
REPORT TO THE MEETING OF THE EXECUTIVE 13 JULY 2011

PORTFOLIO: FINANCE AND RESOURCES

REPORT FROM HEAD OF LEGAL, ESTATES AND MEMBER SERVICES

SUBJECT: ASSET MANAGEMENT PLAN 2011-2016

1 DECISION BEING RECOMMENDED

- 1.1 That the Asset Management Plan 2011-16 be approved

2 REASON FOR RECOMMENDATION

- 2.1 The Asset Management Plan (AMP) is kept under review, and presented to Executive for endorsement

3 RISK IMPLICATIONS

- 3.1 The purpose of the AMP is to ensure that assets are properly managed and that use of resource is maximised. Failure to produce a plan would increase the risk of mismanagement and potential loss.

4 RESOURCE IMPLICATIONS

- 4.1 The AMP is required for the better management of resources.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

SMT Lead Officer Signature: _____

Head of Legal, Estates and Member Services

Background Papers:

None

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If you would like this report in large print, Braille or another language please contact 01702 318111.

Asset Management Plan 2011-16



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1 Overview

General Considerations

The Local Government Act provides local authorities with general powers to look after the social economic and environmental well-being of its administrative area.

When considering property the Council has two distinct roles:

- (a) Through the ownership of the portfolio it is a landlord/landowner.
- (b) It is a local authority.

The Council is under statutory constraints in its reasons for holding property, these are:

- (a) A present or future operational purpose.
- (b) Proper planning of the District including the prevention of inappropriate development.
- (c) To facilitate strategic planning and appropriate economic development including fostering employment opportunities.

While property is held for the above purposes, the Council has a duty to manage the portfolio to its best advantage.

This Asset Management Plan covers the period 2011-16, with the Key Performance Indicators and action plan being reviewed annually.

1.1 Introduction

The Council's vision for the District is to make Rochford District a place which provides opportunities for the best possible quality of life for all who live, work and visit here. The purpose of this document is to provide a framework for the planning and monitoring of physical assets (land and buildings) during their usefulness to the authority to provide the best possible match of assets with service delivery strategies and help make the vision a reality.

Rochford is a relatively small authority employing approximately 207 FTE staff. The Council's asset base is equally small and comprises principally of operational, direct service property. The District covers 65 square miles with approximately 783 acres of owned/managed open space and children's playgrounds, ten fee paying and one free car park with many further parking areas adjacent to open spaces, the Council owns no commercial property. The housing stock has been transferred to Rochford Housing Association, with the Council continuing to manage on behalf of the trustees 12 sheltered bungalows at Finchfield and the Dutch Cottage in Rayleigh.

Management and maintenance of the Council's sports centres and three public halls is contracted out and is the responsibility of Virgin Active under the terms of a 20 year Leisure Services Contract, currently in year 10.

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 main meeting rooms are located at the Civic Suite, Rayleigh and accommodation is provided in these premises for the Transportation Services, a Citizens Advice Bureau and the Registrar of Births, Deaths and Marriages.

1.2 Overview of Progress

In 2007 the Council moved from being a “fourth option” committee based authority to a Leader and Executive system of governance. Since May 2008, this has been further strengthened by the introduction of Member portfolio holders with responsibility for specific areas including assets. This, together with improvements to the operation of overview and scrutiny within the authority, is contributing to an even more focused approach to the use of assets.

The leisure management contractor, Virgin Active, manage the Council’s leisure facilities under a twenty-year contract which includes provision for capital investment of £7 million over the term. This has allowed a major refurbishment of the principal leisure facility at Clements Hall and maintenance of the leisure buildings is now the responsibility of Virgin Active as part of the contract.

The Council continues to keep office accommodation under review in accordance with its corporate property strategy. Following internal restructuring of divisions within the Council sufficient space has now become available to facilitate a move of the planning and building control sections from Acacia House to the main offices on South Street

Planning permission for the temporary reception area at the Rochford Offices, opened in November 2004, has been extended to 2015.

The Grange community centre has been extended and partly refurbished to allow a Sure Start Children’s Centre to be included, the Sure Start part has been leased to ECC for 25 years and the remainder to Rayleigh Grange Community Association for 28 years. The project cost of £500,000 was wholly funded by an ECC/DfE grant.

In line with an identified need in the County Structure Plan and considerable public support and petitions, the Council created the Cherry Orchard Jubilee Country Park from 103 acres of land at Blatches Farm, Eastwood, acquired from Essex County Council. This has now been extended by a further 117 acres which allows for the further development of the leisure and recreational potential of the Country Park.

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

The Council has concluded its programme for refurbishment of public toilets.

The Windmill, Rayleigh is a landmark building, within the curtilage of Mill Arts & Events Centre and is unusual in that it is a mill occupying a town centre site. For many years it has been used to store and display antiquities and memorabilia that are owned by the council. In June 2006 a formal partnership was entered into with the National Trust local committee, which together with the Rayleigh Historical Society, has provided a much improved learning and resource facility. As part of this project, an area of unused land to the rear of the Windmill has been developed as a Sensory Garden adding to the facilities available at the Windmill, which is also now licensed for weddings and is an accredited museum.

As far as is practicable all of the Council's public buildings comply with the Disability Discrimination Act, the internal offices however are not always able to meet the standards due to the style of the buildings being converted from houses.

Energy and Water Policy for Council Buildings

The Council has a number of policies focussed on reducing its impact on the environment, the most recent one, Climate CO₂de, sets out the strategy:

- To improve the energy efficiency of the Council's buildings and internal systems through the normal maintenance programme of works.
- To raise staff awareness of the need to be energy conscious.
- To reduce energy consumption, minimize expenditure and reduce environmental pollution, in particular CO₂ emissions.
- To ensure energy and water are procured in an appropriate way to ensure value for money.

The Quirk Review

In May 2007 the Department of Communities and Local Government launched "Making Assets Work" – the findings of the Quirk review of community management and ownership of assets. The three principal findings of the review were that:

- (1) Asset transfer should take place where it can realise social or community benefits, without risking wider public interest concerns.
- (2) The benefits of community ownership of assets can outweigh the risks involved, in appropriate circumstances; and
- (3) Risks can be minimised and managed by drawing on the experience of others.

Rochford District Council has managed its community assets based on similar principles over a considerable number of years. Areas of public open spaces and play areas have been transferred from District control to local parish Councils or where more appropriate to national charitable trusts such as the National Playing Fields Association and Woodlands Trust, to the benefit of all its residents and the locality. Land has been acquired where appropriate from developers and on occasion government departments or other authorities for the public benefit. Community buildings, provided through the Council, have been managed locally by agreement. The Council will continue to work in partnership with all agencies in its area to maximise the benefit of community assets within the District by all such means.

1.3 Corporate Objectives

Asset management planning is the systematic preparation of an overall plan to optimise the use of assets in terms of service benefits and financial return in order to meet corporate objectives. In recent years the Council has developed a number of linked plans and

strategies that draw together to form a business plan and strategy for the improvement of services. The Asset Management Plan links with these plans and strategies to ensure that assets are considered as a strategic resource supporting effective service delivery and the achievement of the overall business plan, these include:

The Sustainable Community Strategy	Medium Term Financial Strategy and Capital Programme
Rochford District Local Plan and emerging Local Development Framework	Corporate Plan IS/ICT Strategy Rochford Economic Development Strategy
Climate Change and Sustainability Strategy 2008-13	

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. Corporate Property is a regular item on the agenda of Senior Management Team as individual initiatives and projects are developed and are considered by members for approval.

Assets are not perceived to be ring-fenced within any given services and the Council no longer has any 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. These buildings house the administrative offices of Rochford District Council

The Civic Offices are located in Rayleigh within a 1950's building providing the Council Chamber and Offices for Transportation. Part of this building is let to the Citizens Advice Service and to the Registrar of Births, Deaths and Marriages.

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 that achieve 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

Acquisitions

The Council will identify the need for land for operational purposes and identify opportunities which either represent exceptional value to the Council or which due to location or type are worth purchasing to assist with strategic, policy or regenerative objectives.

The Council will consider the use of Compulsory Purchase Powers to assist with land assembly where there is a clear community benefit.

The Council will seek to acquire land through the Town and Country planning process by the use of S.106 or other Agreements where these can be justified and where they result in a clear community benefit. The Council will not accept land under such Agreements without a commuted sum with which to maintain such land unless there is an overriding reason to do so. The Council will not accept lands under such Agreements for which there is no practical use and which do not result in a clear community benefit.

The Corporate Property Officer (CPO) must be consulted prior to any agreement to acquire land arising from planning considerations.

Where it has the opportunity to accept or refuse, the Council will not accept any land or buildings as Trustee unless there is a clear community benefit and/or an endowment or other sums with which to maintain such land or buildings.

Where land is accepted as Trustee, the Council will ensure that the trust document provides as broad a discretion as possible to manage it within the constraints of charitable law and the intended purpose.

Management

The Council will maintain up to date, informative and user friendly property information systems that allow the generation of management information to aid the decision making process.

The Council has designated a Corporate Property Officer whose functions are to develop the corporate asset management process.

It will manage its property so as to achieve the relevant objectives and will continually review its property stock through the Senior Management Team.

The Council will manage its property as a corporate resource and service occupiers will be required to submit matters of change of use, under occupation and major repair or improvement to the Corporate Property Officer for consideration.

The Council will consider use of a concessionary rent in order to deliver effective services via third parties where this can be related directly to the aims and objectives of the Council.

Capital Expenditure on Assets

The Council's forward funded five year capital programme is kept under review to ensure adequate budgetary provision to maintain standards appropriate to the purposes for which the asset is held and to comply with statutory requirements

The Council will continue to financially vet all proposed capital schemes and to monitor scheme outcomes. All schemes will be subject to a business case which fully considers the through life impact of the proposal including its impact on future revenue liabilities and the environmental impact. A Project Initiation Document/Business Case is attached as Appendix 1 and this will accompany any request for capital money.

The Council will continue to develop appropriate information systems to allow the analysis of data for the purposes of monitoring property performance.

Operational Property

The Senior Management Team will carry out a biennial review of all property holdings to ensure that property remains suitable for the service to which it is put and that demand exists to a level justifying the cost of retaining the asset.

The Council will ensure that maintenance standards are suitable for the purposes to which the property is put.

The Council will seek to minimise costs in use and optimise the utilisation of all property however given the age and style of the buildings, energy and maintenance costs are relatively high.

Community Assets

The authority owns eleven sports pavilions, which are all managed by Fountain as part of the grounds maintenance contract, two of these pavilions include commercial playgroups and one hosts a football club under a lease.

The authority owns one community centre which is leased to a community association, a bowling green and club house which is leased to a bowling club and a number of other parcels of land which are leased to community groups to enhance the community use of the assets. Two day centres are operated through trustees under lease to the Council and CAB has offices in Council owned property in Rochford and Rayleigh

The authority operates six public conveniences, which are managed under the Sita contract, with the authority responsible for major repairs and utilities.

The public conveniences are expensive to maintain, the Council needs to be confident that they are still required to meet the needs of the local community who may now be served by other provision. The public conveniences were built when 24 hour, 7 days a week shopping was not in existence. There may now be other opportunities to engage with others for provision of public convenience, currently they are being critically reviewed with a view to transferring these assets to the community.

The authority owns a number of areas of open spaces the principal ones being Hockley Woods and Cherry Orchard Jubilee Country Park, both of which are being developed to further enhance their amenity value to the community.

Portfolio Value

The book value of the portfolio as of March 2010 is £38,707,000:

- Office accommodation £3,206,500
- Leisure premises £25,098,000
- Car Parks £6,012,500
- Open space and associated buildings £1,798,500
- Public Conveniences £297,900
- Miscellaneous buildings £602,600
- Community Assets £1,586,600
- None operational £104,800

Across the District the authority owns a number of small parcels of land which are not currently valued.

Investment Portfolio

The Council's investment portfolio is limited to cash deposits and is covered by the Annual Treasury Management and Investment Strategy. The Council will seek to manage it effectively and to maximize income but in any event to ensure a rate of return acceptable in the prevailing economic climate.

Disposals

The Council will seek to minimise vacant and non-productive property within its portfolio. Disposal of a property should not be considered if:

- it is required for operational purposes or
- it is strategic to economic regeneration or
- it provides significant community benefit or
- it provides significant net rental income

The Council will, once a property has been declared surplus to requirements, dispose of it in accordance with Standing Orders and with a view to maximising the return on the property subject to any lawfully overriding policy considerations.

Disposals should not outstrip acquisitions to the extent that this adversely affects the Council's flexibility of operations and the ability to shape and carry out its strategic aims.

Data Collection

The Council will maintain suitable sources of data in order to develop performance measures against which the cost of holding both operational and non-operational properties can be judged.

The Senior Management Team will:

- review the Property Strategy on an annual basis in light of the Council's overall strategy, aims and objectives;
- continually review the property holdings and consider property needs, changes of use, under-occupation and major improvement schemes;
- develop review and implement the asset management plan;
- ensure the Council's objectives continue to be met.

1.6 Corporate Property Officer

The Corporate Property Officer shall be the Asset Manager. The Council receives information on key performance indicators on a quarterly basis and specifically reviews property performance indicators annually.

1.7 Consultation/User Surveys

Suitability Survey

Suitability surveys will be carried out as appropriate to identify areas of property utilisation which require improvement.

Office Moves

Office moves are managed by the Asset Management section. The RDC Office Accommodation standard is used in allocating space and provides guidance on desks and workspaces.

Staff will be consulted on the moves and their implementation, which will be planned to minimise disruption to the smooth running of the authority.

1.8 Value for Money

One of the principal aims of an Asset Management Plan is to ensure that the opportunity cost of having resources tied up in land and buildings is kept to a minimum and that expenditure (whether it be capital or revenue) is used effectively and efficiently to provide value-for-money. The land and property assets, which a local authority holds, are there to support the business of the local authority, that is, to provide services. The unlikely exception to that main rationale is where land and buildings are used for investment purposes, in which case the emphasis instead is to be on ensuring that the resource provides a maximum financial return.

Any proposal for the acquisition, disposal or change of use of property must have regard to the principles of continuous improvement, the corporate property strategy and value for money set out in this plan. This includes decisions taken within internal service reviews. The officer responsible for any such proposal is required to complete and return the Project Initiation Document, which is attached as an appendix, to the Corporate Property Officer confirming that these matters have been properly considered.

Leases and Licences

The Council manages its land occupied by third parties through leases or licences which are administered by the Legal and Asset Management sections to ensure that the authorities' interests are protected and that best value is obtained from these activities.

2 Structure for Management of Assets

2.1 Corporate Property Officer

Alan Thomas: Asset Manager

Date of appointment: June 2009

2.2 Role and 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 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 quarterly to Senior Management Team

2.3 Asset Management Group (Officers)

Senior Management Team

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 Good Practice Guidelines
- To undertake a systematic rolling review of existing assets
- To identify unused and underused assets

2.5 Executive Member

Cllr. C Seagers (Portfolio Holder for Finance & Resources)
Date of appointment: May 2010

2.6 Terms of Reference

To make recommendations to the Council in relation to the functions contained in Part A to Part 3 of the Council's Constitution.

Subject to those matters reserved to the Council in Part A to Part 3 of the Council's Constitution, the Review Committee functions and with the exception of those Council (non-Executive) powers specifically delegated to other forums set out in Parts A and C to Part 3 of the Constitution, the Executive has full power to act in respect of every other function.

To refer at its discretion, any issue to the Review Committee for detailed consideration and report.

To consider the recommendations of the Review Committee either arising from an issue referred to it as above, or where the latter Committee has "called-in" a decision of the Executive for review.

2.7 Asset Register

A comprehensive property register is available in the Uniform Spatial 7 Estates Management system and as a Word document in shared directory G:\LPA\LGS\Shared\ASSET REGISTER.

Specific planning information is also available via "ishare" on the Council's Web site.

In the medium term, it is intended to make information publicly accessible through a web-based GIS system.

2.8 Reports on Property Performance

Report from	To	Frequency
Corporate Property Officer	Senior Management Team (Officers)	Quarterly
	Executive Member	As necessary but with strategic review of the AMP annually.
	Executive	Property Performance Indicators Annually
Executive	Review Committee and Council	As necessary with regard to the Budget and Policy Framework

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 Comino, an electronic document management system, an Asset Register Word document, Land Terrier information in Dbase and Property Maintenance system, a CAPS Uniform 7 Estates Management system and Dimensions for financial information.

Information on land and property including the Asset Register and Land Terrier data has largely been transferred 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, tree preservation and environmental health data.

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.

3 Asset Management Strategy

3.1 Prioritisation

The Medium Term Financial 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 cascading from the Community Strategy and Corporate Plan.
- (e) Schemes bringing in external funding.





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

4 Action Plan

The Council has a vision for Rochford:

“To make Rochford District a place which provides opportunities for the best possible quality of life for all who live, work and visit here”

Which is supported by the Council's four main corporate objectives for 2009-2013, these are:

-  **Making a difference to our people**
-  **Making a difference to our community**
-  **Making a difference to our environment**
-  **Making a difference to our local economy**

The Asset Management Plan is linked to the corporate vision and objectives by an Action Plan which sets out a series of projects and actions with assigned officers and time frames. It is periodically updated and reviewed by Members to ensure its currency and to provide progress monitoring.

4.1 Corporate Objectives

Making a difference to our people					
Project	Action	Responsible Officer	Capital Strategy	Time-scale	Notes
Compliance with the Disability Discrimination Act	We will seek to ensure all our property meets the requirements of the Disability Discrimination Act	Asset Manager	A, B, C and D	Ongoing	Temporary reception arrangements at Rochford comply with full DDA requirements
					DDA principles bedded in to all access provision (Civil and Building).
					DDA Compliant Play equipment continues to be rolled out to all sites as part of Playspace Rolling programme
Office Car Parking	Car parking in the vicinity of the offices will be kept under review to ensure best use of limited resources.	Asset Manager	C	Ongoing	A review has been undertaken by SMT and a fee scheme to office parking has been introduced.
Office Accommodation Rationalisation	We will vacate Acacia House within 2011/12	SMT		2011-12	<p>To make the best use of space planning will be relocated from Acacia House into the other buildings on South Street</p> <p>The future use of Acacia House will be developed depending upon market conditions and best value considerations.</p> <p>This move will reduce the revenue running costs and avoid the need to replace the heating system next year.</p>

Making a difference to our community					
Project	Action	Responsible Officer	Capital Strategy	Time-scale	Notes
Provision of affordable homes to meet local needs	We will consider the sale of surplus land, primarily infill sites that are suitable for residential development	SMT	B	Ongoing	A small number of sites have been identified that may be suitable for consideration
Community Assets	We will seek opportunities to provide long-term lease arrangements for appropriate community assets or consider transferring them to community organisations	SMT		2011-16	Two pavilions have been identified where playgroups currently have hourly arrangements and leases or licences may be more appropriate
Leisure Facilities and Tourism	We will continue to work with partners to develop the potential of Rayleigh Windmill as a learning and resource centre.	Head of Community Services	B & D	Ongoing	This is a functioning museum and educational facility with display materials on 3 floors. It is also licensed as a unique venue for weddings.
	The Great Wakering Leisure Centre will be taken out of the Virgin Active contract and alternative management arrangements made	Head of Community Services		2011-12	Interest is being sought from local organisations to identify alternative operational arrangements or the facility will be closed

Making a difference to our environment					
Project	Action	Responsible Officer	Capital Strategy	Time-scale	Notes
Development of Assets	We will continue to gather and refine information and strive to produce meaningful local performance indicators.	Asset Manager	n/a	Ongoing	Performance indicators are monitored and reviewed annually
	We will continue to improve the corporate property database.	Senior Management Team	n/a	Ongoing	Developments in line with the Information and Communications Technology/Information Systems Strategy and IEG Statements for improved electronic delivery of this information.
	We will review the provision of public toilets to balance the provision with the need	Head of Environmental Services		2011-12	Commitments within the Medium Term Financial Strategy requires that these facilities are reviewed critically
	We will continue with the development of the Hall Road Cemetery extension	Head of Legal Estates and Member Services		2011-2015	The new space will be readied for use as the existing space becomes full. We will develop areas of the new cemetery to meet the needs of the local communities as appropriate.
	We will continue to develop Cherry Orchard Jubilee Country Park in line with the aspirations of residents, local development framework and our leisure and tourism strategies.	Head of Environmental Services	D	Ongoing	A five year management plan has been established which sets out the capital and other schemes for the ongoing development of the country park.

Making a difference to our environment					
Project	Action	Responsible Officer	Capital Strategy	Time-scale	Notes
	We will consider the suitability of our corporate assets and set targets to improve service provision across the District including relocation of office accommodation particularly to serve our main centre of population in Rayleigh.	Senior Management Team	A, B, C and D	Ongoing	Use of assets is a key component in development of the business case for our Access to Services strategy. Office space will remain under scrutiny and will be adapted to the changing needs of the authority. Premise at 57 South Street declared surplus to requirements following use by partner organisation for youth facilities. Design brief has been prepared however depressed market is not a good time to sell to realise the sites value on the gateway to Rochford, currently being used as storage to avoid other storage costs.
The Low Carbon Agenda	We will continue to develop the efficient usage of resources within our assets	Asset Manager		2011 -16	Consideration will be given to how we may further reduce our environmental impact through our use of energy by improving insulation
				2011-12	We will undertake a high level review of efficiency opportunities across our buildings
	We will deliver our Climate CO ₂ e commitments	Head of Environmental Services		2011-16	Detailed plans are being brought forward to members for the achievement of this strategy
	Efficient usage of energy	Asset Manager Asset Manager		2011-12 2011-12	We will install high efficiency heating systems into our South Street facilities to replace the time expired electrical heating system. As part of the electrical rewire of 3-15 South Street we will introduce energy efficient lighting and controls to reduce the electrical consumption and the carbon footprint.

Make a difference to our economy					
Project	Action	Responsible Officer	Capital Strategy	Time-scale	Notes
Economic development	Identify suitable land plots which may be released for development	SMT		2011-16	Land parcels which may be sold or which may be developable following the latest plan
Increasing Income	Identify suitable sites which may generate an income from licences etc	SMT		2011-16	This may include trading licences or other arrangements.

5 Performance Indicators

5.1 Maintenance Costs Main Five Buildings

Indicator	2007/08	2008/09	2009/10
Repair and maintenance costs per square metre, five Main Buildings	£39.52	£20.85	£33.93

5.2 Space Utilisation

Building	Area	Sq.m/ person	Sq.m/ person	Sq.m/ person
	Sq.m	2005/06	2008/09	2009/10
Acacia House	514	13.89	15.56	16.58
3/15 South Street	1346	10.6	11.41	10.7
17 South Street, The Old House	231	25.67	16.55	21.00
19 South Street	382	15.94	14.69	15.28
Total Area	2593	2593	2593	2593
Average space per person		11.73	13.65	13.43

5.3 Energy KWhrs from NI185 Returns – Electricity + Gas + Oil

The two areas showing an increase 2008/9 to 2009/10 both have their energy managed and paid for by contractors

Building or Service	2007/8	2008/9	2009/10	Change 8/9-9/10
Leisure Centres	3,304,952	4,041,285	5,497,210	+36%
Civic Centre	170,906	157,624	128,460	-18.5%
Rochford Municipal Offices	798,158	797,264	764,267	-4.1%
Pavilions	n/a	41,831	86,657	+107%
Public Toilets	52,997	82,385	31,500	-61.7%

5.4 CO₂ Emissions Kgs from NI185 Returns

The CO₂/employee relates to the CO₂ generated in the offices and Civic Suite.

	2007/8	2008/9	2009/10	Change 8/9-9/10
Total CO ₂ Kg	1,450,428	1,629,645	2,132,000	+13%
Number employees FTE	205	219	211	
CO ₂ per employee Kg	1,902	1,817	1,772	-2.5%
CO ₂ Kg Offices etc	389,943	398,000	374,000	-6%
CO ₂ Kg Community Buildings – leisure, pavilions, toilets	1,060,485	1,257,397	1,701,000	+35%

5.5 Water Consumption

The settings of taps and flushes were checked and rectified in the offices. It is worth noting that of the 1,220,000 litres of water consumed in Rochford approximately 20% was used watering the garden. The increase in the public toilets is largely in Hockley Woods, no apparent leaks have been found.

Building or Service	2007-8	2008-9	2009-10	
Civic Centre	354,000	533,000	286,000	-46%
Rochford Municipal	2,477,000	1,693,000	1,220,000	-7%
Public Toilets	1,580,000	1,925,000	2,267,000	+17%

Appendix 1 – Project Initiation Document/Business Case
(To be completed for all projects with a value of £50,000 and above)

Decisions Affecting Property	
Project Appraisal	Description of Proposal
Service Area:	
Ref:	
Lead officer:	
Project start date:	
Project completion date:	
Project review date:	
Approval to be gained (PFH/Exec):	
Source of funds:	
Requirements	Evidence that requirements met
Objectives of the proposal Describe: <ul style="list-style-type: none"> property needs arising out of the proposal community benefits risks of ownership other options considered for achieving same objectives 	
Contribution to Service Improvement Identify how the proposal contributes to the delivery of the Council's Community Strategy and Corporate Improvement Plan	
Contribution of Strategic priorities Identify how the proposal contributes to the delivery of the Corporate Plan	

Decisions Affecting Property	
Requirements	Evidence that requirements met
Evidence of Need Service Improvement Plan Show how the project is identified in any service Improvement Plan and its contribution to Service Improvement Performance Indicators What impact does the project have on performance indicators Statutory Obligations/Health & Safety Show how the project meets a statutory obligation and/or Health & Safety requirements	
Financial Acquisition, operation and disposal costs Capital Cost Land/construction/furnishings/professional fees/statutory charges Revenue Costs Staffing/running costs Maintenance costs Utility costs While-life costs (including revenue consequences) Funding Internal Capital Internal Revenue which code covers running costs External funding sources Insurance Impact on insurance Risk assessment carried out Change to premium Insurer advised	
Consultation Consultation and communication plan	
Risk Risk register established including mitigation measures	

Appendix 2 – Corporate Property Strategy – Criteria for Review of Property

Is there evidence that property has been reviewed against this criteria, I'm not clear how often and to whom the review might go

Generally:

- Address the need to review the sufficiency, suitability, condition and cost of existing property:
 - Do we really need 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, e.g. 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 desks?
- 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?