

ASSET MANAGEMENT – 2007 ASSET MANAGEMENT PLAN

Agenda Item 5 (d)

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Background Papers:- N/A
Financial Implications:- See Report
Equalities Implications:- N/A
Legal Implications:- N/A
Options: Members are requested to approve, amend or alter the Asset Management Plan
Risks:
a) Changing Council Policy
b) Changing Central Government Policy

EXECUTIVE SUMMARY

To seek Members' approval to the 2007 Asset Management Plan (AMP)
(please refer to the attached document which is in draft, subject to Member approval).

The Asset Management Plan sets out the Council's strategy for managing its property resources to improve and enhance service delivery, to improve efficiency, reduce costs and support corporate priorities, goals and objectives. The AMP summarises the Council's Asset Management achievements in 2006/07 and sets out its milestones and objectives for 2007/08.

DECISION

Members are requested to approve the draft 2007 Asset Management Plan, subject to any amendments as agreed.

Braintree District Council

Asset Management Plan 2007

Draft v3
16 August 2007
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IPF

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Introduction

The Council is, relative to other organisations, a significant landowner within the District, a legacy of pro-active predecessor Authorities.

It recognises that its land and property resource represents a significant and valuable asset base to use in achieving policy aims and service objectives in support of its Corporate Strategy. The Council has always sought to manage its assets in an active, effective and efficient manner, as an important resource. Ownership of property has not been regarded as an end in itself but as a means of delivering the required services.

In recent years the Council has made significant improvements to the way its property assets are managed through the development of a corporate approach. Asset management planning has become an integral part of the Council's corporate planning and strategy framework.

In Braintree we recognise that property assets are one of our key resources to achieving the goals that the Council has set itself. The strategic planning of this resource is essential in ensuring appropriate alignment of the assets we have and the assets we need.

We are constantly striving for service improvement and reduction of costs across the authority. We know that the way we manage our assets can contribute significantly to these goals.

Since the production of our last Asset Management Plan in 2005 there have been some big changes, one of which is in the area of council housing. Last year our housing tenants voted in favour of the outsourcing of the housing stock to a registered social landlord, and the associated asset transfer is due to be complete this coming November.

We have to adapt to the change in emphasis in service delivery terms, as well as the effect this will have on our demand for property assets.

Cllr M C M Lager
Cabinet Member for Resources and Performance

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1. Background

1.1 What is Asset Management?

1.1.1 According to the latest Office of the Deputy Prime Minister (ODPM) Asset Management Guidance published by the Royal Institution of Chartered Surveyors (RICS) in July 2005, the aim of property asset management is to:

“ensure that local authorities have the right space, at the right time, in the right place and at the right cost so as properly to support their strategic corporate and services goals and objectives.”

1.1.2 This is a useful starting point in seeking to describe what asset management is. It succinctly sets out the key aim of asset management in terms that those not normally connected with property assets, can readily understand. This is important because asset management is far more than something that ‘property’ people do. Asset management should be something that is embraced by all parts of the organisation, and embedded within the strategic planning of the authority.

1.1.3 Asset management is about managing property resources to improve and enhance service delivery, to improve efficiency and reduce costs and, especially in our Council, to generate capital receipts to support our capital programme.

1.1.4 In Braintree we recognise the need for asset management to be treated corporately, and for it to be championed at the highest level. The way an organisation manages itself is reflected in the way that it co-ordinates and manages its strategic resources – for it is the resources that impact all areas of the business and help to integrate the constituent parts of the authority together. If key resources are not managed strategically then rather than providing seamless integration, they create tensions and conflicts that may hinder the organisation.

1.1.5 Previous versions of our Asset Management Plan have not included significant reference to our Housing assets, as the long term planning of these assets was adequately set out in the 10-year Housing Business Plan. As we move towards housing stock transfer in November this year, we can truly say that from this point our Asset Management Plan will become a fully corporate document, encompassing all property assets of the Council.

1.1.6 In this updated 2007 Asset Management Plan, we have again departed from the document format established by the former ODPM. We have had regard to the asset management guidance published by the RICS in 2005, under sponsorship from ODPM. We have also sought to reflect the revised ‘Use of Resources’ judgements introduced into the Comprehensive Performance Assessment (CPA) process from 2007.

1.1.7 Under CPA the Council’s management of property assets is included within the Financial Management judgement of Use of Resources. The Council scored a level

3 for the Financial Management under CPA in both 2005 and 2006, where 1 is 'inadequate performance' and 4 is 'performing strongly'.

1.1.8 Whilst this represents no deterioration at Braintree, other District Councils have caught up to our position, as the number of District Councils securing level 3 and level 4 grew over the same period. In 2005 level 3 and 4 Councils represented the top 41% and by 2006 they represented the top 57%. The number of District Councils securing level 4 increased from 1 Council to 5 Councils.

1.1.9 Under the current CPA approach the management of the Council's assets is judged through section 2.3 of the Key Lines of Enquiry (KLOE). This plan is part of the process of provision of supporting evidence to the Audit Commission when they undertake CPA visits to Braintree DC.

1.1.10 A revised KLOE will operate from the CPA in 2008, with a change in emphasis on what will be expected of local authorities from that date.

1.1.11 Two new KLOE assessment criteria have been introduced at level 3. These new criteria raise the bar on CPA assessment from 2008 and in setting out our operational and strategic plans for our assets we do have to have regard to these future expectations from the Audit Commission, so that as a minimum we are able to retain our position as a level 3 Council under the Use of Resources element of CPA.

1.1.12 The first of the new KLOE assessment criteria is as follows:

"The council's asset management plan provides clear forward looking strategic goals for its property assets that shows how the council's land and buildings will be used and developed to help deliver corporate priorities and service delivery needs, now and in the future. The [asset management] plan shows how property assets will be maintained, modernised and rationalised to ensure that they are fit for purpose."

1.1.13 In meeting this new criterion, the Council has already adopted strategic high level asset objectives (see 1.2 below) which have not changed since our last Asset Management Plan in 2005. These objectives are critical in ensuring that our asset base comprises the right properties, in the right place at the right time to deliver the identified corporate and service objectives.

1.1.14 Specifically, part 3 of Appendix 3b sets out the key asset management issues that are being actively pursued and the investment being made, in order to deliver identified priorities developed through the Council's service Business Planning process. This includes asset refurbishments, works of priority repair and disposal of assets identified as being surplus to requirements.

1.1.15 The second new criteria at level 3 is:

"The council maintains a record of all its land and buildings that contains accurate data on its efficiency, effectiveness, asset value and running costs which can be used to support decision making on investment and disinvestment in property."

“The council maintains a record of all its land and buildings that contains accurate data on its efficiency, effectiveness, asset value and running costs which can be used to support decision making on investment and disinvestment in property.”

- 1.1.16 In meeting this new criterion, the Council is currently less advanced. The proposed Housing Stock Transfer, now to take place later this year, created uncertainty for the Council in terms of what assets it would continue to require for service delivery. Whilst detailed property performance and running cost information could have continued to have been gathered, recorded and monitored it was sensibly considered that the effort and resources that would have been committed to the process would have been wasteful and inefficient at that time.
- 1.1.17 There is now greater certainty, in that the tenant vote has gone in favour of a Housing Stock Transfer and work is complete on which assets will transfer to the new housing service provider and which will be retained by the Council.
- 1.1.18 There nevertheless remains some uncertainty over which of the retained assets will be required in the medium to longer term, and a review of the Council’s asset base will be undertaken over the coming year to establish the position. Alongside this, the Council is about to enter into a joint office and customer service facility with Essex County Council in Braintree that will result in a complete change to the Council’s office and customer service asset profile.
- 1.1.19 In the light of this we have made the decision to continue to postpone the collection, reporting and monitoring of asset performance information on a routine basis. Nevertheless such data will be gathered and assessed as appropriate as part of the proposed portfolio review referred to above.
- 1.1.20 In aspiring to achieve Level 4 within the Use of Resources element of CPA we are well advanced in meeting the criteria that apply to the management of assets, as follows:
- We have a set of performance measures and targets that are tailored to corporate and service objectives,
 - Our asset management planning is inextricably linked with the corporate business planning process,
 - Assets are used to deliver change and is often the catalyst for service delivery improvements,
 - We routinely review our asset portfolio and over a number of years we have challenged the ownership and use of assets resulting in impressive success in surplus asset disposal, and,
 - We are proud of our partnership collaboration in asset management, examples of which include:
 - The procurement of a new joint offices and customer service facility in Braintree with Essex County Council,
 - Joint waste management arrangements across the County, and
 - Close working with third sector organisations on a programme of refurbishment and improvement of community buildings
- 1.1.21 From 2009 Comprehensive Performance Assessment will disappear, to be replaced by Comprehensive Area Assessment (CAA).

1.1.22 CAA aims to be more relevant to local people by focusing on issues that are important to the community. It will develop a shared view about the challenges facing an area, such as crime, community cohesion, a sustainable environment or public health issues such as obesity, and will also create a more joined up and proportionate approach to public service regulation.

1.1.23 Whilst the initial thoughts of how CAA will operate have been published by the Audit Commission, a further joint inspectorate consultation will take place towards the end of this year, after which more information may be known about the approach that the Audit Commission will be likely to take in the assessment process.

1.1.24 CAA will be area based and is likely to be risk focused. Our business planning process, incorporating asset management issues, is very much risk orientated and so this should prepare us well for CAA, as will our close co-operation with partners across local authority boundaries.

1.1.25 Initial indications are that the Audit Commission will retain a Use of Resources judgement as a key element of CAA.

1.2 Asset Objectives

1.2.1 Under our overall aim of seeking to improve service delivery and at the same time reduce our costs, we have adopted five headline aims and objectives to ensure that the Council's assets are fit for purpose. These are:

- **Assets must meet the needs of those that use them.** This includes staff, members, visitors, customers & general public, people with disabilities or special needs and other minority groups. This means creating a comfortable and accessible environment that makes a positive contribution to the use to which the asset is put. It also means asking people what they think about our property assets and responding to their needs.
- **Assets must be affordable.** This means keeping running costs down, prioritising capital spending, proper option appraisal incorporating whole life costing and assessing opportunity costs. It also means making sure that any borrowing for capital works follows a robust business case and can be afforded.
- **Asset must be safe and comply with the law.** This means ensuring regular surveys and inspection for asbestos, legionella, fire, health & safety etc., as well as physical condition surveys and Disability Discrimination Act (DDA) audits are undertaken.
- **Assets must make a strategic impact.** Ensuring that our property decisions are linked to decisions on other Council resources (staff, IT, finance) and that asset management contributes to our corporate goals and vision.
- **Assets must be sustainable.** Monitoring and reducing energy consumption and CO₂ emissions, ensuring that asset decisions take into account both the local and global environment and make a positive contribution to a sustainable community.

1.3 Our Assets Portfolio

- 1.3.1 Braintree owns and operates around 421 assets of various sizes and types ranging from shops, offices and industrial units to leisure centres, cemeteries, playing fields, public conveniences and community halls.
- 1.3.2 The total capital value for accounting purposes is in excess of £40 million.

2. Strategic Objectives

2.1 Council's Vision

2.1.1 The key to ensuring that our property assets deliver what is required for Braintree District Council is ensuring that our use and management of assets is linked to our strategic objectives.

2.1.2 In 2004 the Council adopted a 4-year Corporate Plan setting out its vision for the District. This plan remains current through to 2008.

2.1.3 Braintree District Council's vision is to:

- Create a Cleaner & Greener District
- Create a better Place to Live, Work and Play
- Help People to feel Safe and Well
- Improve Performance & Deliver Better Value

2.1.4 During 2007 a new Corporate Plan will be prepared to cover the period 2008 to 2012.

2.1.5 In June 2006 we published a Corporate Improvement Plan setting out seven specific priorities for action as a Council during 2006/07. These included:

1. Improving the appearance of the District
2. Reducing Anti Social Behaviour
3. Working together to protect the environment
4. A positive future for the housing stock
5. Improve access to information and services
6. Improve community and rural transport
7. Build the new Braintree swimming pool

2.1.6 The Corporate Improvement Plan also set out areas for improvement over 2006/07, including:

1. Improving customer satisfaction and perception
2. Establishing a long term vision for the District
3. Reducing red tape and increasing efficiency

2.1.7 In June of this year we published a Corporate Action Plan that takes us forward from the Corporate Improvement Plan of 2006 in setting out our actions and projects for 2007/08. The plan retains the seven priorities of our Corporate Improvement Plan as set out above, with the exception of priority 7 which has been amended to "Complete the construction of the new Braintree swimming pool."

2.2 Understanding Future Changes – external influences

2.2.1 Some of the key change drivers coming from outside the Council include:

- Gershon Review – renewed targets out of Comprehensive Spending Review (CSR) 2007
- Information Technology and eBusiness changing social environment and the way people receive services
- Partnerships – increased emphasis on collaboration between public sector agencies and with the private sector
- Economic growth from the M11 corridor, Stansted, Housing and the dualling of the A120 from Braintree to the A12
- Demographic changes within the population
- New central government and European Union initiatives
- Impact of climate change
- Impact of 2012 London Olympics
- Responding to the Quirk Review of Community Asset Transfer
- Transition from CPA to CAA

2.2.2 Local government is a fast changing environment and the Council recognises that whilst the priorities over the coming three years are important, it is also necessary to keep an eye on the longer term changes that are likely to impact on the delivery of services.

2.2.3 In order to begin assessing the longer term needs the Council will be commissioning a study that will assist its policy and development planning over the next ten to fifteen years. The study will focus on social, infrastructure and economic issues.

2.3 Understanding Future Changes – internal influences

2.3.1 Some of the key change drivers coming from within the Council include:

- Housing stock transfer in November 2007
- New Sustainability Vision Statement already published
- New Local Development Framework
- Sustainable Community Strategy to be published 2008
- Office Accommodation Strategy and new ways of working, as part of Business Efficiency Review (BER) with Essex County Council
- Development of Customer Contact Centre into one stop shop for District and County services
- Extending services to disadvantaged and rural communities

2.3.2 There are a number of other issues and challenges that need to be faced over the coming years, as identified by the Council's Management Board. These are set out in Appendix 2.

2.4 Assets that contribute to our strategic priorities

2.4.1 It is important that we translate our corporate objectives and priorities into actions and priorities for asset management to ensure that our assets make a positive contribution to the achievement of Council's goals.

2.4.2 Examples of how asset management has contributed and is continuing to contribute to our corporate goals set out in our Corporate Improvement Plan and Action Plans include:

- Refurbishment of 29 play grounds

- Development of Great Notley Park
- New all weather pitch at Witham
- Deliver energy efficiency savings across Council buildings as part of our Sustainability Vision Statement
- Develop an climate change adaptation strategy for Council buildings
- Location of buildings to support green travel planning
- Green procurement for construction projects
- Property issues associated with new Waste Management Partnership with Essex County Council
- Resolving residual asset issues associated with housing stock transfer
- Physical alterations to buildings to improve access for people with disabilities
- Improve appearance of Council buildings and keep them safe for staff and visitors
- Continue to develop the evolving shared front office service delivery model at Witham
- Build the new Braintree swimming pool
- Contribute information about assets and their utilisation to Ward Profiling
- Procure shared service buildings to support increased efficiency
- Contribute to Annual Efficiency Statements
- Working with third sector to provide assets for supporting community activity (see Appendix 8)
- Supporting the delivery of affordable housing targets

2.4.3 Much has already been achieved to date, and the key outcomes and achievements are set out in Appendix 3a. We have also over recent years adopted a policy of property acquisition where this will benefit the economic, social or environmental well being to the District, in areas such as urban regeneration, promoting development, improving service delivery or securing local facilities or services.

2.4.4 There is still, however, much to be achieved, including:

- Reviewing the asset portfolio, post Housing Stock Transfer.
- Regeneration of Braintree, Halstead and Witham town centres.
- Delivering the joint back office accommodation and customer access facility with Essex CC.
- Ensure new building by the Council meets best practice on sustainable construction.
- Reducing carbon emissions from Council buildings.
- Green travel planning and its influence on location of Council buildings.
- Maintaining the physical condition of Council buildings within limited budgets, through the capital programme.
- Feasibility Study on future of Bramston Sports Centre.
- Continuing the asset disposal programme to generate capital receipts necessary to support the capital programme.
- Completion of the agreed 4-year Community Halls modernisation and improvement programme.
- Completion and opening of Braintree swimming pool by late autumn 2007.
- Directing investment into the improvement of open spaces.
- Managing and reducing waste in construction contracts.
- Continue an estates strategy that supports and improves access to services and integrates with the Council's e-government strategy.

- Investing in the Council's leisure buildings, in order to contribute to the achievement of the customer throughput target of 1,000,000 by March 2008.
- Continue programme to ensure all of the Council's buildings are fully accessible.
- Ensure that capital projects go through a robust option appraisal, are properly prioritised in accordance with published best practice, are well procured and managed and are the subject of post project reviews.
- Target investment into reduction of backlog repairs and maintenance in order to reduce long-term liabilities and improve quality of assets for service users and staff.
- Ensuring that the Council's asset management is integrated with the Council's emergency planning to ensure continuity of service.
- Developing and publishing the Council's position in relation to the recommendations of the Quirk Review into the transfer of community assets.

2.4.5 Obviously this cannot be achieved overnight. It takes time to procure and provide new property assets or refurbishments, and to see the fruits of labour towards strategic targets. The action points set are realistic and reflect the priorities and the resources available.

2.4.6 Key action points have been developed for each of the above areas and the performance targets associated with these are set out in Appendix 3b, in the form of key milestones.

3. Structure, Roles & Responsibilities

3.1 Management Arrangements

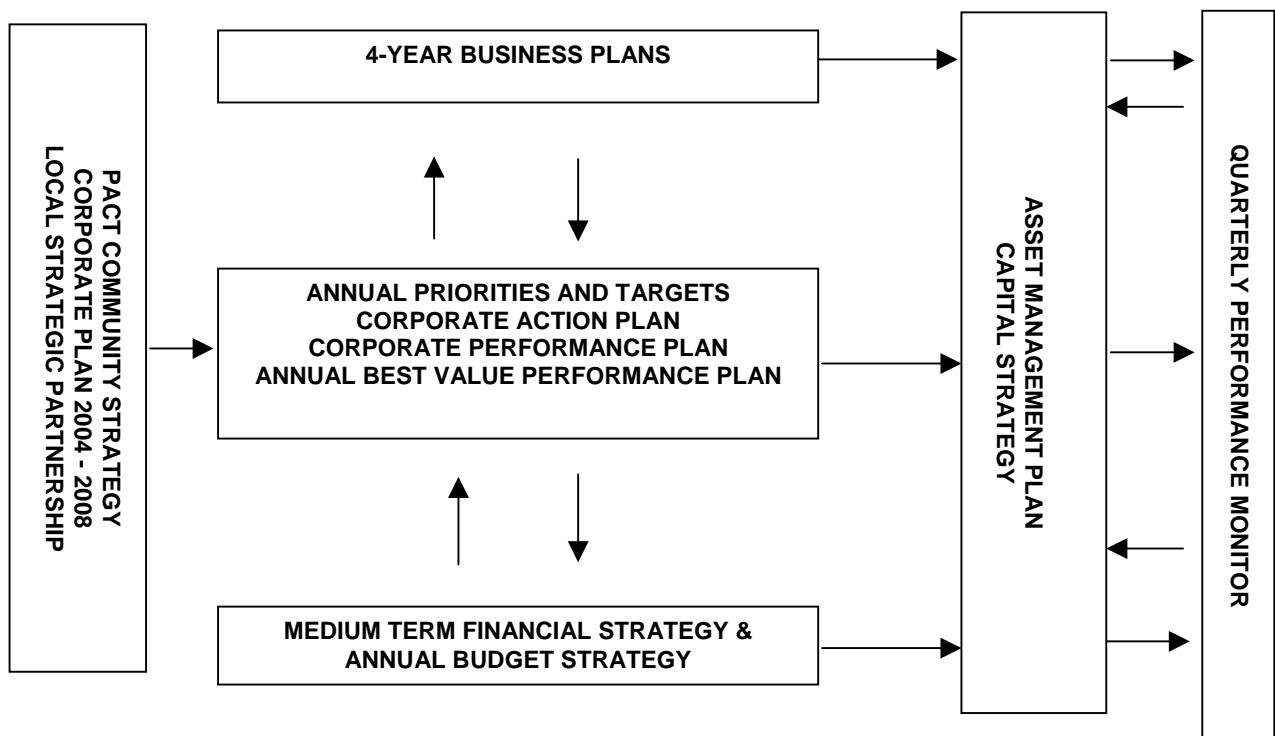
- 3.1.1 The Council's arrangements for delivering strategic asset management across the organisation have proved very effective for a number of years and remain largely unchanged since our last Asset Management Plan in 2005.
- 3.1.2 The Council's lead responsibility at officer level for strategic recommendations on asset management planning rests with the Corporate Management Board that takes responsibility for all strategic resource issues for the Council.
- 3.1.3 The Management Board receives reports as appropriate on the shape and format of the Council's asset management plan, property condition, property performance and key property issues.
- 3.1.4 The Corporate Property Officer (CPO) is the Asset Manager (current post holder is Andrew Epsom). He has overall responsibility for developing asset management across the authority, including the structure, content and delivery timescales; monitoring outputs; preparing and submitting the corporate Asset Management Plan; formulating corporate property strategy and policy; and ensuring appropriate liaison with external agencies on shared use of property assets.
- 3.1.5 The CPO convenes the Asset Strategy Group, which comprises a range of property disciplines, the Finance Director and representation from service departments. The terms of reference for this group are set out in Appendix 5. This group considers strategic asset and property management issues, ensuring proper linkages between corporate planning, service planning and asset planning, and supervises the production of the corporate AMP. This group meets on a bi-monthly basis.
- 3.1.6 The property review activity of the Asset Strategy Group over the past year has been dominated by Housing Revenue Account assets. Once the housing transfer process has been completed in November 2007, a full review of all of the Council's retained assets will be undertaken. This will commence by 1st February 2008.
- 3.1.7 The CPO convenes the Project Monitoring Group, which comprises representatives from Finance, Architectural & Building Services and key project officers. This group has responsibility for overseeing the management and monitoring of the capital programme and S.106 Planning Agreements ensuring timely delivery of outcomes, and reporting through to the Asset Strategy Group. The Covalent electronic performance monitoring system is now being used to monitor progress on capital projects, providing 'traffic light' reports to key officers (see 4.7 below).
- 3.1.8 The CPO, through the Finance Director, is involved directly in the process leading to the preparation of the Council's Capital Strategy. The CPO is also a key link in delivering the capital strategy, particularly through the generation of capital receipts from property disposals and through support in the delivery of the capital spend programme.

3.2 Engagement of Elected Members

- 3.2.1 The Council operates a 'Leader and Cabinet' model. The Cabinet Member for Resources and Performance (Cllr M. Lager) has direct responsibility for Financial Management, Assets, Value for Money and Risk Management ensuring that these elements of business are considered together.
- 3.2.2 The Cabinet Member for overall vision and community leadership (Cllr G Butland) takes responsibility for issues around strategic direction and financial strategy.
- 3.2.3 By bringing resource and performance planning under the wing of a single Cabinet Member the Council ensures that all the Council's resources are focussed on its aims and priorities as a whole. As a consequence, all resources are treated as a corporate resource.
- 3.2.4 Resource planning and management is scrutinised by the Scrutiny Panel.

3.3 Embedding Asset Management

- 3.3.1 An integral part of developing corporate asset management planning across the Council is the identification of the key asset problems facing individual services. Over the past year the Council has made further progress in this area, and the results are set out in Section 3 of Appendix 3b.
- 3.3.2 These issues, taken alongside the Council's corporate aims & objectives, as expressed through its corporate plans and strategies, have been used to develop a set of key property milestones as set out in Section 1 of Appendix 3b.



CB to discuss chart with Sara Moutard

- 3.3.3 The diagram above shows how the Council's priorities work through the Council's delivery mechanisms and business/service planning, directing action on property issues that are aligned to our aims and objectives.
- 3.3.4 Each service has undertaken an assessment of the key property issues arising from these Council initiatives and strategies, and also from existing knowledge on issues of property condition and suitability in each area. Section 3 of Appendix 3b sets out what the key asset requirements are for the Council, following this full consultation across all service areas via the business planning cycle. Inevitably it will be challenging to make progress across all of these areas, against the backdrop of the proposed Housing Stock Transfer in November 2007.
- 3.3.5 In developing these priorities, service managers are expected to systematically analyse available information about their property portfolio, together with areas of weakness on suitability issues so that gaps in provision and future needs are brought to the surface.
- 3.3.6 This analysis by service managers:
- Is informing their bids for capital investment, thus shaping the Council's Capital Programme around key Council needs and priorities,
 - Is enabling the Council to develop a strategic approach for addressing property portfolio gaps through its asset management plan.

4. Property Asset Management

4.1 Option Appraisal

- 4.1.1 The Council requires the use of option appraisal techniques as a key element of preparing a Business Case for a project. The Business Case proforma requests:
- What other options have been considered?
 - Why is this option preferred?
 - What would happen if this project does not proceed?

A copy of the proforma is provided at Appendix 6.

The approach seeks to reflect that outlined in the HM Treasury's guidance *Green Book – Appraisal and Evaluation in Central Government*, which is becoming a prerequisite for bids for funding from Central Government Departments. The degree to which it is used is dependent on the size and complexity of each project.

This approach is continuing to be developed and further work remains regarding ensuring evidencing of the other options considered.

4.2 Whole Life Costing

- 4.2.1 Whole Life Costing is “a technique which enables comparative cost assessments to be made over a specific period of time, taking into account all relevant economic factors both in terms of initial capital costs and future operational costs” (*Definition from the emerging ISP standard 15686 on service life planning*).
- 4.2.2 The potential of a whole life cost and benefit analysis are at their greatest with large projects such as the new Braintree Pool. However, in that example the restricted capital available meant that revenue saving opportunities could not be fully exploited.
- 4.2.3 It is our intention to include a whole life appraisal as part of future large construction projects, including the proposed new build joint office and customer access facility with Essex County Council. We will be exploring the whole area of whole life appraisal as part of delivery against our Sustainable Vision Statement and in order to prepare for the climatic changes of global warming.
- 4.2.4 Further work and resources are required to enhance life cycle costing skills and to ensure that all major project appraisals capture whole life costing information so that capital investment decisions can take full account of revenue implications.
- 4.2.5 The Council is considering adopting the Whole Life Pro Forma approach commissioned and produced by the Federation of Property Societies, and will explore the need for applying technical whole life assessment skills as necessary.

4.3 Energy Management

- 4.3.1 The Council has moved away from a central energy management function, and favours passing responsibility for energy management to building managers and service unit managers, who can more directly see the issues that require addressing and who are better placed to resolve them.
- 4.3.2 We are working with The Carbon Trust, as members of their Local Authority Carbon Management Programme to improve energy management across the Council, including our buildings.
- 4.3.3 For the first time in 2006 we produced a carbon footprint report for Members, and it is intended for this to become an annual report linked to our new Sustainability Vision Statement.
- 4.3.4 Energy-saving initiatives will continue to form part of the capital programme where this can be demonstrated to generate revenue 'pay-back' and reduce carbon emissions, without detriment to service delivery.
- 4.3.5 The Council is making preparations in order to be able to meet new regulations coming into force on a phased basis through 2008, Energy Performance of Buildings Directive (EPBD). This requires energy performance certificates to be produced for newly constructed buildings and buildings that are to be sold or rented out.
- 4.3.6 The new regulations apply from 6 April 2008 to all new construction and to the sale or rental of commercial buildings having a floor area in excess of 500 sq m. The regulations extend to all sold and rented commercial buildings from 1 October 2008.
- 4.3.7 There are specific regulations within the EPBD that place an additional obligation upon public authorities to prominently display in any building with a usable floor area of over 1,000 sq m, a Display Energy Certificate (DEC) that is clearly visible to members of the public. The DEC must show the energy rating for that building.
- 4.3.8 Alongside the DEC, the public authority must also possess for each such building an advisory report containing recommendations for the improvement of the energy performance of the building.

4.4 Linked Capital & Revenue Planning

4.4.1 The Council is on track to achieve its Medium Term Financial Strategy in 2007-08, but needs to address future years' finances in the light of 'new demands'. A critical element of our strategy is the linking of capital and revenue planning.

4.4.2 Capital Planning

The Council's capital position can be summarised as follows:

	2007/08	2008/09	20079/10
	<u>£000</u>	<u>£000</u>	<u>£000</u>
Anticipated Resources available	18,577	661	436
Schemes already approved	<u>18,175</u>	<u>1,138</u>	<u>1,408</u>
Resources available for allocation	<u>402</u>	<u>(477)</u>	<u>(972)</u>

- 4.4.3 Asset disposals (see Appendix 4b) make a significant contribution to supporting this capital programme, and it is therefore imperative that adequate staff resources continue to be applied to the achievement of the scheduled disposals.
- 4.4.4 A breakdown of proposed capital spending in 2007/08 is set out in Appendix 7.
- 4.4.5 **Revenue Planning:** Running costs of property assets constitute a significant proportion of overall service costs. It is therefore important for service managers that such property costs are managed and minimised, and important in budgeting terms to fully appreciate the likely revenue costs involved in capital investment.
- 4.4.6 The uncertainty surrounding the shape and size of the Council's asset base post housing stock transfer necessitated a suspension of this work. Decisions on which assets will move with to the new housing provider and which will remain with the Council have now been made, and this split will take effect in November this year. We will at that time be commencing an extensive property review programme across the portfolio to determine what the shape of the Council's property portfolio should look like moving into the medium to longer term. The measurement of property performance will form an integral part of that process.

4.5 Capital Project Prioritisation Approach

- 4.5.1 In previous years the capital strategy demonstrated the high priority given to housing schemes in line with the corporate key objective 'to promote safe and decent homes. With the housing stock transfer taking place in November this year the Council's approach is being modified to reflect this big change. From 2007/08 all capital receipts whether received from the sale of Housing or General Fund assets are pooled in a single resource pot.
- 4.5.2 **Capital Programme** - Bids for schemes to be included in the programme are only considered following the completion of a project Business Case (see Appendix 6). The Business Case proforma is attached to the appropriate service's Business Plan for the coming year, this ensures that if the project is successful any revenue costs/benefits identified can be included as appropriate.
- 4.5.3 The Business Case for each project is subject to rigorous scrutiny by the multi-disciplinary officer Asset Strategy Group. At this stage particular attention is focussed on the extent to which the project meets the following priorities:
- Addressing urgent health and safety issues
 - Meeting obligations under legal agreements.
 - Programmed maintenance of existing assets.
 - Schemes required to sustain existing levels of service.
 - New schemes that meet corporate objectives and draw in match funding.
 - Other new schemes that meet corporate objectives.
 - Other desirable projects.
- 4.5.4 The next stages involve consideration of the bids by the Corporate Management Board and a sub-group from the Council's Cabinet. This dual approach ensures that

bids are considered both in terms of technical need and corporate objectives, thus ensuring investment is targeted where the needs are greatest and where the most important outputs and outcomes can be realised. At this time, details of the bids are also reported to the Local Committees and the Scrutiny Panel giving all members the opportunity to comment.

4.5.5 The Cabinet receives the recommendations from the sub-group together with the comments from the Local Committees and Scrutiny Panel. The outcome being a programme recommended for approval by the Council. Any revenue implications are incorporated in the annual budget exercise, thereby reinforcing linkages between capital and revenue planning.

4.5.6 The positioning and phasing of the projects is determined not only on ranking in relation to the contribution to service and corporate priorities but also to the availability of resources. Projects approved for funding form part of the Council's approved capital programme. Unfunded schemes are held in abeyance pending additional resources or reconsideration in the following year's process.

4.6 Procurement

4.6.1 The Council has an in-house Central Purchasing Team. The Council's procurement is channelled through the Essex Procurement Hub which is hosted by Braintree District Council and serves five other local authorities. This initiative, which was supported by the Regional Centre of Excellence, was formed in September 2006.

4.6.2 In the area of construction and property, procurement expertise from the Central Purchasing Team is present on the project team of all major construction projects, which in the past has included Halstead Pool and Braintree Pool. This oversight involvement ensures that EU procurement regulations are followed, thereby reducing risk of challenge to tendering decisions by those who are unsuccessful at the PQQ or tendering stages, and any consequent delays this could potentially bring to the project.

4.7 Project Management

4.7.1 Robust project management is essential to ensure projects are delivered on time, to budget and to the agreed specification. Training and processes are being introduced to ensure that in-house project management is effective and to ensure that the likelihood of programme slippage and cost overrun is reduced on projects.

4.7.2 The use of the principles of *PRINCE2* will enable the business case for each project to be held in one database. Project and programme monitoring takes place through the new Covalent performance monitoring system, which tracks all notified projects. The system generates regular 'traffic light' reports in order to maintain a clear picture of progress with all projects, identify bottlenecks and provide updates on capital spend.

4.7.3 Improved project management is being provided through dedicated training and the development of the skills and expertise of project managers.

4.7.4 As a result of an organisational review of risks, the Council refined its approach to project management back in 2005/06. The essential elements are:

- The process concerns itself with Key projects that either requires a) new money, or b) authority from Management Board to proceed.
- These key projects require the Project Owner to complete a Business Case (Appendix 6)
- The Business Case states the responsible personnel; The Project Owner, the Project Manager, Director and Lead Member
- Once the project is approved a project initiation or 'kick off' meeting takes place to decide project organisation.
- The Project Manager is responsible to the Owner for delivering the project and this is viewed as a partnership.
- If it is not decided otherwise the 'Project Board' will be the responsible Director and Lead Member
- The Project Manager can use more *PRINCE2* techniques on their project if desired and agreed at the project initiation, but all key projects must produce a monthly progress report and maintain an up-to-date Risk Log
- Training is provided for Project Owners and Managers. Managers requiring advanced training i.e. *PRINCE2* would discuss this through the annual appraisal process.
- The project will be monitored by the Project Owner and through the Performance Monitoring process that will incorporate progress reports into the corporate quarterly monitoring report.
- When the project is completed it will be handed over to the Owner who will be responsible for writing the Closure report to the Asset Strategy Group.

4.8 Post Project Reviews

4.8.1 The Council is aware of the need to strengthen our approach to post-project evaluation of capital projects, to ensure there is proper evaluation of the effectiveness of our capital programme.

4.8.2 The council has always sought to ensure active feedback from buildings users and the general public on capital projects. Recent example includes the refurbishment and improvement programme on community buildings, which has been an extremely positive exercise. Whilst this has proven valuable, the approach has not been part of a formal reporting process.

4.8.3 We have some significant capital projects in the pipeline including the new office and customer service facility in Braintree, to be procured jointly with Essex County Council. We intend to use this project as a pilot in formal post project evaluation..

4.9 Service Continuity

4.9.1 Following the adoption of a Strategic Risk Register, the Council has identified a need to strengthen its service continuity planning, including the recovery of assets in the event of an unforeseen incident. This has resulted in the production of a generic business continuity plan for adoption by Council departments.

4.9.2 The initial approach has been to build a picture of the relative recovery priorities for individual services and/or buildings, based on impact on customers, staff and the organisation. It is our aim to have produced individual service and asset continuity plans for each operational building, by the end of March 2008.

5. Inclusion and Engagement

5.1 Consultation with Stakeholders

- 5.1.1 Braintree Council is proud of its long-term commitment to regular consultation with the community, and the involvement of the community in informing key decisions.
- 5.1.2 At a corporate level, consultation includes regular community surveys by the local government unit of MORI, the most recent of which obtained views from around 1,000 people, as well as consultation as part of individual service strategies and reviews.
- 5.1.3 The most significant consultation exercise was the Residents' Attitude Survey, where residents' top six priorities were identified as:
- Things for young people to do
 - Dealing with crime
 - Public transport
 - The amount of traffic
 - Roads
 - Entertainment in the area
- 5.1.4 These priorities are inextricably linked and bring home the need to work across agendas and in partnership. It is fully recognised that the issues need to be owned by a range of partners to develop effective solutions. The Community Plan and Local Strategic Partnership are key to taking this forward.
- 5.1.5 In addition, localised consultation with stakeholders takes place on a focused basis, where particular or regular issues arise. Examples include exit surveys of the general public that call at Council office buildings and surveys of allotment users as part of the Allotments Review.
- 5.1.6 An example of how stakeholder consultation takes places at an 'asset' level is the 'pilot' suitability survey on our community halls in 2005, which was a very successful 4-year programme of refurbishment and improvement. This exercise was been invaluable in engaging the service manager and other key community stakeholders with regard to suitability, and was been instrumental in bringing forward an agreed set of initiatives to rationalise and improve these important community assets. This learning will be used to extend the survey programme to other service managers and other property types as appropriate.
- 5.1.7 Other examples of stakeholder consultation include the new Braintree Pool, where this was initially approached via a feasibility survey that considered the strategic requirements, through to public consultation meetings and stakeholder meetings involving local swimming and diving clubs etc., the Access Group and the operators (DC Leisure).

5.2 Learning from the experience of others

5.2.1 There are four main areas where the Council will continue to learn from the experience of others:

- Council property officers regularly attend the CIPFA / IPF Asset Management Network events, which assists in broadening knowledge and skills in the field of asset management as well as offering exposure to networking with other local authority asset managers and property officers.
- Visits to other local authorities to look at best practice approaches in asset management, new ways of working, shared use of assets and.
- The National Property Performance Management Initiative has produced a useful set of defined local performance indicators that will assist the Council's ongoing performance management and monitoring.
- Braintree District Council is a member of the Eastern Region Branch of ACES (Association of Chief Estate Surveyors), which is a useful source of networking and contacts.

5.2.2 From the combination of these initiatives, we have developed a suite of performance measures (see Appendix 3b). This plan will be our route to ensuring continuous improvement through performance management, and will include areas such as:

- Monitoring rent arrears on a regular basis, to ensure that levels are manageable and acceptable.
- Monitoring the occupancy levels in our commercial & industrial portfolio to ensure that our estates continue to meet the needs of the business community and that the estate management function is operating efficiently.
- Ensuring that repair and maintenance budgets are directed to the areas of highest priority.
- Controlling backlog maintenance levels to acceptable levels, and ensuring that innovation is explored to seek to reduce overall levels of backlog.
- Managing maintenance spend so that the bulk of spending is on planned, and not responsive works.
- Monitoring office running costs and space utilisation, and exploring and utilising best practice in the use of modern offices.

5.2.3 As part of the consultation and approval process of the Council's Asset Management Plan and Capital Strategy, the asset portfolio holder receives monthly updates on the progress of disposals and other key asset issues.

5.2.4 Other members are regularly and routinely updated on specific property related projects as appropriate.

6. Cross-Cutting Initiatives

6.1 Corporate Asset Issues

- 6.1.1 There are certain aspects of asset management that have to be tackled on a corporate basis in order to deal with them effectively.
- 6.1.2 **Disability Discrimination Act:** A survey of the Council's properties to identify requirements to ensure compliance with the DDA was undertaken in 2003 by consultants. Access improvements to buildings accessible to the public are part of a continuing programme with 17 out of 26 of such buildings now categorised as compliant with Part M of the Building Regulations. As at the end of March 2007 59.25% of the Council's properties met DDA requirements, and the target for the end of 2007/08 is 70%. The completion of the new Braintree Pool in the late autumn of 2007 represents one of the biggest improvements in accessibility in Council buildings.
- 6.1.3 **Legionella:** Responsibility for undertaking regular legionella monitoring, testing and dosing has been passed to operational building managers, who have been provided with information and support for their new role. The testing and dosing responsibilities have been outsourced to a local contractor. Our Corporate Health & Safety seeks to ensure that individuals are properly discharging their responsibilities through routine health & safety inspections.
- 6.1.4 **Asbestos:** All of the Council's assets have been surveyed and reports produced. A computer system is maintained to record all instances of asbestos, and processes created to ensure the safe management of the substance. Information relating to the existence of asbestos has been issued to operational building managers and annual inspections to monitor the condition of the asbestos are undertaken. Funding of £15,000 has been committed in the current financial year for asbestos removal and encapsulation.
- 6.1.5 **Fire Safety & means of escape:** The Council has formed a working group of key officers in property management which has adopted an action plan to ensure the Council meets the new requirements of the Regulatory Reform (Fire Safety) Order 2006. Funding in excess of £18,000 has been committed in the current financial year for completion of fire risk assessments in respect of Council buildings. Tenders have been received from external consultants for the provision of the risk assessments and these are targeted to be completed in the autumn of 2007.
- 6.1.6 **Maintenance standards:** The Council has programmes for inspection and works in these areas that are co-ordinated through the Architectural and Building Services unit. The stock condition surveys are completed by the end of August each year and the results fed into the subsequent budget cycle. Urgent works will proceed, although investment will be contained depending on priorities and funding.

7. Performance Management and Data

7.1 Performance Management

- 7.1.1 Because of work being undertaken in association with the housing stock transfer resources have over recent years been diverted away from detailed property performance management in relation to property running costs. It made sense to suspend any meaningful property performance management until the full picture of the Council's future needs for property assets could be established.
- 7.1.2 Now that the picture is more certain as to what assets the Council will be moving forward with, post housing stock transfer in November 2007, a detailed performance management approach will be developed in order to inform strategic decision making in relation to the assets that remain. This will include reference to our strategic asset objectives (as set out in 1.2.1 above) as well as the specific action areas referred to in 2.4.2 and 2.4.4.
- 7.1.3 We will be reviewing current national property performance indicators and developing new local performance measures that together will help the Council identify areas of underperformance and measure delivery against corporate and service objectives.
- 7.1.4 Some key performance indicators, such as BVPI 156 are monitored through the Council's Covalent performance monitoring system. This system also provides the ability to link the delivery of individual projects to improvement against identified performance indicators.

7.2 Programme for Property Reviews

- 7.2.1 In order to support the Council's capital programme, we have in place a planned asset disposal programme, which generated in 2006/07 capital receipts in excess of £1.39m, and in 2007/08 is targeted to generate receipts of over £7.3m (see Appendix 4b).
- 7.2.2 These disposals follow a thorough property review process, where under-performing non-operational property assets and surplus operational property assets are identified and sold. Other capital receipts are secured through the identification of opportunities to secure latent value in owned property, through generation of joint developments or identification of marriage value.

7.3 Data Management

- 7.3.1 The Council has a fully computerised property database, containing its core data. This has been and is continuing to be, augmented by expanding the current database and supplemented by the use of other software applications to hold data identified as being necessary to record and interrogate.
- 7.3.2 The Council is determined that the computerised systems for property data should not be seen as simply an electronic replacement for the previous card and paper

map system. A full assessment of the data needs has been undertaken, and this has driven the current move to electronic systems. These new systems are enabling the Council to:

- Make access to data easier and quicker,
- Make access to data more widely available to both staff and the general public,
- Develop tailored data systems to hold property running cost and performance information (for national and local performance indicators),
- Develop systems to enable performance comparisons with external benchmarking partners,
- Make a real contribution to the Council's e-government strategy,
- Link property data with corporate data, through the ESRI ArcView GIS system,
- Enhance the range of data information available to users, such as floor plans, property photographs, rating valuations and valuation information.

7.3.3 The Council is all too aware that all these new systems will not bear full fruit unless system users are fully skilled to use them. Alongside the development of these systems, the Council is undertaking a skills development programme within the Investors in People initiative so that the full benefits of the investment in the new systems are maximised.

7.3.4 The development of these systems has enabled the Council to provide more comprehensive reports to elected members and service managers on the key performance issues relating to the Council's property resources. This in turn is leading to wider discussion on these performance issues, and enabling the Council to target key areas of under-performance or weakness.

7.3.5 The Council has adopted LLPG (Local Land & Property Gazetteer) across Council systems linked to The Estates Management System which operates to BS 7666.

7.3.6 The table overleaf sets out the range of data currently held, where that data is stored and an outline of current and proposed access to data for property users:

DATA CATEGORY	DATA TYPE	SYSTEM	HOW DATA SHARED WITH PROPERTY USERS
CORE DATA	Property records	Caps Estate Management system	Data made available by property records officer (PRO)
	Site Plans	GIS	Access for all departments via MapViewer
	Asset Register	Caps Estate Management system	Data made available by PRO
	Floor plans	Asset files	Data made available by PRO
	Capital charges	Spreadsheets	Monthly budgeting control statement

INTERMEDIATE DATA	Rents; users, tenants, buildings insurance	Caps Estate Management system	Data made available by PRO
	Suitability	Asset management file	Issues discussed with service unit managers at Asset Strategy Group
	Condition surveys; asbestos surveys; DDA; Listed status.	Caps Estate Management system	Available to service unit managers
	DDA audits	Checklist stored electronically	Electronically to service managers, CMT and elected members through CAPS
	Investment returns	Caps Estate Management system	Reports to Asset Strategy Group, CMT and elected members.
	Void property	Excel spreadsheet	Data made available by PRO
TRANSIENT DATA	Running costs	Finance department's EFIN system	Monthly budget updates to service unit managers
	Energy costs/energy consumption	Energy Management database	Energy cost and consumption data can be made available on request
	Contractor consultants selection	Architects selected list of contractors (system currently under review)	Made available by Architectural & Buildings Services Section

8. Capacity Building

- 8.1 For asset management to be fully effective it needs to be:
- a) Understood throughout the organisation by property staff, non-property staff, managers and elected members,
 - b) An integral part of service and business planning, and not an 'add-on' that is seen as 'yet another plan', and,
 - c) Taking account of the very latest best practice guidance, approaches and methods – internally and externally,
- 8.2 An important element of achieving the above is capacity and skills building across the organisation. This is achieved through a range of internal and external arrangements, including:
- a) Membership of the IPF Asset Management Network and attendance by property and finance staff at regular regional events, which provides support and information on the latest best practice approaches, networking opportunities with almost 300 other local authorities, access to an online library of documentation and access to presentations from guest speakers from the local government community and beyond,
 - b) Funding of continuing professional development (CPD) training courses for property staff as part of the Council's Investors in People (IIP) approach to developing staff in line with business objectives,
 - c) Attendance of service managers at the Council's Asset Strategy Group, where internal and external best practice ideas are reported, discussed and considered for implementation, and,
 - d) Regular verbal and written reports on property and asset related issues to the Asset Strategy Group, to Cabinet Member for Resources and Performance, written reports to Cabinet.

APPENDICES

APPENDIX 1

CORE DATA SHEET

Asset Type	No. Assets (As per Asset Register)	Asset Value (2004/2005)
OPERATIONAL		
1. Amenity Land (sites)	95	£95
2. Allotments (sites)	32	£32
3. Area Offices	2	£4,645,001
4. Car Parks (sites)	19	£4,454,509
5. Cemeteries	10	£82,357
6. Community Facilities	19	£3,225,508
7. Depots & Miscellaneous operational properties	3	£1,345,002
8. Infrastructure	14	£14
9. Leisure Facilities	14	£6,524,008
10. Public Toilets	3	£3
11. Sewage Works	45	£45
NON-OPERATIONAL		
1. Car Parks	2	£933,200
2. Industrial Ground Leases (sites)	33	£7,049,300
3. Industrial Units (sites)	7	£2,954,502
	(79 Units)	
4. Shops (sites)	7	£1,502,500
5. Industrial Land (sites)	1	£250,000
6. Miscellaneous Land (sites)	7	£80,004
7. Community Facilities (sites)	10	£2,854,506
8. Commercial Land & Property (sites)	15	£3,286,551
9. Leisure Facilities (sites)	8	£54,852
10. Residential Land & Property (sites)	3	£908,000
TOTAL	349	£40,149,989
ANNUAL RENT ROLL 2007/08		
Commercial and Industrial Property Shops		
TOTAL		£1,374,000

APPENDIX 2

KEY CORPORATE ISSUES AND CHALLENGES

A Cleaner Greener District

- Attractive, cleaner streets, neighbourhoods and open spaces
- Encourage sustainable waste management
- Reduce impact of traffic by promoting and supporting improved public and community transport, cycling and walking
- Conserve and enhance countryside and heritage

Help People Feel Safe and Well

- Combat flooding
- Improve rural transport
- Reduce anti-social behaviour
- Achieve better health
- Reduce levels of crime
- Prevent homelessness and tackle its consequences

Create a Better Place to Live, Work and Play

- Provide leadership on community issues
- Maximise affordable housing
- Promote safe and decent homes
- Rejuvenate towns and villages
- Provide more opportunities for younger people
- Improve access to council services and information
- Maintain and provide quality employment
- Improve and provide facilities for all ages to enjoy their leisure time

Improve Performance and Delivery best Value

- Be a low tax authority
- Focus on partnerships in delivering real benefits
- Delivery better value through improved performance
- Open and accessible council services and decisions
- Deliver seamless services

APPENDIX 3a

KEY ASSET MANAGEMENT OUTCOMES: 2006/07

1. **Housing Options**

Tenant 'yes' vote secured to enable stock transfer to a Registered Social Landlord to ensure Decent Homes Standard is met. This transfer will be formally completed in November 2007.

2. **Affordable Housing Units**

A total of 204 affordable housing units were procured, including 198 new build units.

3. **Braintree Pool**

Construction has remained on schedule during 2006/07 and we are on target for opening the new pool in late autumn 2007.

4. **Community Halls**

Implementation of improvement plan for community halls, with the refurbishment of Glebe Hall, Goldingham Hall, The Institute, Witham Public Hall, Dengie Hall, Silver End Village Hall and the Senior Citizens' Centre now completed. Refurbishment of the Witham Community Association buildings at Spring Lodge is due to commence in July 2007 and replacement changing rooms at Silver Street in Silver End is to be in place by the 1st September 2007. Design work on the new Rickstones Community Hall is due to start in August 2007. Agreements also reached for relocation of groups using Spring Lodge, where improvements will commence in the next phase.

5. **Office Accommodation:** A Joint Protocol was signed with Essex County Council in May 2006 committing both Councils to joint working on office accommodation in Braintree. DTZ instructed in October 2006 to report on the scope for integrated, flexible working by the Councils, and on how office accommodation needs could be jointly planned. This included a feasibility study, condition surveys on Causeway House and option appraisals.

6. **Causeway House Reception**

Complete revamp of ground floor reception to Causeway House, to enhance customer reception services by enabling customer queries to be dealt with at a single point in a new and welcoming reception area.

7. **Play Areas**

Investment of £240,000 to improve six play areas to National Playing Field Association standard.

8. **Organisational**

Merger of Valuation & Estates, Architectural & Building Services and Facilities

Management to create new Asset Management Service.

9. **Asset Disposals**

The Council secured in excess of £1.4 from asset disposals during 2006/07, providing essential support to the capital programme (see Appendix 4a) and exchanged contracts with Persimmon Homes on land to the rear of Spring Lodge, Witham with projected capital receipt of £2.85m.

10. **External Funding:** The Council secured funding of £1m from the Football Foundation towards a new all-weather pitch, changing rooms and car park at Spinks in Witham.

APPENDIX 3b

**KEY ASSET MANAGEMENT TARGETS &
OUTCOMES FOR 2007/08**

1. Cross Cutting Milestone Targets for 2007/08

No	Strategic Objective	SMART Milestone 2007/08
	Housing Stock Transfer	Review residual asset holding following Housing Stock Transfer to identify surplus assets for disposal.
	Regeneration of Braintree, Halstead and Witham town centres	Commence marketing of development site in Halstead by end of September 2007. Appoint consultants to carry out a feasibility study of Braintree and Witham Town Centres by end of November 2007, and complete the study by the end of March 2008.
	Joint strategic review with Essex County Council of office accommodation and assets	Secure member approval to a new build shared front and back office scheme with Essex CC by the end of September 2007. Commence design and build of new office building by the end of October 2007.
	Ensure new building by the Council meets best practice on sustainable construction	To apply to all new build projects commencing after August 2007.
	Reducing carbon emissions from Council buildings	Undertake a study and prepare an implementation plan by the end of March 2008.
	Green travel planning and its influence on location of Council buildings	To apply to all new build projects commencing after August 2007.
	Maintaining the physical condition of Council buildings within limited budgets, through the capital programme.	Complete all budgeted repair works by the end of March 2008.

No	Strategic Objective	SMART Milestone 2007/08
	Feasibility Study on future of Bramston Sports Centre	Study to be presented to Cabinet by the end of September 2007.
	Disposal of surplus assets to support capital programme (see Appendix 4b for disposal schedule).	Generate £7.3 million in asset disposals by 31 st March 2008.
	Completion of agreed 4-year Community Halls rationalisation programme.	Commence work on two final projects under the refurbishment programme. Complete permanent changing facilities at Silver Street, Silver End by the end of August 2008. Complete new Rickstones Community Hall by the end of March 2009.
	Completion and opening of Braintree swimming pool	To be open to the public by late autumn 2007.
	Direct investment into improvement of parks, play areas and open spaces	£137,000 in the financial year
	Managing and reducing waste in construction contracts	By the end of March 2008 review current approaches and develop appropriate policies and procedures linked to our new Sustainability Vision Statement.
	Invest in the Council's leisure buildings in order to meet 2008 customer throughput target	a) Complete construction of new swimming pool in Braintree for late autumn 2007. b) Invest £x (tbc) in leisure centre improvements by 31 st March 2008.
	Continue programme to ensure all the Council's buildings are fully accessible	Investment by 31 March 2008 at Braintree Pool, Silver End Village Hall, Spring Lodge Community Centre and Rivenhall Village Hall will resolve DDA issues.

No	Strategic Objective	SMART Milestone 2007/08
	Ensure that capital projects go through a robust option appraisal, are properly prioritised in accordance with published best practice, are well procured and managed and are the subject of post project reviews.	Continue development of option appraisal approach, with introduction of requirement to provide evidence of 'other alternatives considered' with each capital programme bid, with effect from.
	Target investment into reduction of backlog repairs and maintenance in order to reduce long-term liabilities and improve quality of assets for service users and staff.	Targeted capital expenditure of circa £2.5m by 31 March 2008.
	Integrate asset planning with emergency planning in order to ensure continuity of service.	Individual service and asset continuity plans to be in place by the end of March 2008.
	Document imaging.	Implement Idox system across Asset Management Services by the end of March 2008
	Community Asset Transfer	By the end of March 2008, develop a corporate protocol, policy and procedures relating to the transfer of property assets to third sector groups.
	Affordable Housing	By the end of December 2007, review internal arrangements for the identification and delivery of affordable housing target.

2. Annual Property Specific Performance Targets for 2007/08

Ref. No	Objective	Target 07/08	Comments	Who
1	Maintain high occupation rate of non-operational commercial and industrial property	98%	Maintaining optimum returns	J. Whyte R. Bolland
2	Maintain low level of rent arrears (i.e., rent arrears as a % of rental income)	3%	Ensure high rate of rent collection	A Epsom
3	Improve access to buildings for people with disabilities (BVPI 156)	65%		A Epsom
4	Project plans and business cases in place for all major projects	100%		A Epsom
5	Achieve optimum return on commercial and industrial portfolio	£1.26m revenue		A Epsom
6	Complete agreed capital programme works	100%		A Epsom
7	Capital receipts from disposals	£7.3m capital		A Epsom

3. Annual Service Department Milestones for 2007/08

Business Support

Asset Management Issues

- Civil Contingencies Act and Council response to civil and other emergencies in terms of asset continuity
- New ways of working, and the impact on corporate asset requirements
- Health & Safety at work
- Linkages between asset strategy and IEG strategy

Key Asset Management Targets

- [tbc](#)

Capital Investment in 2007/08

- [£x \(tbc\)](#)

Community Operations

Asset Management Issues

- Alignment of Community Halls to public needs by providing a range of community and public halls of a high standard which are well utilised.
- Provide safe, well-maintained, accessible and convenient car parking facilities that attract people to the District and in particular to the Town Centres.

Key Asset Management Target

- Completion of the refurbishment programme for all Council-owned community and public halls in the District.
- Investment in improvement of car parks.

Capital Investment in 2007/08

- £677,110 for refurbishment of Spring Lodge
- £105,380 for improvements & refurbishments to other community buildings
- £20,000 in improving and re-surfacing George Yard Car Park
- £1.2m at Rickstones Community Hall

Customer Services

Asset Management Issues

- Redesign to front reception at Causeway House to improve customer access facilities.
- Reactive maintenance to Causeway House and Millennium Tower until new joint office accommodation constructed and new facilities for waste management and street scene are secured to enable both Causeway House and Millennium Tower to be sold.

Key Asset Management Target

- Design and procurement of new joint office to commence by 1st October 2007.
- Identification of new facilities for waste management and street scene to commence by end of February 2008.

Capital Investment in 2007/08

- £97,690 for Causeway House reception re-design
- 83,790 on Causeway House improvements and refurbishment
- £150,000 on Millennium Tower improvements
- £100,000 for CCTV upgrade.

Economic Development

Asset Management Issues

- The Cornerhouse leased to Business Development Services until 2010

Key Asset Management Targets

- None

Capital Investment in 2007/08

- None

Financial Services

Asset Management Issues

- Disposal programme supporting capital programme
- Ensuring corporate approach to asset management and deployment of capital resources

Key Asset Management Targets

- See Appendix 3b and Appendix 4b
- Timely spend of capital budgets across the Council

Capital Investment in 2007/08

- See 4.4.2 above

Leisure

Asset Management Issues

- Increased throughput at Leisure Centres through investment in new and updated facilities
- Alignment of property assets to residents' leisure lifestyles
- Identification of surplus assets following adoption of Leisure Strategy
- Completion of new Swimming Pool in Braintree
- Review options for replacement or improvement of Bramston Pool

Key Asset Management Targets

- Investment in Leisure Centres
- Construction of new Braintree Pool to complete late autumn 2007
- Complete all weather pitch, changing rooms at Spinks Lane, Witham followed by demolition of old changing rooms and reinstatement of grass pitches, by end of March 2008.

Capital Investment in 2007/08

- £3.83m for completion of new Braintree Swimming Pool
- £185,020 for improvements to Bramston Sports Centre
- £65,000 at Spinks Lane Sports Ground

Street Scene

Asset Management Issues

- Enhance the maintenance of parks & open spaces.
- Investigate further options to use more sustainable materials/equipment.
- Carry out a programme of improvement to key public open spaces based on consultation results.
- Improve the co-ordination of the location and maintenance of Street Furniture.

Key Asset Management Target

- Look after Council play areas and open spaces
- KPI: Achieve 6 play areas to the National Playing Fields Association standard
- Finalise strategy for the management of open spaces.
- Ensure that all play areas receive a weekly safety inspection, a monthly mechanical inspection, and an annual inspection by an accredited external body (e.g. National Playing Fields Association).

Capital Investment in 2007/08

- £531,860 in play area refurbishment
- £51,180 to repair paths and hardstanding in parks and open spaces
- £200,000 for Bocking Cemetery extension
- £77,950 for improvements to cemeteries

Waste Management

Asset Management Issues

- Proposed countywide waste disposal and recycling PFI project.
- Vandalism and thefts at Cordon's Farm Transfer Station require improved site security fencing
- Options appraisal on the future of Millennium Tower

Key Asset Management Targets

- Outcome of PFI bid should be known by the end of March 2008

Capital Investment in 2007/08

- £150,000 re-surfacing, drainage and fencing works at Millennium Tower
- £20,000 fencing works at Cordons Farm Waste Transfer Station

APPENDIX 4a

RECORD OF ASSET DISPOSALS 2006/07
(Housing Revenue Account & General Fund)

ASSET	
C1	114, Gardeners Road, Halstead
C2	Common parts, Church Street shops, Witham
C3	Former swimming pool car park, Parsonage Street, Halstead
C4	Warner's Mill, Braintree
C5	45 Hatfield Road, Witham
C6	Land off Mill Hill, Braintree
C7	Land adjacent to 61 Queen Street, Loggershall
C8	1 & 2 Copy Cottages, Helions Bumpstead
C9	Sewer Easement at The Mulberries, Braintree
C10	Cut throat Lane, Witham
C11	Newland Street, Witham
C12	4 Magdelene Crescent, Silver End
C13	Land at Bailey Bridge Road, Braintree
C14	24 Kempe Road, Finchingfield
C15	Land adjoining Bung Chapel, Halstead
TOTAL RECEIPTS:	
	£1,390,011

APPENDIX 4b

PROPOSED ASSET DISPOSALS 2007/08
(Housing Revenue Account & General Fund)

ASSET	
1	1 Swinbourne Drive, Braintree
2	Land off Little Stacks, Queenborough Land, Rayne
3	Land Adjacent to 25 Stephenson Road, Braintree
4	Land off Clockhouse Way, Braintree
5	2 Magdelene Crescent, Silver End
6	Riverside redevelopment site, Braintree
7	Dale House, Braintree
8	Land at rear of Spring Lodge, Braintree
9	Land east of High Street, Halstead
10	Land at 5 – 8 Gestingthorpe Road, Belchamp Walter
TOTAL PROJECTED RECEIPTS:	
£7,302,501	

APPENDIX 5

ASSET STRATEGY GROUP TERMS OF REFERENCE

A. Property Asset Management

1. To produce and monitor a corporate Asset Management Plan.
2. To consider and, as appropriate, make recommendations about:
 - a. Corporate Asset Management Policy and Strategy.
 - b. Property Review outcomes.
 - c. Property performance.
 - d. Property acquisitions.
 - e. Property disposals.
 - f. Planned Maintenance Policies, Programmes and Priorities.
3. To consider and, as appropriate, make recommendations about the allocation of property related Capital and Revenue resources for repairs, renewals, alterations, improvements and acquisitions as identified corporately through the business planning process.
4. To monitor property related Capital and Revenue budgets.

B. Capital

1. To produce and monitor a Corporate Capital Strategy.
2. To generate resources for the capital programme, including co-ordination and monitoring of S.106 Agreements, identifying other sources of funding, and co-ordinating bids for external resources.
3. To make recommendations to the Cabinet, through the Corporate Management Board, on the allocation of resources within the capital programme.
4. To receive updates and recommendations from the Project Monitoring Group in respect of:
 - a) The delivery of approved Capital Programme (i.e., on time and within budget)
 - b) Resources are available to meet commitments.
 - c) Good practice is being adopted with regard to project management.
 - d) Resource requirements for Private Sector Housing and Disable Facilities Grants.

APPENDIX 6

CAPITAL BID BUSINESS CASE

BUSINESS CASE: (To be completed for projects that require additional funding or the approval of the Council's Management Board)			
Project title			Ref.
Definition of Project & link to Corporate objective.			
Project Definition: Please state what the project is specifically going to achieve. Why is this necessary? What difference will the project make and how will this be measured?			
Options appraisal: What other options have been considered? Why is this option preferred and what would happen if this project does not proceed?			
Project Scope and exclusions: Please state what will be affected by this project. What will be produced and what is excluded?			
Financial Costs & Benefits: Please state what the capital and revenue costs of this project will be and whether any savings or income will be generated. If appropriate make reference to existing documents or attach them to this form.			
	Year 1	Year 2	Year 3
<u>Capital Cost</u>			
<u>Revenue Cost</u>			
<u>Savings/income</u>			
Sources of Funding. Has funding already been approved? If so give details			
External Funding: Has the project had external funding approved? Is it possible to get this and from what source. Does the project depend on external funding?			
Main Risks: Please state the main Risks to the project. If the project is approved a Risk Log is required			
Timescale & Milestones: Please state the broad timescale of the project with key stages and Milestones			
Consultation: What consultation has taken place? What are the results? Who are the main stakeholders?			

Project Structure: Please state who fills the following roles. Please ensure you have agreed the project manager has the capacity to undertake this work.			
Management Owner:		Project Manager:	
Director:		Lead Member:	
Date Submitted for approval			
CORPORATE ASSESSMENT:			
<u>DECISION</u>			
SIGNED		<u>DATE</u>	
<i>Project Initiation</i>			
<i>When you have received confirmation that your Project has been approved you will be expected to plan the practical organisation of your project. It is advised that 'kick-off' meeting is held by the Project Manager and Project Owner to complete the following.</i>			
Business Case: is the initial Business case still accurate. If not what are the changes? Has this been approved?			
Project Organisation: Who are the Project Team Members and what are their responsibilities?			
Reporting Structure What will be the reporting Structure and communication arrangements?			
Stakeholders: Who are the key Stakeholders and how will they be involved?			
Project Plan: What are the key Stages and Milestones? Is this available on a gannt chart?			
Constraints: Are their constraints or dependencies, which might prevent successful completion of the Project?			
Project Risk: Have all the risks to the project been identified, allocated an owner and entered onto a Risk Register?			
Quality Plan: How will the project ensure that products meet customer's quality expectations			
<i>Project Monitoring</i>			
You should have identified in your Project Initiation how the project Manager will be expected to report on the progress of the project. Below is a basic template that can be used. A copy of this should be sent to the Performance monitoring team at the end of each Calendar month.			

APPENDIX 7

BREAKDOWN OF PROPOSED CAPITAL SPENDING
2007/08

<u>DESCRIPTION</u>	<u>PROPOSED SPENDING (£)</u>
Asset Management	
Road adoption - industrial estates	326,600
Joint Office Project	30,000
Causeway House - Improvements and refurbishment	83,790
Causeway House Ground Floor redesign	97,690
Millennium Tower – Improvements	150,000
Provision for urgent works to Council assets	57,880
Plant & Equipment	23,670
Provision for works identified by condition surveys	0
Asbestos Removal	15,000
Fire Risk Assessments - Works	18,430
Exchequer & Customer Services	
Revenues and Benefits computer system updates	44,000
CCTV Upgrade	100,000
ICT	
Customer First	347,060
Replacement PC programme	41,000
Environmental Health	
Kennelling of Stray Dogs	10,000
Waste Management	
Fleet Management - Replace commercial fleet management software system	15,000
Cordons Farm Security fence	20,000
Glebe Hall , Braintree – Refurbishment	12,190
Witham Public Hall – Refurbishment	23,180
Witham Public Hall - improvements	9,500
The Institute, Braintree – improvements	8,200
Spring Lodge Community Hall - Refurbishment	677,110

<u>DESCRIPTION</u>	PROPOSED SPENDING (£)
Silver End Village Hall – Refurbishment	52,310
Silver Street Pavilion, Silver End – Demolition	10,000
Rivenhall Community Facilities	236,430
Bocking Cemetery Extension	200,000
George Yard Car Park - Resurface top deck	15,000
George Yard Car Park – Improvements	5,000
Cemeteries - Improvement works	77,950
Closed Churchyards - Repairs to boundary walls	23,860
Play area refurbishment	531,860
Parks for People	60,000
Discovery Centre - Improvements	107,550
Parks and open spaces - Repair paths and hardstanding	51,180
Condition Survey Works - Rivenhall playing field works	12,240
Sustainable Development	
Cycleways	70,480
Street Furniture and cycleway maintenance	30,000
Silver End Park improvements	45,140
Halstead River Walk (phase 1)	17,300
St Michaels Fountain	15,000
Economic Development & Rural Policy	
Witham Technology Centre - DDA Contribution	50,000
Community Transport - Replacement vehicle	38,000
Public Protection & Healthy Living - Leisure	
Braintree Swimming Pool	3,834,820
Stevens Road, Witham - Artificial Pitch and Changing Facilities (including boundary fence)	534,390
Condition survey works – Leisure	7,920
Bramston Sports Centre – Improvements	185,020
Bramston Sports Centre - Options appraisal	20,000
Rickstones	1,215,000
Halstead Leisure Centre car park, fencing barrier	69,750
Silver End Tennis Court – Fencing	20,000
Notley Sports Centre – Improvements	29,400
Spinks Lane Sports Ground	65,000

<u>DESCRIPTION</u>	PROPOSED SPENDING (£)
Braintree Leisure Centre - DDA works	8,210
Braintree Leisure Centre - Athletic track	73,550
Riverside Pool - Provision for urgent works	6,510
Public Protection & Healthy Living - Cultural	
Rural Communities Development Fund	73,030
Town Hall Centre – Refurbishment	49,580
Town Hall Centre - Roof Repairs	30,000
Museum - Planned maintenance and DDA works	2,470
Capital Salaries	350,000
Total	10,334,250

APPENDIX 8

List of asset Partnerships with Third Sector Groups

Asset	Third Sector Group
Public Hall, Collingwood Road, Witham	Lease to Citizens Advice Bureau (in part)
Rivenhall Village Hall, Church Road, Rivenhall	Lease to Rivenhall Playingfield Association
Senior Citizens Centre, New Street, Halstead	Agreement being entered into
Spring Lodge Community Centre, Powers Hall End, Witham	Lease to Witham Community Assoc. New lease being negotiated
Properties North of Community Centre, Spring Lodge, Witham	Leases to the Scouts and St. John Ambulance
Land East of St. Mary's Road, Kelvedon	Lease to the Scouts
Village Hall, Broadway, Silver End	Lease Crittall Social Club
Community Centre, Victoria Street, Braintree	Lease to Trustees of Braintree & Bocking Community Assoc.
Community Centre, Notley Green, Great Notley	Lease to Trustees for the Notley Green Community Association
Recreation Hall, Black Notley	Lease terms agreed to Black Notley Community Association
British Legion Hall, Spurgeon Place, Kelvedon	License to Scouts
Marks Farm Community Centre, Braintree	Managed by third party, and working towards formal agreement
25-27 Bocking End, Braintree	Lease to First Stop
Red Cross Centre, Riverview, Witham	Lease to British Red Cross Society
1 & 2 Fountain Lodge, St Michael's Road, Braintree	Lease to Trustees of the Braintree & District Citizens Advice Bureau