

**CABINET – 29<sup>TH</sup> MARCH 2010**

**ASSET MANAGEMENT PLAN**

**Agenda item 9a**

**Portfolio Area:** Efficiency and Resources  
**Report Presented by:** Councillor Lager

**Background Papers:** None  
**Corporate Implications:** Please refer to table at end of report  
**Options:** Members are requested to approve, amend or alter the Asset Management Plan.  
**Risks:**  
a) Changing Council Policy  
b) Changing Central Government Policy  
c) Difficult Economic Climate

**EXECUTIVE SUMMARY**

To seek Members' support to the 2010/12 Asset Management Plan (AMP) Please refer to the attached draft Plan.

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 2009/10 and sets out its milestones and objectives for 2010/12.

**DECISION**

To adopt the 2010/12 Asset Management Plan.

<b>Corporate Implications</b>				
<b>Financial:</b>	See Report			
<b>Legal:</b>	N/A.			
<b>Equalities &amp; Diversity:</b>	N/A.			
<b>Customer Impact:</b>	N/A			
<b>Environment &amp; Climate Change:</b>	N/A			
<b>Consultation/Community Engagement:</b>	Local Committees	Yes	Partners	
	Public		Staff	Yes
<b>Key Decision:</b>	Yes			
<b>Public/Private Report:</b>	Public			
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Braintree District Council

# Asset Management Plan 2010-12



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### 1. 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 asset base represents a significant and valuable resource to use in achieving policy aims and service objectives in support of its Corporate Strategy. Therefore our asset management plan is particularly important to us, especially at the present extremely challenging time in public finances, when we must ensure that every pound we spend works as hard as possible for the community. This Asset Management Plan supersedes the previous version (Asset Management Plan 2009/10).

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.

Many services are now delivered in partnership with other agencies, and this is increasingly relevant in deploying our property resources.

For some time, part of our portfolio of land and properties has provided significant income, and more recently the Council has shown its readiness to take a leading role in property development schemes.

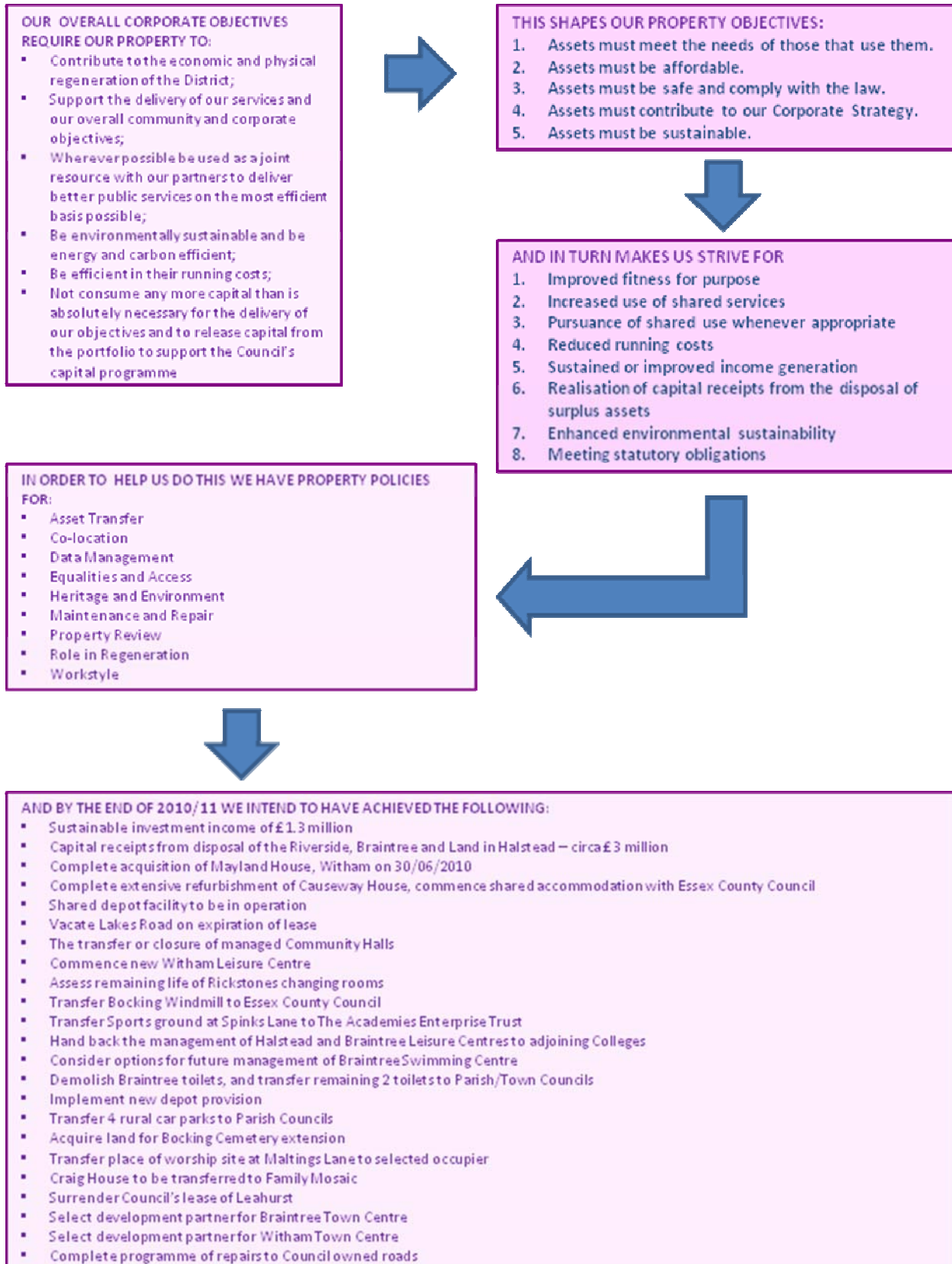
For all these reasons we must manage our property assets with ambition but also with prudence so that we achieve our aspiration that our property will:

1. Support our services and corporate objectives;
2. Continue to contribute to our revenue income;
3. Be as efficient as possible in both financial and environmental terms;
4. Release any capital which could be better deployed.



Cllr M C M Lager  
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**2, The Strategy On-A-Page**



### 3. The Council's Core Aims and Objectives

The key to ensuring that our property assets deliver what is required for Braintree District Council and, where appropriate our communities and partners, is ensuring that our use and management of assets is linked to our strategic objectives. These strategic objectives are outlined in the following three documents

#### **The Community Vision for Braintree District**

The plans and priorities for the Braintree District are set out in 'One District – One Vision; A Strategy for People and Places in the Braintree District to 2025', produced by the Local Strategic Partnership. It brings together community priorities into one overall vision and framework for the future of the District as follows:

*To improve the well being of people and communities in the Braintree District now and for future generations – ensuring that local needs are met, that development is sustainable and accessible and that our historic towns, villages and attractive countryside are maintained, improved and protected.*

The Aims are:

- To promote accessibility for all
- To create a clean and green environment and address climate change
- To achieve a prosperous local economy
- To enable everyone to enjoy a safe and healthy lifestyle

See

<http://www.braintree.gov.uk/NR/rdonlyres/4DF96999-5B2F-4B93-B4C0-9E8BA60807AE/0/OneDistrictOneVisionJune2009.pdf>

#### **Braintree District Council's Vision**

In 2008 the Council adopted a new *Corporate Strategy for 2008-2012*. This Strategy sets out its Direction and Ambition, the main priorities and the key outcomes for the four-year period.

The Vision for the District Council is reflected in the following priorities:-

- The environment is clean and green
- Business is encouraged and the local economy prospers
- Everyone can enjoy a healthy lifestyle
- Housing and transport meet local needs
- People take pride in their local areas
- We deliver excellent, cost-effective and valued services

See

[http://www.braintree.gov.uk/NR/rdonlyres/75DBBF73-95F9-4E82-8212-F3E51E8907A3/0/CorporateStrategy\\_Layout1.pdf](http://www.braintree.gov.uk/NR/rdonlyres/75DBBF73-95F9-4E82-8212-F3E51E8907A3/0/CorporateStrategy_Layout1.pdf)

#### **Medium Term Financial Strategy**

##### Capital Resources

The Council's Medium Term Financial Strategy 2010/11 to 2013/14 provides details of the main sources of funds to finance the capital programme as:

1. Capital Receipts: received and anticipated, from the sale of land and property including:
  - The monies received at the time of transfer of the housing stock to Greenfield Community Housing plus additional monies due under a sharing arrangement (50% of £27 million of VAT savings) to be received over a ten year period;
  - Agreed sales of the site of the former Riverside Pool, Braintree and land to the east of High Street, Halstead;
  - A share of the anticipated proceeds from sales of former council houses; and
2. Government Grants: allocated and as a result of successful bids, including:
  - Allocation for Disabled Facility Grants; and
  - Award from the Growth Area Fund.

## Braintree District Council Asset Management Plan 2010/12

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3. Contributions: received from third parties and from developers under Section 106 agreements for community interest.

At the current time the Council does not have plans to borrow monies to finance capital expenditure.

From the sources listed above the main contributor in terms of total value over the medium term are capital receipts from the sales of assets. The Council does actively seek external funding for projects wherever and whenever possible.

### **Capital Investment**

The Council has agreed that any new provision for capital schemes must be subject to formal project appraisal and management processes.

The Council reviews all its property holdings regularly with a view to identifying any surplus property and promotes the transfer of local assets, such as community halls, leisure facilities and public conveniences, to the local town and parish councils, local community or voluntary groups, or local educational establishment, where it is considered that this would provide more effective local management.

The Council works with social housing providers to, wherever possible, provide land to enable all ranges of social housing to be constructed especially in rural areas.

Earmarked funding has been set aside for the sustainable renewal of the Council's commercial vehicle fleet.

The annual Condition Survey of the Council's assets provides a ten year asset maintenance assessment which ensures that asset use and capital investment decisions are in line with key priorities and achieve value for money.

Current projected expenditure of the capital programme over the five years from 09/10 is:

09/10	10/11	11/12	12/13	13/14
£6.7	£11.3m	£6.6m	£1.58	£1.59m

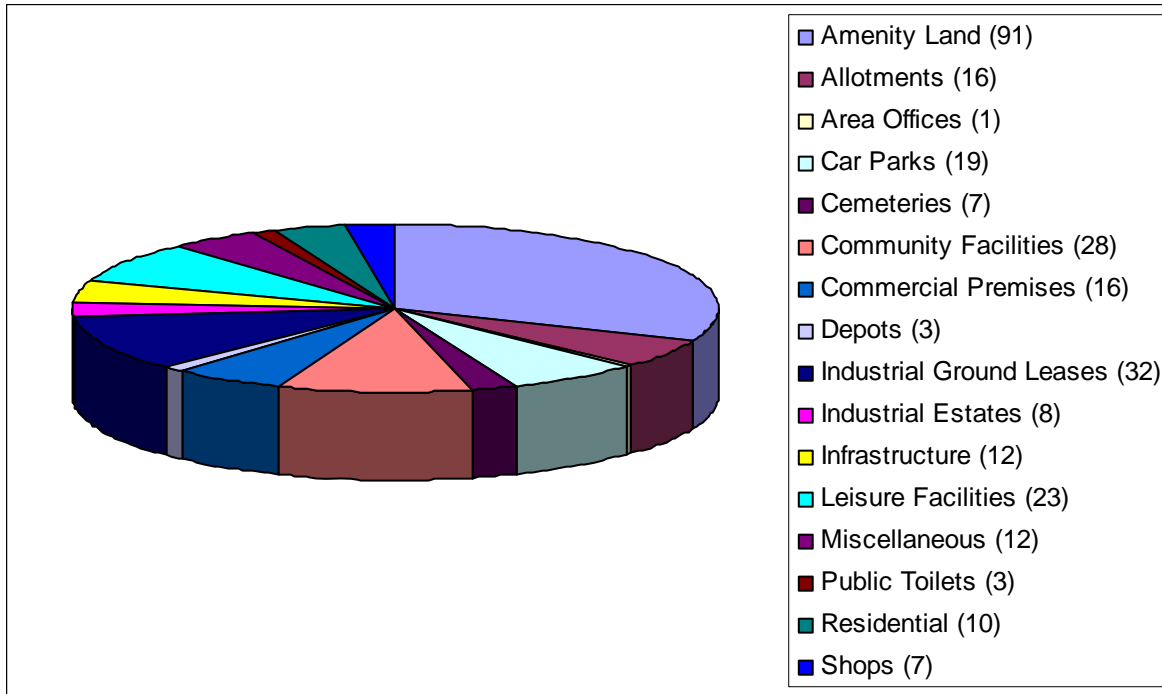
### **The Implications for Our Property**

Taken together these strategic objectives mean that in the short and medium term, our property should:

- Contribute to the economic and physical regeneration of the District;
- Support the delivery of our services and our overall community and corporate objectives;
- Wherever possible be used as a joint resource with our partners to deliver better public services on the most efficient basis possible;
- Be environmentally sustainable and be energy and carbon efficient;
- Be efficient in their running costs;
- Not consume any more capital than is absolutely necessary for the delivery of our objectives and to release capital from the portfolio to support the Council's capital programme.

### 4. The Council's Property Portfolio

Braintree owns and operates around 288 assets of various sizes and types ranging from shops, offices and industrial units to leisure centres, car parks, cemeteries, playing fields, amenity land, public conveniences and community halls (this is shown in the pie diagram below).



*(brackets in the diagram above show the number of properties)*

The total capital value of the entire property portfolio for accounting purposes is approx. £40 million.

#### Past Performance of Portfolio

Currently the Council's main operational assets are not entirely meeting our strategic or operational needs. In particular:

1. The **Council's office accommodation** at Causeway House is currently too large for its requirement, not fit for purpose, and in need of major investment, however a project is due to be implemented to deal with this.
2. The **Council's depot at Lakes Road** is too large for its needs and not fit for purpose. A project involving joint working with Uttlesford District Council's waste service and rationalisation of existing facilities is underway.

Overall, the Council will seek to improve the performance of the property portfolio, in the short and medium term, in the following ways:

1. **Planned disposal programme** – since 2004 the Council has rationalised and disposed of assets that were not fit for purpose or surplus to requirements, realising a combined capital value of circa £15 million which has been used to support the capital programme. Future assets disposals will be limited as the Council nears the end of its rationalisation programme.
2. **Planned Maintenance Programme** - The Council has an active 5 year maintenance programme in place with backlog maintenance below £1.25 million which has been reducing over the last 5 years.
3. **The Council's Property Investment Portfolio** - comprises industrial units, industrial ground leases, offices, shops and various miscellaneous properties, and realises an annual income circa £1.3 million. Voids across the portfolio average less than 5% which is considered to be a good achievement relative to the current market and the secondary nature of the portfolio. This income makes a major contribution to the Council's finances.

- 4. Regeneration** - Over recent years the Council has 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. The Council is being proactive in identifying town centre regeneration opportunities and supporting this through property acquisition in partnership with property developers. In Halstead the Council acquired two properties as part of a wider land assembly of a significant site in the town centre. The resulting development scheme is anticipated to bring economic and environmental benefits to Halstead.

### 5. Property Objectives and Expected Outcomes

#### Property Objectives

Within 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:

1. **Assets must meet the needs of those that use them.** This includes staff, members, visitors, customers and general public, people with disabilities or special needs and other minority groups. It means asking people what they think about our property assets and responding to their needs. Prime examples include customer-led improvements to community halls and sports and leisure facilities.
2. **Assets must be affordable.** This means keeping running costs down, prioritising capital spending, full option appraisals incorporating whole life costing (where appropriate) and assessing opportunity costs. It also means making sure that any borrowing for capital works follows a robust business case and can be afforded and that any capital tied up in property, which is not required to meet the Council's objectives is released as soon as possible.
3. **Assets must be safe and comply with the law.** This means ensuring regular surveys and inspections for asbestos, legionella, fire, health & safety etc., as well as physical condition surveys and Disability Discrimination Act (DDA) audits are undertaken.
4. **Assets must contribute to our Corporate Strategy.** 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. The Council will work in collaboration with partner organisations, including other public bodies and voluntary and community groups, to achieve a strategic approach to asset management across the Braintree district.
5. **Assets must be sustainable.** Monitoring and reducing energy consumption and CO<sub>2</sub> emissions, ensuring that asset decisions take into account both the local and global environment and make a positive contribution to a sustainable community.

#### Strategic Performance Criteria

Therefore the criteria against which we will judge the performance of the portfolio in the future are

- **Improved fitness for purpose** - Property facilities are appropriate to delivery of the Council's Services. For example, the refurbishment of Causeway House will enable the Council to introduce modern and flexible ways of working which will not only reduce its accommodation requirements, but also improve staff efficiency.
- **Increased use of shared services** – Working with Partners to deliver Services more effectively and efficiently. For example, by sharing accommodation with ECC the intention is that there will be a single front office customer access facility in Braintree that will process a wide ranging number of issues and queries relating to services delivered by both Authorities.
- **Pursuance of shared use whenever appropriate** – To ensure optimum utilisation of property resources For example, this will allow Essex County Council to rationalise surplus property assets and reduce its costs through sharing accommodation with BDC
- **Reduced running costs** – To manage property assets in a cost effective and efficient manner. The refurbishment of Causeway House and leasing surplus space, the Council will seek to reduce its annual running costs by at least 40%
- **Sustained or improved income generation** – To maximise the income from Council assets to support the Council's finances. Our target income is 1.3 million (i.e. retaining current income levels in the present extremely challenging economic climate).
- **Realisation of capital receipts from the disposal of surplus assets** – Dispose of assets that are not fit for purpose or surplus to requirements The Council has a capital receipts target of 3 million over the next 2 years (disposal of Riverside and Land East of High Street)
- **Enhanced environmental sustainability** – To support the Government's goal to reduce CO<sub>2</sub> emissions the following property related initiatives are being taken:

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Carbon reduction measure	Estimated Carbon saving (tonnes)	Estimated financial Saving
Museum & Town Hall lighting	15.556	£3139

The Council is also proposing to undertake efficiency/energy saving projects at Causeway House, Halstead Pool, Braintree Swimming Centre, Braintree Town Hall, and The Institute in 2010/11, and further projects at Community centres/village halls, Halstead Leisure Centre and The Institute in 2011/12.

- **Meeting statutory obligations** – To continue to comply with statutory obligations in asbestos, electrical testing, access/DDA, legionella, emissions, energy performance, etc.

In the short term the Council expects to achieve the following specific outcomes:

### a) Year 1 (by 31/03/2011)

- Sustainable investment income of £1.3 million
- Capital receipts from disposal of the Riverside site in Braintree and Land East of High Street, Halstead – circa £3 million
- Complete acquisition of Mayland House, Witham on 30/06/2010
- Complete extensive refurbishment of Causeway House by December 2010, commence shared accommodation with Essex County Council in January 2011
- Shared depot facility to be in operation
- Vacate Lakes Road on expiration of lease in October 2010
- The transfer or close of managed Community Halls
- Commence construction of new Witham Leisure Centre
- Undertake study to assess remaining life of Rickstones changing rooms
- Transfer Bocking Windmill to Essex County Council
- Transfer Sports ground and changing rooms, Spinks Lane to The Academies Enterprise Trust
- Hand back the management of Halstead and Braintree Leisure Centres to adjoining Colleges who own these facilities
- Consider options for future management of Braintree Swimming Centre
- Demolish Braintree toilets, and transfer remaining 2 toilets to Parish/Town Councils
- Implement new depot provision
- Transfer 4 rural car parks to Parish Councils
- Acquire land for Bocking Cemetery extension
- Transfer place of worship site at Maltings Lane to selected occupier
- Craig House to be transferred to Family Mosaic
- Surrender Council's lease of Leahurst
- Select development partner for Braintree Town Centre regeneration scheme
- Select development partner for Witham Town Centre regeneration project
- Complete programme of repairs to Council owned roads

### b) Year 2 (by 31/03/2012)

- Commence construction on Braintree Town Centre Regeneration Scheme
- Commence construction on Witham Town Centre Regeneration scheme

**6. Corporate Property Management and Governance**

The Council's lead responsibility at officer level for strategic recommendations on asset management planning, rests with the Management Board which takes responsibility for all strategic resource issues for the Council.

The Corporate Property Officer (CPO) is the Head of Asset Management (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.

The CPO convenes the Asset Strategy Group, which comprises a range of property disciplines, the Corporate Directors, Head of Finance and representation from service departments. This group considers strategic asset and property management issues, ensuring proper linkages between corporate planning, service planning and asset planning.

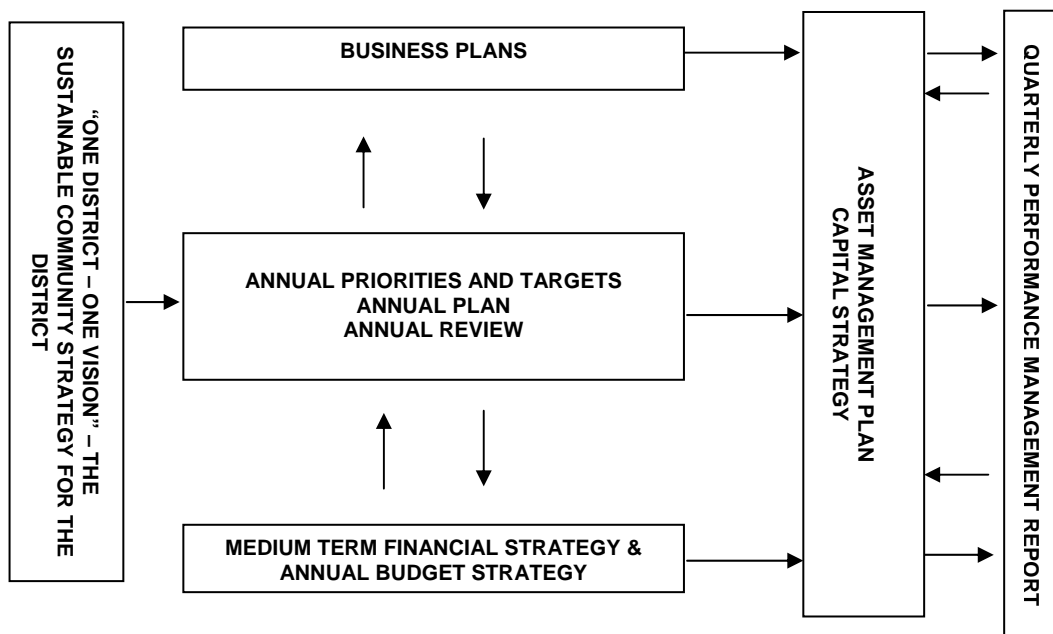
The CPO, through the Head of Finance, is involved directly in the process leading to the preparation of the Council's Capital Strategy. The CPO is also a key link in delivering the capital strategy, particularly through the generation of capital receipts from property disposals and through support in the delivery of the capital spend programme.

**Engagement of Elected Members**

The Council operates a 'Leader and Cabinet' model. The Cabinet Member for Efficiency and Resources (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.

The diagram below 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

All property matters requiring a Member decision will go to Local Committees for minor items and consultation, to the Cabinet for key decisions up to £50,000 and to Full Council for key decisions above £50,000.



**7. Corporate Asset Strategy – Overview of Property Policies and Projects**

The Council’s corporate asset strategy comprises two parts:

- a) overall asset policies, and
- b) the approach to each property category in the portfolio.

**a) Overall Asset Policies**

The following policies will guide decision making on the Council’s portfolio in the future.

<b>Asset Transfer</b>	The Council will transfer assets to community groups in appropriate cases, (see Community Facilities below)
<b>Co-location</b>	The Council will co-locate with other Public Sector bodies if it results in appropriate cases where it results in improved service delivery and reduced costs.
<b>Data Management</b>	The Council will maximise the use of electronic document storage systems to improve efficiency and to reduce space requirements.
<b>Equalities and Access</b>	The Council’s will continue to ensure that its buildings are DDA compliant and are accessible to the public.
<b>Heritage and Environment</b>	The Council will ensure that any new buildings or refurbished properties are delivered to a minimum of ‘very good’ BREAM standard, if financially viable.
<b>Maintenance and Repair</b>	The Council will continue ongoing regular investment in its assets via a 5 year planned maintenance programme, which seeks to eradicate our maintenance backlog, and to have an ongoing balance of reactive and planned expenditure which sustains the portfolio in good condition..
<b>Property Review</b>	The Council’s will undertake annual reviews of its property assets
<b>Role in Regeneration</b>	The Council’s will use its property holdings and/or capital investments to facilitate appropriate regeneration projects in the district.
<b>Workstyle</b>	The Council will introduce mobile and flexible working arrangements on the basis on an 80% staff to desks ratio with appropriate IT support.

**b) Approach to, Each Property Category**

Following the transfer of the Housing Stock in November 2007, the Council now undertakes an annual review of its retained assets. The current position and proposals relating to the Council’s various assets for 2010/12 is set out as follows: -

<b>1. <u>Amenity Land:</u></b>	Braintree District Council will continue to use in-house services to maintain amenity land to a good standard. Future options regarding the delivery of this service will be looked at 2010/11, with a view to reducing costs.
<b>2. <u>Allotments:</u></b>	The Council will devolve management down to a local level through established Local Allotment Association, or Parish/Town Councils, in support of our policy to provide services at a local level. This will be implemented over the next 2 years.
<b>3. <u>Area Office:</u></b>	A review of the Council’s office accommodation provision is being undertaken with a view to sharing an office facility with Essex County Council and introduce modern and efficient ways of working to modernise and improve workstyles, optimise the use of accommodation, and reduce running costs. We hope to complete this project in 2012.
<b>4. <u>Car Parks:</u></b>	It is proposed to transfer four rural car parks (Earls Colne, Coggeshall, Hatfield Peverel, Sible Hedingham) either freehold or long leasehold to the local Parish Councils by March 2011, and to retain and maintain income producing car parks that support the local economy. Car parking charges to be increased from 1 <sup>st</sup> April 2010.

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5. **Cemeteries:** It is proposed to retain and continue to manage these facilities unless a decision is taken to market test the service. There are plans to extend Bocking Cemetery by approximately 2 acres by March 2011. Capital funding has been set aside for this acquisition.
6. **Community Facilities:** The Council agreed in July that Community Facilities that are currently managed internally by the Council will either be leased to Community groups/Third sector groups or Trusts or closed by 31<sup>st</sup> March 2011. There are currently specific proposals for
- **The Institute, Braintree** – Potential transfer to Braintree and Bocking Community Association – Options will be reviewed by 31<sup>st</sup> March 2011
  - **Witham Public Hall** – May be retained by the Council, or alternatively it may be transferred to the Witham Town Council – Options will be reviewed by 31<sup>st</sup> March 2011.
  - **Halstead Senior Citizens Centre** – A feasibility study has been completed to rationalise this building with Halstead Town Council facilities but this proved to be not viable. This issue is to be re-examined as part of front facing Customer Services – review by June 2010
  - **Maltings Lane - Place of Worship Site** - being advertised with a view to transferring the freehold to an appropriate occupier. Community Site and payment from developer to build community facility being transferred under Section 106 Planning Agreement in May 2010 - Options to be reviewed for this site by 31<sup>st</sup> March 2011.
7. **Commercial Property:** These properties are part of the Council's retained investment portfolio which provides valuable income which is important to supporting the Council's finances. Consequently all these properties will be retained and all opportunities to increase total net income generation will be taken. The current target is to sustain existing income levels.
8. **Depots:** A feasibility and business case is currently being completed for the future depot accommodation requirements that take into account shared accommodation with Uttlesford District Council. A new shared depot facility will be in operation by March 2011.
- Cordons Farm** – It has been decided to renew the lease for 3 years, and extend the demise to accommodate the relocation of recycling facility from Lakes Road. The Council will vacate the Lakes Road premises when the lease expires in October 2010
9. **Industrial Ground Leases:** These properties are part of the Council's retained investment portfolio which provides valuable income which is important to supporting the Council's finances. Consequently all these properties will be retained and all opportunities to increase total net income generation will be taken. The current target is to sustain existing income levels.
10. **Industrial Units:** These properties are part of the Council's retained investment portfolio which provides valuable income which is important to supporting the Council's finances. Consequently all these properties will be retained and all opportunities to increase total net income generation will be taken. The current target is to sustain existing income levels.
11. **Infrastructure:** The Council owns and maintains 11 unadopted roads, and will continue to do so for the foreseeable future. A programme of repair and maintenance works to the unadopted roads will be completed by October 2010. The Council also leases in one radio mast for staff communication, which is due to be reviewed within the next 12 months.
12. **Leisure Facilities:** The Council will review all the facilities under the Council's management as follows:
- **Changing Rooms** - Rickstones and Silver Street – The Council may continue to manage or look to lease them to a local sports group(s). A study will need to be undertaken by March 2011 to assess the remaining life of Rickstones to ascertain when a replacement facility will be required.
  - **Bocking Windmill** – The Council is looking at the potential to transfer this property to Essex County Council by December 2011, as the County already has 7 mills in their guardianship
  - **Bramston Sports Centre** – This property reaches the end of its useful life in 2013, and is due to be replaced with a new Witham Leisure Centre by the end of 2011. In July 2011 options for the future of the site will considered.
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## Braintree District Council Asset Management Plan 2010/12

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- **Sports ground and Changing Rooms, Spinks Lane, Witham** – The Council is investigating the possibility of transferring this property to The Academies Enterprise Trust. The transfer would coincide with the completion of the new Leisure Centre (December 2011)
- **Halstead Leisure Centre** – The Council is investigating options to transfer the management and delivery of this facility to Ramsey Sports College by December 2011
- **Braintree Leisure Centre** – The Council is investigating options to transfer the management and delivery of this facility to Tabor Science College by December 2011
- **Braintree Swimming Centre** – Considering options around future management of this facility by December 2011
- **Town Hall Centre** – The Council will be retaining this property, and manage it in a way to maximise its revenue income.

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### 13. Public Toilets

Braintree public toilets are to be demolished by December 2010, and we will look to transfer the toilets at Earls Colne and Witham to the Parish Council and Town Council by March 2011

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### 14. Residential Properties:

To deal with the residential properties as follows:

- **Leahurst** – Surrender the Council's lease, and have no further interest in the property by September 2010.
- **John Barr House** – Retain and continue to manage.
- **Craig House** – To be transferred to Family Mosaic by March 2011.
- **129-135 Bradford Street** – Repairs and redecoration to be carried out by December 2010, and to be retained.
- **N.A.C.R.O. Trinity Street** – This facility is under review as not fit for purpose, and options for new premises to be identified by December 2010
- **The remaining vacant residential sites will be sold when market conditions are more favourable.**

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### 15. Shops

These properties are part of the Council's retained investment portfolio which provides valuable income which is important to supporting the Council's finances. Consequently all these properties will be retained and all opportunities to increase total net income generation will be taken. The current target is to sustain existing income levels.

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## Braintree District Council Asset Management Plan 2010/12

### 8. Corporate Asset Strategy - Summary Strategic Action Plan and Milestones

Key Asset Management targets and significant milestones for 2010/2012 are:

	Action Points	Milestones	Expected Benefits	By Who
1.	Future Accommodation provision	Refurbishment of Causeway House by December 2010  Commence shared accommodation with Essex County Council in January 2011	Reduced running costs/improved service delivery	Finance Director
2.	Acquisition of Mayland House, Witham	Completed acquisition of Mayland House, Witham on 30/06/2010	A windfall capital receipt	Head of Asset Management
2.	Shared delivery of Waste Management	Deliver joint Waste Management Service with Uttlesford District Council by December 2010	Reduced running cost/improve service delivery	Head of Operations Environmental Services/Street Scene
3.	Braintree Town Centre Regeneration Project	Select Development Partner by August 2010  Deliver Scheme 2012	Improved business and employment opportunities Improved town centre facilities including modern bus terminal	Head of Asset Management
4.	Witham Town Centre Regeneration Project	Seek development partner by June 2010	Re-invigorate and revitalise Newlands Shopping Centre	Head of Asset Management
5.	Land East of High Street, Halstead	Complete disposal of site to preferred bidder by March 2011	Improve local shopping facilities and discourage shoppers travelling to other centres	Head of Asset Management
6.	Land at Riverside, Braintree	Complete disposal of site by March 2011  Delivery of 55 affordable Housing units by March 2012	Capital receipt  55 affordable housing units towards annual target of 100	Head of Asset Management
7.	Replacement Witham Leisure Centre	Commence on site August 2010  Completion December 2011  Disposal of Bramston Sports Centre December 2012	Improve local leisure facilities. Improved health and well being	Head of Enterprise, Culture and Leisure
8.	Community Halls	Transfer management to Community groups/3 <sup>rd</sup> Sector groups or Trusts, or dispose by March 2011	Community Management of facilities  Reduced running costs	Head of Public Protection and Healthy Living