership of assets.
24. The AMP demonstrates that the Council has undertaken a thorough investigation and analysis of the gaps between future requirements and the current provision and performance of the authority's present property assets.
25. The Council has identified and appraised the options for closing these gaps.
26. The AMP outlines the Council's approved 3 – 5 year strategic action plan based on this analysis.

APPENDIX C

Asset Management Plan: Good

Primary Criteria

Organisational Arrangements for Corporate Asset Management

This is a well laid out section and evidence clearly links to criteria. The Corporate Property Officer's (CPO) roles, responsibilities and accountabilities have been laid out.

The Asset Management Group has been set up as a cross-service, senior management forum. Terms of reference have been established.

Links between the Capital Strategy and Asset Management Plan were established. How the Asset Management Plan linked to the Community Plan was not so clear, and expansion upon this point would have been useful.

There is also evidence that the Asset Management Group progresses the Asset Management Plan and ensures that it is informed by and supports other key corporate and service plans and objectives.

Data Management

The CPO appears to have collected sufficient data to ensure assets are being used efficiently. This includes validated core data. Further details concerning the type of information held would have been useful. Maintenance backlog information has been included in the Asset Management Plan.

Performance Management, Monitoring and Information

Performance measures appear to be in place and are communicated to Members as required. Reporting methods and details were not clear in the Asset Management Plan, but it has been ascertained they are submitted. Property performance information is also supplied.

Programme and Plan Development and Implementation

The Asset Management Plan outlines some programmes concerning the council's property related requirements, and the proposed programmes which are intended to meet these.

Details concerning the methodology for option appraisal and corporate prioritising between capital projects were available in the Capital Strategy. To establish corporacy, it would have been helpful to have some confirmation details in the Asset Management Plan as well.

The 3 year capital programme has been outlined. Limited details were supplied concerning output / outcome targets. This was also highlighted as an area for development in Round 1.

Secondary Criteria

**Organisational Arrangements for Corporate Asset Management**

There is evidence that the CPO / Asset Management Forum routinely challenges and reviews the use, provision and performance of the councils' assets. The CPO / Asset Management Forum also takes into account stakeholder satisfaction information relating to property and property services through processes such as information gathering and consultation.

A specific Member has been nominated to be responsible for the Council's property. How the CPO contributes to the work of other relevant corporate and business planning groups is unclear, more details would have been helpful. The Corporate Management Board provides the link between the Capital Strategy and Asset Management Groups by overseeing both. Therefore issues between the two strategies can be discussed. Again, more information would have been useful.

General property implications are mentioned in best value strategies. Further examples would have expanded upon the information given. Actions taken concerning property usage appear fit for purpose.

**Consultation**

Surveys, consultation exercises and Best Value Reviews occur to obtain feedback from services, users and occupiers. Statements are made that feedback influences policies, but further details/examples would be helpful in future.

**Data Management**

Data systems appear to be well in hand. The CPO has reviewed data needs and implemented new systems (including core, intermediate and UPRN's), plus training as required.

Further details on centralising financial and property data would be useful. The Asset Management Plan states this will occur through the Uniform 200 Estates Management Module system and linkage of Asset register to ESRI Arcview GIS system. Actual or proposed links between property, finance and other data systems are not stated or evidenced.

**Performance Management, Monitoring and Information**

Performance indicators have been developed, although there are insufficient details concerning some. National indicators have been adopted, and local indicators developed. Links to corporate objectives are not clearly stated.

Details concerning the comparison of the performance and competitiveness of property and property services with other similar organisations / providers are not clearly outlined. The authority is proposing to identify suitable organisations for benchmarking, which suggests a process is being developed. There are insufficient details on how performance measures relate to customer satisfaction.

There are some details relating to how performance measures feed into a process of continuous improvement. Further details to show continuous improvement evidence such as setting new targets and action plans from results would have been constructive.

The Asset Management Plan refers to national surplus property indicators, unfortunately the criteria concerns local ones.

The Asset Management Plan does not specifically mention a written report from the CPO to Members, that makes recommendations concerning maintenance backlog. There is no evidence concerning the collection of suitability data. This was highlighted as a development area in Round 1.

**Programme and Plan Development and Implementation**

The Asset Management Plan demonstrates service wide understanding of corporate asset ownership. Property implications are considered, plus gaps between current and future use analysed. Further information concerning a 3-5 year strategy based on this analysis would have been helpful.

**Overall Feedback**

The Asset Management Plan is a well written document that is clearly referenced. A majority of details are present, but some sections would benefit from clarification where highlighted. As a number of primary criteria required clarification, perhaps they could have benefited from greater detail.