



Braintree District Council

# Asset Management Plan

2011 - 2012



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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 updates the previous version (Asset Management Plan 2010/2012)

We are working hard to improve service delivery, use diminishing resources efficiently and reduce costs across the authority. We know that the way we manage our assets can contribute significantly to these goals.

Our portfolio of land and properties provides the Authority with significant income, and more recently the Council has shown its readiness to take a leading role in town centre regeneration.

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 Lady Newton  
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## 2. The Strategy On-A-Page

### OUR OVERALL CORPORATE OBJECTIVES REQUIRE OUR PROPERTY TO:

- 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



### THIS SHAPES OUR PROPERTY OBJECTIVES:

- Assets must meet the needs of those that use them.
- Assets must be affordable.
- Assets must be safe and comply with the law.
- Assets must contribute to our Corporate Strategy.
- Assets must be sustainable.



### AND IN TURN MAKES US STRIVE FOR:

- Improved fitness for purpose
- Increased use of shared services
- Pursuance of shared use whenever appropriate
- Reduced running costs
- Sustained or improved income generation
- Realisation of capital receipts from the disposal of surplus assets
- Enhanced environmental sustainability
- Meeting statutory obligations

### IN ORDER TO HELP US DO THIS WE HAVE PROPERTY POLICIES FOR:

- Asset Transfer
- Co-location
- Data Management
- Equalities and Access
- Heritage and Environment
- Maintenance and Repair
- Property Review
- Role in Regeneration
- Workstyle



### AND BY THE END OF 2011/12 WE INTEND TO HAVE ACHIEVED THE FOLLOWING:

- Sustainable investment income of £1.3 million
- Conditional exchange of contracts on Land East of High Street by September 2011
- Complete extensive refurbishment of Causeway House; commence shared accommodation with Essex County Council
- Transfer as many Council run community halls as possible to local management arrangements
- Commence new Witham Leisure Centre
- Transfer remaining toilets to Parish/Town Councils
- Implement new depot provision
- Transfer 3 remaining 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 RSL
- Surrender Council's lease of Leahurst
- Identify preferred partner for Braintree Town Centre
- Review letting/disposal strategy for Mayland House, Witham
- Refurbishment of 19/21 Bocking End
- Phase II Warner Drive industrial units re-roofed

### 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**

The Council's Medium Term Financial Strategy identifies the main sources of capital resources to finance its future capital programme as:

- Share of Right to Buy sales income with Greenfields CH. The Council has an agreement to share the proceeds from the sale of the former council houses with GCH. The estimated resources are based on 4 sales per annum.
- Capital receipts from the sale of Millennium Tower and a proportion of the proceeds from the sale of land assembled east of High Street, Halstead.
- Share of VAT Shelter arrangement with Greenfields CH. The Council has an agreement with GCH to share the VAT that it will recover on particular costs on improvement works to the housing stock. The estimated total amount to be shared is £27million over a ten-year period. An estimate of the amount receivable is provided but the amount received will be dependent on the actual spend by GCH in each year.

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- Capital Grant from the Government. Allocation to provide funding toward the cost of disabled facilities grants awarded by the Council.
- Growth Area Fund. The Council's proportion of capital funding awarded from the Growth Area Fund by Central Government, for the joint submission by Chelmsford BC and this Council, is £4.038million.

In addition to the current anticipated capital resources the Council does have the option to borrow monies to finance a capital project. This would however need to be on the basis that the project when delivered would provide a revenue stream which would enable the repayment of the borrowed funds.

### **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.

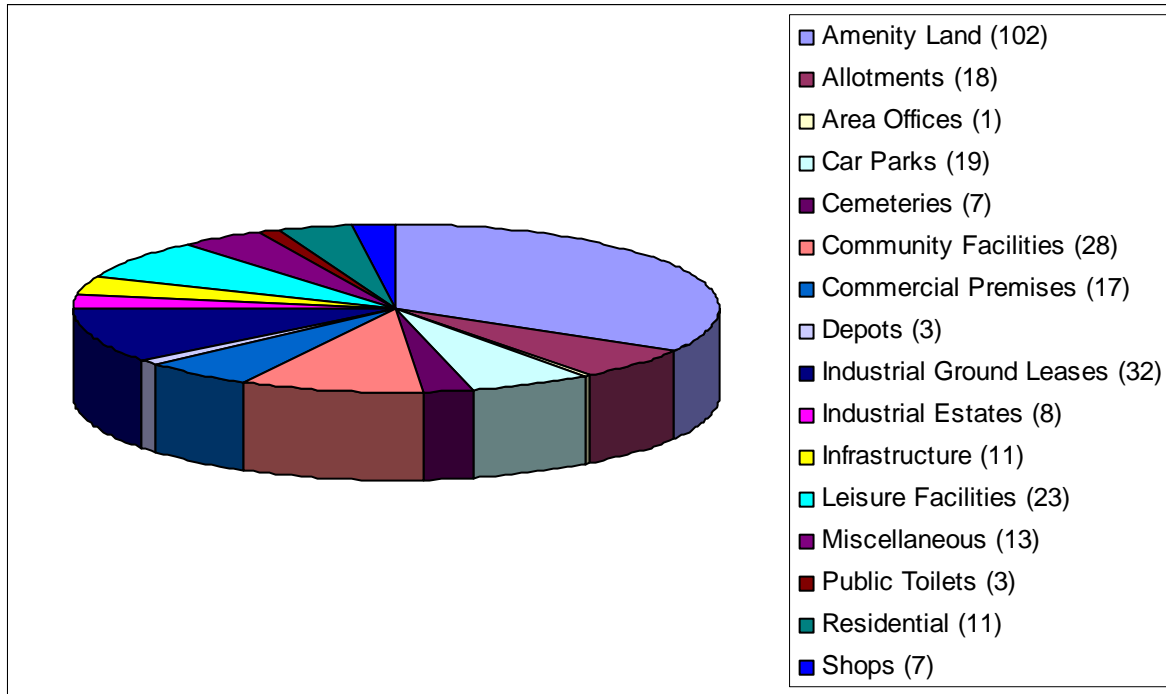
### **Social Value**

Social Value will be taken into consideration in respect of any property related matters. Social value looks at aspects of the citizens' well being such as their ability to participate in making decisions that affect them e.g. consulting the public and stakeholders in respect of the proposed town centre regeneration scheme.

We will ensure that we engage fully with communities to develop opportunities and use our assets when appropriate to improve the well-being of the community.

### 4. The Council's Property Portfolio

Braintree owns and operates around 303 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 will be undertaking a refurbishment of **Causeway House** which is due to be completed by February 2012. The Council will occupy office space on the ground and first floors, with the majority of the second floor being let to Essex County Council once the refurbishment is completed.
2. The Council has disposed of the depot at **Lakes Road** and leased back part of the ground floor for its plant workshop and mess facilities. A small unit on the Lakes Industrial Estate has been leased to provide accommodation for the office based staff.

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 of 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.

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- 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 and in partnership with property developers e.g.:
- a) Two properties acquired in Halstead 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.
  - b) Land and buildings acquired in Braintree for regeneration and affordable housing projects.
  - c) Property in South Street acquired for road widening/improved traffic flow purposes
  - d) Refurbishment of 19/21 Bocking End, Braintree
  - e) Produce strategy for delivery of 12 business start up units in Springwood Drive, Braintree.

### **Achievements 2010/2011**

The Council has achieved the following during 2010/2011.

- Acquisition of Place of Worship and Community sites at Maltings Lane, Witham
- Acquisition of 19/21 Bocking End, Braintree
- Disposal of the Riverside Site in Braintree
- Disposal of Millennium Tower and lease back of part
- Transfer of rural car park in Sible Hedingham to Parish Council.
- Adoption of Springwood Drive, Braintree
- Works completed for Decent Homes Standard on 129-135 Bradford Street, Braintree
- Lease completed on Goldingham Hall to local community group
- Programme of repairs to Council owned roads completed
- Replacement of all weather pitch at Braintree Leisure Centre
- New allotments constructed at Station Approach, Braintree
- Refurbishment of six play areas
- Phase I industrial units re-roofed at Warner Drive

### **Health and Safety**

The Council carries out a Risk Assessment of all vacant land and buildings, and inspects them on a regular basis to ensure that no issues relating to health and safety arise.

Asbestos surveys have been undertaken on all properties and ongoing inspections are carried out where necessary.

Annual Fire Risk and Health and Safety inspections are carried out on BDC occupied buildings and any issues identified and actioned.

Regular legionella testing is carried out on all occupied buildings.

### 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, and consider the Social Value aspect of any property related issues.
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, taking into account the Social Value aspect of any surplus property e.g., transfer of community halls to community groups.

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- **Enhanced environmental sustainability** – To support the Government's goal to reduce CO2 emissions, the following projects have been identified:
  - **The Causeway House Refurbishment project** commenced on the 4<sup>th</sup> April 2011 and is due to be completed by February 2012. The refurbishment project will enable a significant carbon and energy saving for the organisation through the provision of: Low energy lighting; double glazed windows; boiler replacement and zoned heating controls; additional cavity wall insulation. The viability and suitability of additional initiatives are also being explored.
  - **Two projects were identified for Braintree Swimming Centre** - it is anticipated these will remain on hold until signing of the new leisure contract.
  - **The disposal of Millennium Tower** and short term lease back of part will see significant carbon saving for the organisation during 2011.
  - **The key carbon saving project during 2011 and 2012** is the commencement of the installation of solar PV panels on suitable buildings across the Council's assets.
- **Meeting statutory obligations** – To continue to comply with statutory obligations in asbestos, electrical testing, access/DDA, legionella, emissions, energy performance, etc.

## 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. The post holder 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 chairs the Asset Strategy Group, which comprises 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.

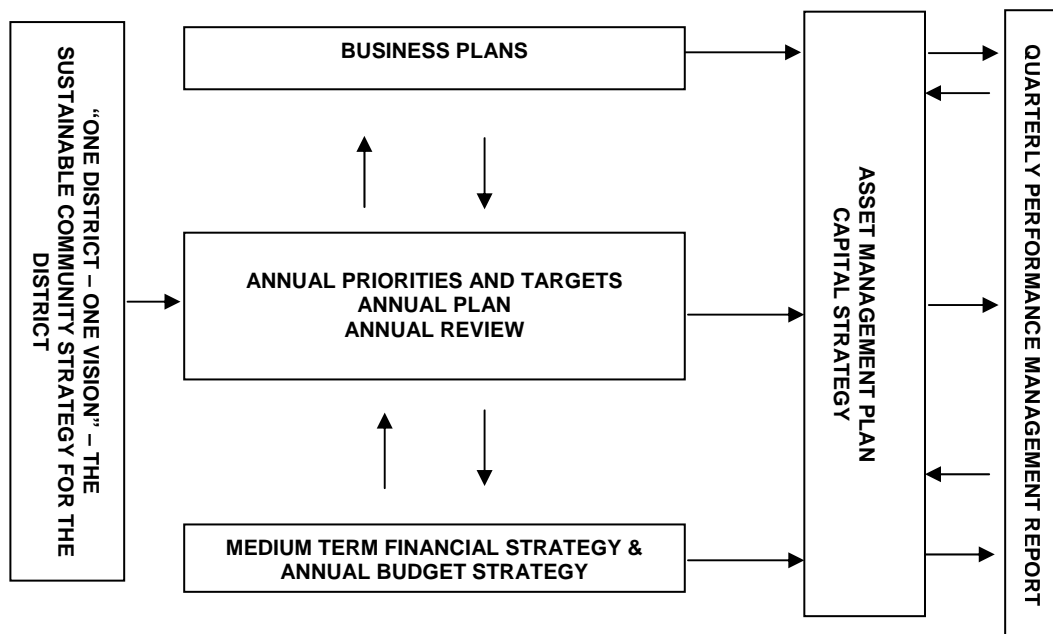
The CPO, through the Director of Sustainable Development, is involved directly in the process leading to the preparation of the Council's Capital Strategy. The CPO is also a key link in delivering the capital strategy, particularly through the generation of capital receipts from property disposals and 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 Enterprise, Housing and Development (Cllr Lady Newton) has direct responsibility for Asset Management.

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 Cabinet for key decisions and on to Full Council.



**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 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 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 will undertake annual reviews of its property assets, and develop asset management strategies in conjunction with other public sector and voluntary agencies.
<b>Role in Regeneration</b>	The Council 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 with appropriate IT support.
<b>Asset Opportunities</b>	The Council will react and investigate any property opportunities that may present themselves and operate proactively in relation to publicly owned property assets.
<b>Localism Initiative</b>	The Council will continue to support this initiative through the transfer of community assets to Parish/Town Council or Community Groups and consider the Social Value aspects of all property related matter.

**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 2011/12 is set out as follows: -

<p>1. <b><u>a) Amenity Land:</u></b></p> <p><b><u>b) Play Areas:</u></b></p>	<p>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 2011/12, with a view to reducing costs.</p> <p>The Council will commence a rolling programme of transfers of play areas to Parish Councils.</p>
<p>2. <b><u>Allotments:</u></b></p>	<p>The Council will devolve management down to a local level through established Local Allotment Associations, or Parish/Town Councils, in support of our policy to provide services at a local level. This will be implemented over the next year.</p>

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<p><b>3. <u>Area Office:</u></b></p>	<p>A review of the Council's office accommodation provision has been undertaken and we are proposing to share office accommodation 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 by February 2012.</p>
<p><b>4. <u>Car Parks:</u></b></p>	<p>It is proposed to transfer the 3 remaining rural car parks (Earls Colne, Coggeshall, Hatfield Peverel) either freehold or long leasehold to the local Parish Councils by March 2012 and to retain and maintain income producing car parks that support the local economy.</p>
<p><b>5. <u>Cemeteries:</u></b></p>	<p>It is proposed to look at the options for the management of the cemetery chapels and toilets, but otherwise to continue to manage these facilities unless a decision is taken to market test the service. There are plans to extend Bocking Cemetery by March 2012. Capital funding has been set aside for this acquisition.</p>
<p><b>6. <u>Community Facilities:</u></b></p>	<p>Cabinet agreed in July 2009 to transfer all community halls currently managed by the Council to Community groups/third party organisations/charitable trusts. Current proposals and works in progress are:-</p> <ul style="list-style-type: none"> <li>• <b>The Institute, Braintree</b> – To grant a long lease to a 3<sup>rd</sup> party organisation by September 2011.</li> <li>• <b>Witham Public Hall</b> – To grant a 25 year lease to a 3<sup>rd</sup> party organisation by September 2011</li> <li>• <b>Halstead Senior Citizens Centre</b> – To relocate user groups to suitable locations by July 2012. Carry out an options appraisal for future disposal/redevelopment of the site.</li> <li>• <b>Forest Road</b> – To be demolished by September 2011</li> <li>• <b>Glebe Hall</b> – To grant a 25 year lease to 3<sup>rd</sup> party organisation by July 2011.</li> <li>• <b>Silver End Village Hall</b> – To seek and progress expressions of interest within the community with a view to day to day management arrangements by April 2012.</li> <li>• <b>Dengie Close</b> – To grant a short lease to a community group by October 2011. .</li> </ul>
<p><b>7. <u>Commercial Property:</u></b></p>	<p>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.</p>
<p><b>8. <u>Depots:</u></b></p>	<p>Millennium Tower now sold and part leased back for workshop. A small unit on Lakes Industrial Estate has been leased to provide accommodation for the office based staff.</p> <p><b>Cordons Farm</b> – The recycling facilities currently based at Lakes Road will relocate by March 2012 to Cordons Farm, and the existing leased property vacated.</p>
<p><b>9. <u>Industrial Ground Leases:</u></b></p>	<p>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.</p>
<p><b>10. <u>Industrial Units:</u></b></p>	<p>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.</p>
<p><b>11. <u>Infrastructure:</u></b></p>	<p>The Council owns and maintains 10 unadopted roads and will continue to do so for the foreseeable future. A programme of repair and maintenance works to the unadopted roads was completed in 2010.</p>
<p><b>12. <u>Leisure Facilities:</u></b></p>	<p>The procurement of a new leisure management contract is due to commence September 2012, and as part of this process the leisure facilities portfolio will be reviewed to determine which facilities will be part of the new leisure contract or alternatively transferred to community groups or schools. (Cabinet report 9<sup>th</sup> June 2011)</p>
<p><b>13. <u>Public Toilets</u></b></p>	<p>The Council's strategy is to investigate transferring the management of the public toilets at Earls Colne and Witham to the Parish / Town Councils.</p>
<p><b>14. <u>Residential Properties:</u></b></p>	<p>To deal with the residential properties as follows:</p>

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	<ul style="list-style-type: none"> <li>• <b>Leahurst</b> – Surrender the Council's lease or acquire the freehold interest by March 2012.</li> <li>• <b>John Barr House</b> – Retain and negotiate lease renewal with current occupier.</li> <li>• <b>Craig House</b> – To be transferred to Family Mosaic by March 2012.</li> <li>• <b>129-135 Bradford Street</b> – Retain for temporary accommodation.</li> <li>• <b>N.A.C.R.O. Trinity Street</b> – Complete 2 year lease by September 2011 and draw up plans to provide new accommodation in Braintree.</li> <li>• <b>Land rear of 19/21 Bocking End</b> – Take plans forward to develop 6 new properties by end of March 2013.</li> <li>• <b>Land at Oxford Meadow, Sible Hedingham and Tabor Avenue</b> – To be developed in partnership with Greenfields Community Housing by March 2013.</li> <li>• <b>The remaining vacant residential sites will be sold when market conditions are more favourable.</b></li> </ul>
<p><b>15. <u>Shops</u></b></p>	<p>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.</p>
<p><b>16. <u>S.106 Benefits</u></b></p>	<p><b>Maltings Lane</b></p> <ul style="list-style-type: none"> <li>• <b>Place of Worship Site</b> – conclude negotiations with the Baptist Church to transfer the site to them by March 2012</li> <li>• <b>Community Site</b> – Establish requirement for the site by March 2012</li> </ul>

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

Key Asset Management targets and significant milestones for 2011/2012 are:

	Action Points	Milestones	Expected Benefits	By Who
1.	Future Accommodation provision	Refurbishment of Causeway House by February 2012.  Commence shared accommodation with Essex County Council in March 2012	Reduced running costs/improved service delivery	Corporate Director
2.	Letting / disposal of Mayland House, Witham	Review letting / disposal strategy for Mayland House by July 2011	Revenue income	Head of Asset Management
3.	Braintree Town Centre Regeneration Project	Select Development Partner by December 2011	Improved business and employment opportunities Improved town centre facilities including modern bus terminal	Head of Asset Management
4.	Witham Town Centre Regeneration Project	Review proposals put forward by private sector owner of Newland Shopping Centre by September 2012	Re-invigorate and revitalise Newlands Shopping Centre	Head of Asset Management
5.	Land East of High Street, Halstead	Conditional exchange of contracts by September 2011	Improve local shopping facilities and discourage shoppers travelling to other centres	Head of Asset Management
6.	Witham Leisure Centre	Completion June 2013	Improve local leisure facilities. Improved health and well being	Corporate Director
7.	Community Halls	Continue with strategy to transfer all community halls currently managed by the Council to community groups/third party organisations or charitable trusts by April 2012	Community Management of facilities  Reduced running costs	Corporate Director
8.	Implementation – New Depot Provision	Complete disposal and lease back part of Millennium Tower by April 2011  Relocate recycling facilities to Cordons Farm by March 2012	Reduced running costs and improved service delivery  Capital receipt	Head of Operations
9.	Rural Car Parks	Transfer 3 remaining rural car parks to Parish Councils by March 2012	Reduced running costs and Devolved local management	Head of Operations
10.	Public Toilets	Transfer remaining toilets to Parish / Town Councils by March 2012	Reduced running costs and Devolved local management	Head of Operations
11.	Bocking Cemetery	Acquire additional land for	Future burial capacity	Head of Operations

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	<b>Action Points</b>	<b>Milestones</b>	<b>Expected Benefits</b>	<b>By Who</b>
		Bocking Cemetery by March 2012		
12.	Place of Worship Site, Maltings Lane, Witham	Transfer site to selected occupier by March 2012	Provide facility for local community	Corporate Director
13	Community Site, Maltings Lane, Witham	Review requirement for the site by March 2012	Site to benefit local community	Corporate Director
14.	Craig House, Braintree	To be transferred to RSL by March 2012	Reduced running cost and Enable capital investment	Head of Housing Services
15.	Leahurst, Braintree	Surrender Council's lease or acquire freehold by March 2012	Reduce administration costs	Head of Housing Services
16.	Phase II Industrial Units, Warner Drive, Braintree	Phase II units to be re-roofed by September 2011	Elimination of recurring expenditure on repairs and increase in tenant satisfaction	Head of Asset Management