

Rochford District Council

Asset Management Plan 2003

1. Overview

1.1 INTRODUCTION

This plan is to be read in conjunction with the Capital Strategy 2003. 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 approximately 221 FTE 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 the units in 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 within Housing Revenue Account (two of which are about to be converted to residential) an agricultural tenancy and the freehold of a site leased for use as a hotel.

Management and maintenance of the Council's 3 sports centres, swimming pool and 3 public halls is the responsibility of Holmes Place Plc under the terms of the 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 these premises for 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 this building as part of the corporate property strategy.

1.2 OVERVIEW OF PROGRESS

The Council operates three principal policy committees mirrored by three overview and scrutiny committees under a majority party administration.

The leisure management contractor, Holmes Place Plc, manage the Council's leisure facilities under a twenty year contract which includes provision for capital investment of £7 million over the term and responsibility for the maintenance of the leisure buildings.

The Council's Park Sports Centre (now closed) is to be replaced with new purpose built premises as part of a joint initiative with Essex County Council in partnership with Holmes Place Plc. This development will provide a mix of

leisure facilities which the Council has recently agreed will include a skateboard park, indoor bowls and catering facilities.

Refurbishment of the main public hall, The Mill, has been completed and work is due to commence in July 2003 on refurbishment of the principal leisure centre, Clements Hall. This will include a new 120 station fitness suite, sauna, jacuzzi, catering facilities and poolside improvements.

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.

In line with an identified need in the County Structure Plan, the Council has created the Cherry Orchard Jubilee Country Park from 103 acres of land at Blatches Farm, Eastwood, acquired from Essex County Council. Phases one and two, involving extensive ground works, are nearing completion. 28,000 trees have been planted, a lake created together with fencing and bridle ways provided within the park. Consideration is already being given to expansion of this project by acquisition of a further 117 acres.

35-39 West Street, Rochford have been acquired by compulsory purchase and in partnership with the Southend Building Preservation Trust who are in the process of restoring the historic buildings 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. This programme is continuing to include the remaining 5 public toilets in the district by 2005.

A lottery bid of £180,000 for improvement and restoration work to the Windmill, Rayleigh was unsuccessful but further discussion is taking place with a view to a revised application. 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 and used to store and display antiquities and memorabilia. The Windmill is opened to the public at weekends during the summer.

A comprehensive survey of Council Housing has been undertaken in accordance with the Decent Homes Action Plan and an improvement programme for the Sheltered Housing stock has commenced.

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

The Council is currently trialing a new management regime for the delivery of Sheltered Housing in the District. As part of the process one scheme will transfer to a partner housing association and another be managed as general

needs housing; this will leave 12 schemes under management as sheltered housing

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 access to corporate information. Land related information is currently available on the Council's intranet only but will be extended in accordance with the Council's IT Strategy which already provides electronic delivery of Land Charge Searches, Planning Applications and payment and interrogation of Council Tax on-line.

1.3 CORPORATE OBJECTIVES

In recent years the Council has developed a number of linked plans and strategies which draw together to form a business plan and strategy for the improvement of services. The combined Corporate Plan and Best Value Performance Plan 2003/4 incorporates the following strategies:

• 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 within the Community Strategy	• South East Essex Economic Strategy
• Woodlands Strategy	• *Community Strategy

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.

*The Council's Community Strategy has been developed through a local strategic partnership and a draft version has been produced for wide consultation with businesses and residents of the district over the summer, 2003.

Table 1. Example of links between Council strategies and property

Corporate Plan Objectives	Key Tasks from Corporate Plan & Best Value Performance Plan	Contribution from Assets

Provide quality, cost effective services	Maintenance of a balanced budget with adequate reserves.	Corporate Property Strategy to achieve best use of office accommodation.
	Review our management of the physical environment	Provision of increased public open space following identified needs.
Work towards a safer and more caring community	Reduce incidents of vandalism in District	Reporting system to record trends in damage occurring to Council property
	Crime and Disorder Reduction Partnership	Partnership working for provision of an evening drop-in centre
	Reduce turnaround time for council housing voids	Revised monitoring procedures with a target of 35 days for voids
	Reduce numbers referred to Bed & Breakfast accommodation	Develop alternatives to Bed & Breakfast accommodation for the homeless
	Continue rolling programme of playground refurbishment	Review adequacy and management of facilities Improve an average of two areas a year
Promote a green and sustainable environment	Develop plan for promotion and effective use of woodland areas	Increased public usage of Open Spaces and woodlands in line with Woodlands Strategy.
		Creation of Cherry Orchard Jubilee Country Park .
Encourage a thriving local economy	Car Parking	Keep under review most effective management system and tariffs
	Working with Thames Gateway South Essex	Input of information to aid decision making process and the emerging strategic framework
	Review location and operation of Rayleigh Market	Provision of options for venue
Improve the quality of life for people in our District	Development of a new housing strategy	Revised targets for housing provision

District		Reduced waiting time by better targeting of repairs and maintenance
		Programme of refurbishment of Sheltered Housing Schemes
		Conversion of two hard to let shops to residential use
	Improve access for disabled to public buildings	Programme of work to achieve compliance by October 2004
Maintain and enhance our local heritage and culture	Protection of Listed Buildings	CPO and refurbishment of 35-39 West Street, Rochford
		Revised 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 14th 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

1.5 CORPORATE PROPERTY STRATEGY

The corporate property strategy is an agenda developed by Members through the Committee process aligned to the Asset Management Plan. The strategy has produced a systematic review of property and disposal or re-allocation of unused and under-used assets over the last four years. Liability for maintenance of leisure buildings has been transferred to the Leisure Services contractor. A new country park has been created. Proposals are well advanced for a new leisure centre and the ongoing review of all operational assets is undertaken on the basis of criteria outlined at Appendix 1. The AMP Action Plan has been revised within this draft to more directly reflect the corporate property strategy.

In the coming months work will be undertaken to develop the Corporate Property Strategy into a formal and long term plan.

1.6 CORPORATE PROPERTY OFFICER

The Corporate Director (Law, Planning & Administration) is the Corporate Property Officer. In February the Council appointed the Property Maintenance & Highways Manager as deputy Corporate Property Officer with particular responsibility for development of meaningful and useful local Property Performance Indicators directly linked to corporate objectives. The Council considered a report on performance Indicators in June 2003 and revised indicators have been incorporated into this plan.

The overarching nature of the Corporate Director's role requires involvement in most, if not all, relevant corporate and business planning groups at officer level. Combined with responsibility as the Corporate Property Officer, the Corporate Director (Law, Planning & Administration) is in a unique position to ensure that decisions are taken in line with the corporate property strategy while the Property Maintenance & Highways Manager has a day to day involvement with operational property maintenance and performance.

1.7 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.

In 2002 an informal consultation was undertaken, top down throughout the organisation, with regard to office accommodation. This included discussion with Unison. A physical review of all office accommodation undertaken by Corporate Management Board (CMB) during office hours (probably not possible in larger authorities) provided the opportunity for face to face discussion with staff.

This is to be followed up in September 2003 with a formal consultation to assess the fitness for purpose of all Council accommodation. A user survey will be based on best practice identified through the Chartered Institute of Public Finance's Asset Management Planning Network. Categories to be assessed will include image, accessibility, flexibility of use, condition, environment, suitability, location and health and safety issues.

In the meantime, a 2003 user satisfaction survey carried out in respect of repairs to operational buildings revealed high levels of satisfaction with only 3% below the "satisfactory" level.

1.8 BEST VALUE REVIEWS

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

Deputy Corporate Property Officer

David Timson. Highways and Property Services Manager.
Date of appointment. 13 February 2003

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
- Monthly report to Operational Management Team and as necessary to Corporate Management Board

2.3 Asset Management Group (Officers)

Operational Management Team

Date of Appointment 21 January 2003
(CMB Min24/03)

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)
J.E.Grey, K.A. Hudson, A.J.Humphries,
C.A.Hungate, C.J.Lumley, J.R.F.Mason,
P.K.Savill, C.G.Seagers, S.P.Smith,
D.G.Stansby, Mrs.M.A.Starke, D.A.Weir.

Date of appointment: 13 May 2003

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 Property Officer	Operational Management Team (Officers)	Monthly
	Corporate Management Board	Quarterly
	Policy & Finance Committee	As necessary
Operational Management Team(Officers)	Corporate Management Board	Monthly
Corporate Management Board	Policy & Finance Committee	As necessary
	Council	Quarterly
Policy & Finance Committee	Council	As necessary

2.9 Core Data

Information on assets is available as a corporate resource. However, core data is held in several discrete systems providing information for different purposes. These include an Asset Register maintained as a Word document, Land Terrier information in DBase, a Comino Housing Management and Property Maintenance system, a CAPS Uniform 7 Estates Management system and Brandt for financial information.

Information on land and property including Asset Register and Land Terrier data is in the process of transfer to CAPS Uniform 7. This process is one step in the development of a corporate spatial system that already includes development and building control, local plans, land charges and, in the very near future, tree preservation and environmental health data. Training has been provided with the introduction of each module. A Uniform management team has been set up to oversee day to day management of the system and identify training needs.

Information available includes;

Address and description and UPRN

Property Type

Tenure

Valuation

Acquisitions & Disposals

Insurance details

Condition Surveys

Leasehold information

Works & Maintenance details

Spatial Information through Uniform 7 linked to planning database

In the longer term, it is proposed to bring these systems together, based as far as possible on a corporate platform but where this is not possible by XML.

PART 3 Programme and Plan Development

3.1 Prioritisation

The Capital Strategy identifies the following as key priorities to be met before resources are allocated to any project to be funded from the Capital Programme;

- A.** Investment in statutory and priority services to ensure the continuation and improvement of essential services and value for money
- B.** Ensure that landlord and owner responsibilities are undertaken including priority items identified through the asset management plan these include works under the Disabilities Discrimination Act.
- C.** Improve infrastructure that has an influence on economic activity and the well being of the Authority.
- D.** Priority items flowing from key strategy documents including the Corporate Plan/Best Value Performance Plan and Community Plan.

These priorities are reflected in Corporate Property Strategy and identified if applicable in the AMP Action Plan.

3.2 Action Plan

Action	Responsible Officer	Key Priority	Time scale	Notes
a. We will develop a formal corporate property strategy based on the work already completed and consult on new targets, aims and objectives.	CD (LPA)	A,B,C & D	March 2003	The strategy already exists but is contained in various documents and Council Minutes
b. We will continue to gather and refine information and strive to produce meaningful local performance indicators. We will seek to overcome the difficulties experienced in producing information required for BVPI 180	PM&H M	n/a	June 2004	Members agreed new local performance indicators in June 2003. These will be monitored and reviewed after 12 months.

Action	Responsible Officer	Key Priority	Time scale	Notes
c. We will continue to improve the corporate property database.	OMT	n/a	Ongoing	Developments in line with ICT/IS Strategy and IEG Statement for improved electronic delivery of this information
d. We will consider the suitability of our corporate assets and set targets to improved service provision across the district including relocation of office accommodation particularly to serve our main centre of population in Rayleigh.	CMB	A,B,C & D	Ongoing	A series of reports is due to be taken through Council in the autumn and will be developed as part of the Corporate Property Strategy
e. We will maintain the timetable for development of new leisure and community facilities at the former Park School site by 2005.	CD (FES)	B & D	Summer 2005	Corporate Property Strategy. Partnership arrangement with Essex County Council and Holmes Place Plc. On target.
f. We will seek new funding opportunities to develop the potential of Rayleigh Windmill as a learning and resource centre.	CD (FES)	B & D		Corporate Property Strategy. Original bid for lottery funding rejected. Further work in hand to improve and resubmit.
g. We will open Cherry Orchard Jubilee Country Park to the public in September 2003 and seek opportunities to develop and extend this public open space in line with local district plan policies and our own aspirations.	CD (FES)	B & D	Sept. 2003 - Ongoing	Corporate Property Strategy. On target.
h. We will explore development opportunities within the Thames Gateway – South Essex associated with a role for the area in relation to leisure, recreation and tourism building on heritage and environmental enhancements to improve our district.	CMB	D	Ongoing	Various proposals under consideration.

Action	Responsible Officer	Key Priority	Time scale	Notes
i. We will seek to ensure all our property meet the requirements of the Disability Discrimination Act.	PM&H M	B	October 2004	DDA survey complete
j. We will continue to develop processes to enable the comparison of the performance and competitiveness of property and property services with other similar organisations and other providers	PM&H M	C	Ongoing	Use of AMP Network data and nationally published statistics for comparison. Liaison with neighbouring authorities. Best Value report on Housing. Consideration of the service by Overview & Scrutiny Committee.

PART 4 PERFORMANCE

4.1 Performance Measurement System

Performance measures are included in Quarterly Performance Reports circulated to officers and Members four times each year. Annual statistics including Property Performance Indicators are considered formally as part of the Asset Management Plan development.

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

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

HOS	Remedial and Continuous Improvement Measures	<ul style="list-style-type: none"> • Agreeing measures to improve performance • Implementing agreed improvements in conjunction with service departments 	<ul style="list-style-type: none"> • Ongoing • • Ongoing
-----	--	--	---

4.2 : Operational Property – Condition and Performance Indicators

Property	Area Sq.m.	Notes	Area of Land laid Out as Car parking	Manageme nt Costs	Maint. Cat	Repair Costs (resp+ plan'd	CONDITION CATEGORY A B C D	Water Costs	Sewer age	Oil	Gas costs	Electricity costs	Total Energy Costs
OFFICE ACCOM.													
Acacia House	514	Incl.22.5 sq m.ext store	380			0	514	170.19	271.45		0890.81	2377.98	3710.43
3 & 5 South St.	376		630		2	800	630		060.58			2967.92	3028.50
Computer Annexe	192		0			0	192						0
7 South St.	320		0			0	320	303.57	568.76				0872.33
9/11 South 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 sq.m of 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 sq.m. of 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 Depot					2	25000			635.34		1188.30		2128.76
Offices	252					0	252						0
Garages/Refu se veh.	406					0	252						0
Sub Total	4378		1228			46000	405 3909 0 0	1931.30	3169.70	3311.24	5687.30	11689.78	25789.27

							A	B	C	D						
LEISURE PREMISES																
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									
Sub Total	10038		17491			5000	7824	2214	0	0						
MISCELLANEOUS BUILDINGS																
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						
Sub Total	358		0			27500	0	234	124	0						
PUBLIC CONVENIENCES																
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	
Southend Rd.	017				4	060000	17			0314.95	0490.61			0215.23	1020.79	
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	
Sub Total	188		0			360000	73	31	55	22	1712.00	3339.30	0	0	1209.65	6261.00

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

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

4.3 Property Performance Indicators

Indicator	Definition	2001/02 Performance % in each category	2002/03 Performance % in each category
1A %Gross Internal floor space in condition categories A-D	Condition Category A – Good , Performing as intended and operating efficiently B – Satisfactory, As A but with minor deterioration C – Poor, Showing major defects and/or not operating as intended D – Bad, Life expired and/or serious risk of imminent failure	A-50.6% B-47.8% C-1.1% D-0.2%	42.5% 53.2% 1.1% 0.2%
1B Backlog of maintenance costs expressed 1) As total Value		£438,000	£283,700
1B Backlog of maintenance costs expressed 2) As a percentage in priority levels 1-3 (1-4 for 2001/02)	Priority levels 1. Urgent works that will prevent immediate closure of premises. Serious Health and safety issues 2. Essential work required within two years that will prevent serious deterioration of the fabric. 3. Desirable work required within 3-5 years 4. Long term work outside the 5 year planning period	(1) 25% (2) 20% (3) 23% (4) 31%	(1) 6% (2) 76% (3) 18% Note only 1-3 are reported for 2002/03

3A Total annual management costs / square m. for Operational property.		£12.61	£12.51
3B Total annual management costs per square metre for non operational property.	RDC does not have non-operational property.		
4A Repair and maintenance costs per square metre GIA		Not reported	£17.39
4B Energy Costs per square metre GIA	2001/02 included areas for which energy cost information was not available and therefore this year's cost is accurate.	£1.31	£6.76
4C Water costs per square metre GIA		£0.61	£1.96
4D To measure CO ² Emissions in tonnes of carbon dioxide per square metre.		Not reported	Not reported
5A Percentage of project costs where outturn falls with +/- 5% of the estimated outturn, expressed as a percentage of the total projects completed in that financial year.	Only Capital schemes within that financial year over £100,000.	100%	No projects completed within this financial year over £100,000.

--	--	--	--

5B Percentage of projects falling within +/- 5% of the estimated timescale, expressed as a percentage of the total projects completed in that financial year.		0%	No projects completed within this financial year over £100,000.
---	--	----	---

4.4 Quarterly Performance Indicators. January – March 2003 (includes full year cumulative)

Number	Description	Target	Previous Year			Current Year	
	Statutory Indicators	2002/03	This Quarter	Cum	Full Year	This quarter	Cum
BVPI 63	Energy efficiency - the average SAP rating of local authority owned dwellings	62	56	56	56	56	56
BVPI 156	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to the disabled	25% (100% by 2005)		9.00%	9.00 %	18%	18%
BVPI 184	a)The percentage of LA homes which were non-decent at 1/4/02 b) The percentage change between 1/4/02 and 1/4/03	No target set.	New	New	New	18% 0%	18% 0%

Number	Description	Target	Previous Year			Current Year	
	Local Performance Indicators	2001/02	This Quarter	Cum	Full Year	This quarter	Cum

RDC 6.1	Percentage of pre-inspections	15%	20%	21%	21%	16.57%	19.7%
RDC 6.2a	Percentage of post inspections	15%	15.07%	13.08%	13%	37.4%	29.44%
RDC 6.2b	Percentage of post inspections that were satisfactory	95%	New	New		99.7%	99.8%
RDC 6.3	Percentage of unplanned works Completed within targets	95%	92%	90.25%	90%	94%	94.28%

4.5 Revised Local Property Performance Indicators

Indicator	Buildings monitored	2001/02	2002/03	Definition of Indicator
Number of Public Access points to Council services that are fully accessible for people with disabilities and percentage of facilities provided . Percentage is a function of the number of the defined elements that are in place.	Civic Suite Rochford Offices Mill Hall Clements Hall Great Wakering Sports Centre	55% 55% 66% 55% 55%	55% 55% 77% 55% 55%	Defined as the Publicly accessible areas where there is provision for the following. Each of the items is expressed as 11% of the Indicator, achieving all 9 items will provide 100% accessibility. 1. Wheelchair Access 2. An external means of summoning service for someone who is unable to enter the building 3. Public facilities at appropriate levels for wheelchair users 4. That the route is clearly signed visually, aurally, and with tactile signs. 5. There is disabled parking within a reasonable distance. 6. Doors have appropriate visibility panels. 7. Doors controls are easy to operate by people with mobility disabilities. 8. That reception areas are fitted with hearing loops 9. Levels of lighting are

				sufficient to aid people with sight disabilities.
Number of Public Conveniences that meet the requirements of people with disabilities And percentage of facilities provided.	Mill Hall	64%	64%	<p>Each of the items is expressed as 16% of the Indicator, achieving all 6 items will provide 100% accessibility.</p> <ol style="list-style-type: none"> 1. Wheelchair Access 2. An internal means of summoning help for someone who is unable to exit the building 3. That the route is clearly signed visually, aurally, and with tactile signs. 4. There is disabled parking within a reasonable distance. 5. Doors controls are easy to operate by people with mobility disabilities. 6. The facilities within the toilet meet the requirements of the Building Regulations
	Crown Hill	64%	64%	
	Back Lane	64%	64%	
	Southend Road	64%	64%	
	Hockley Woods	64%	64%	
	Pooles Lane	64%	64%	
To reduce the energy requirements of individual Council operational buildings.	Civic Suite	£8.12	£6.93	<ol style="list-style-type: none"> 1. In 2003 to identify the individual building energy costs for heating, lighting and other power consumption 2. To compare the unit energy costs per square metre for the Council's main operational buildings
	Rochford Offices	£5.36	£7.97 Improved reporting systems provided better accuracy this year.	
To reduce the building maintenance costs for individual Council operational buildings.	Civic Suite	£7.72	£15.81	<ol style="list-style-type: none"> 1 In 2003 to identify the individual building maintenance costs for all building elements 2 To compare the unit maintenance costs per square metre for the Council's main operational
	Rochford Offices	£11.17	£14.57 Improved reporting systems provided better	

			accuracy this year.	buildings
--	--	--	------------------------	-----------

Space Utilisation

Building	Area	Sq.m/ person	
	Sq.m.	2001/02	2002/03
Acacia House	514	13.89	13.89
3&5 South Street	376	9.40	9.40
7 South Street	320	17.78	17.78
9/11 South Street	254	6.35	6.35
15 South Street	396	13.66	13.66
17 South Street The Old House	231	25.67	25.67
19 South Street	382	15.94	15.94
Total Area	2473		
Average space per person	12.55sq.m.		

DETR AMP Guidance Index 2003.

Primary Requirements

ODPM Ref.	Primary Requirement	AMP Ref.
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"> a. Progresses the corporate Asset Management Plan and ensures that it is approved by senior officers and the Council; b. Ensures that the AMP is informed by and supports other key corporate and service plans and objectives; c. Meets regularly. 	2.8

ODPM Ref.	Primary Requirement	AMP Ref.
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 & 2.9
2.2	The validity of this information has been tested	4.1
2.3	AMP 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

ODPM Ref.	Primary Requirement	AMP Ref.
3	<i>Performance Management, Monitoring & 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 ODPM 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

ODPM Ref.	Primary Requirement	AMP Ref.
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: <ul style="list-style-type: none"> a. Acquisition, disposal, investment, development; b. Maintenance; c. Programmes related to surplus and/or under-performing assets; d. Plans enabling shared use and/or co-location. 	3.1 & 3.2
4.2	CPO has demonstrated that there is a methodology for option appraisal and corporate prioritising between projects.	1.4 & 3.1
4.3	A 3 year capital programme is developed including a forecast of the planned capital receipts.	1.1 (CS)
4.4	Output/outcome targets are set for programmes and plans requiring capital investment.	1.1 (CS)

Secondary Requirements

ODPM Ref.	Secondary Requirement	AMP Ref.
	<i>Organisational arrangements for corporate asset management</i>	
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: <ul style="list-style-type: none"> a. The identification and rationalisation of surplus or under performing property; 	1.1 1.4 1.5

	b. The promotion of shared use or co-location; c. The systematic review and challenge of property use, provision and management; and d. Identification of the property implications arising from relevant plans, audits and reviews.	1.7 1.8
2	Evidence that the CPO / Asset Management Forum takes into account stakeholder satisfaction information relating to property and property services.	1.7
3	A cabinet member (or lead committee member) holds explicit responsibilities for the authorities property resource on behalf of the council.	2.5
4	The CPO is involved in the preparation of the Capital Strategy and contributes to the work of other key corporate and business planning groups.	2.1 & CMB
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	1.5 1.7 1.8
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 & 1.4

ODPM Ref.	Secondary Requirement	AMP Ref.
	<i>Consultation</i>	
7	Evidence that processes and procedures are being developed to obtain feedback from services users and occupiers.	1.7
8	Evidence that consultation findings are used to influence the continuous improvement of property and property service performance.	1.7

ODPM Ref.	Secondary Requirement	AMP Ref.
	<i>Data Management</i>	
9	CPO has undertaken a full survey of future data requirements for the property portfolio.	2.9
10	CPO has identified a programme of necessary improvements.	2.9
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).	2.9
12	CPO has implemented Unique Property Reference number (UPRN) system.	2.9
13	CPO has developed an approach for the centralised co-ordination of property management information and its integration with relevant council financial information.	2.9

14	CPO has undertaken a review of training needs for users of the data and set in place a system for satisfying those needs.	2.9
----	---	-----

ODPM Ref.	Secondary Requirement	AMP Ref.
	<i>Performance Management, Monitoring and Information</i>	
15	Clear evidence that the CPO is using and developing a set of local performance measures in relation to assets that link asset use to corporate objectives.	1.6 4.4 4.5
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.	3.2.j 4.1
17	Clear evidence that the development of performance measures and monitoring takes into account stakeholder consultation and user satisfaction findings.	1.7
18	Clear evidence that performance measurement feeds into a process of continuous improvement.	1.4
19	Local Performance Indicators are in place and being used for measuring and monitoring the amount of surplus property and space utilisation.	4.5
20	A written report is produced for Member and Chief Officers on any maintenance backlog recommending appropriate action.	2.8
21	The CPO is collecting information on the 'suitability' of the various categories of the portfolio for their current and future use.	3.2.d

ODPM Ref.	Secondary Requirement	AMP Ref.
	<i>Programme and Plan Development and Implementation</i>	
22	The AMP demonstrates that the Council has identified the implications for property, which arise from the Council's objectives.	1.3
23	The AMP demonstrates service wide understanding of corporate ownership of assets.	1.4 1.4
24	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
25	The Council has identified and appraised the options for closing these gaps.	1.2
26	The AMP outlines the Council's approved 3-5 year strategic action plan based on this analysis	3.1

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?