



Asset Management Plan 2008-2013

Dover District Council
White Cliffs Business Park
Dover
Kent
CT16 3PJ

Dover District Council

Asset Management Plan 2008 – 2013

Introduction

We recognise that our District is on the brink of transformational regeneration that will impact on every resident and visitor. Our primary aim, working with partners, is to realise this regeneration in a sustainable way that ensures our residents have a world-class future. Realising our district's potential has to be underpinned by excellent and innovative service delivery to ensure we, as a Council, continue to strive for excellence.

Managing the effective use of assets will be an essential contribution towards achieving these objectives. The provision of good quality property in the right location is a key factor in helping customers to gain access to many of the Council's services. The property resource needs to be used to maximise benefits to services in the most efficient and effective manner. Asset Management Planning has been developed to help to raise awareness of the financial resources invested in property and to develop strategies and programmes to ensure that they are deployed in the most effective way to meet the authority's corporate and service objectives. This establishes a strong link between the Council's Asset Management Plan and its Medium Term Financial Plan.

The implementation of the targets contained within this new asset management plan will be undertaken within the context of the District Council's new Corporate Property Strategy. With the adoption of a Property Strategy, the Council has clearly set out its intended approach to managing its property resource to support corporate aims and objectives, which will assist in implementing the Asset Management Plan. The Corporate Property Strategy contains the broad strategic statements to enable decision making about individual properties.

Executive Summary

Dover District Council's previous Asset Management Plan was published in 2004, however Councils are now allowed to develop corporate Asset Management Plans in a more practical and relevant style. This Plan is part of a suite of strategies including:

- Dover District Community Strategy
- Corporate Plan
- Medium Term Financial Plan
- Capital Strategy
- Housing Revenue Account Business Plan
- Corporate Property Strategy

The purpose of this document is to ensure that the Council's Asset Management arrangements and the assets themselves make a positive contribution towards the Corporate and Service objectives of the Council. The Council's provision, use and management of its assets directly affect the performance of a wide range of the Council's services. This Asset Management Plan will push forward proactive asset management to ensure that this Council puts its effort into actions most effectively supporting improved service delivery. This Asset Management Plan is therefore a key part of the Council's planning framework.

Whereas previous Plans have focused on encouraging the development of the necessary processes for asset management within the District Council, this update now seeks to provide a greater focus on achievements, in terms of outputs (e.g. improved property assets) and outcomes (e.g. better achievement of corporate objectives and more efficient and effective services to the public resulting from improved property assets).

Asset management is a structured process that seeks to ensure best value for money from property assets in serving the District Council's strategic needs. Property assets have three features that give added importance to ensuring their proper management:

They are expensive – in terms of both their capital value and annual costs of upkeep;
They need to be carefully managed over their lives to ensure best value – e.g. use, maintenance and generation of income; and
It takes time to determine carefully new property needs and to procure and provide them.

This is compounded by the fact the District Council's corporate and service needs are changing increasingly at a pace as demands for services change and as expectations of performance increase.

Through good asset management, the District Council will be able to target the following outcomes:

- Customer and Stakeholder Satisfaction – enhanced customer satisfaction from improved performance and control of service delivery to the required standards along with improved corporate image. This is relevant in both how the public view the District Council and value and rank their services and purposes, as well as in staff morale and performance.
- Affordability – clear processes for assessing prudence, affordability and sustainability including the effective use of capital for new projects, capital release and redeployment and efficient and effective running costs.
- Compliance with Statutory / Regulatory Codes – health and safety, asbestos, legionella, accommodation minimum standards;
- Improved Corporate Management – for CPA and other purposes, the ability to demonstrate clear linking corporate and service goals and objectives on the one hand and the management of assets crucial to their delivery on the other, and
- Environment – sustainability, CO2 emissions, green energy, etc.

Dover's context

Dover is one of 12 District Councils in the County of Kent. The Council area is the part of South East England that is nearest to mainland Europe. The area covers approximately 121 square miles and includes three main towns of Dover, Deal and Sandwich as well as dozens of picturesque villages and hamlets, which make East

Kent such an attractive and popular place to live and visit. The district has a population of around 104,000.

The district is internationally famous for the White Cliffs and the busiest passenger ferry port in the world. Steeped in history, the District has been dubbed 'The Gateway to Britain' and has been the country's frontline since before the Roman Invasion.

Following the decline of the Britain's coal industry, the 3 collieries in the District are now closed which has provided economic, environmental and social challenges, however large sums of money are being invested in the District for long term employment at Tilmanstone, Betteshanger and Snowdown.

As part of its operational portfolio, Dover has leisure centres at Dover Leisure Centre and Tides Leisure Centre at Deal; museums in Dover and Deal; Deal Pier and a number of public parks and open spaces.

As for its non-operational portfolio, Dover has 2 parades of shops, a cinema, a bingo hall and various industrial premises.

It is an exciting time for Dover district, with a number of major regeneration schemes approaching the start of construction including St James' area in Dover (supermarket, hotel and a number of retail units), White Cliffs Business Park Phase 2 (a major retail and business park) and Aylesham (major housing development and urban improvements). Other projects in the pipeline that will have a major impact on the district include a major expansion of the Port of Dover with new boat berths and retail and leisure units, and the redevelopment of a large brownfield site in north Deal.

On a smaller scale, Dover is refurbishing its Area Offices and re-branding them as 'one-stop-shops' under the umbrella title of '@ Your Service'.

Corporate Property Strategy Objectives

This Asset Management Plan sits alongside and complements the Council's Corporate Property Strategy 2008 - 2013. The Corporate Property Strategy sets out a series of principal objectives to guide the management of the Council's property assets. These are then translated into five key strategies, which this Asset Management Plan seeks to develop.

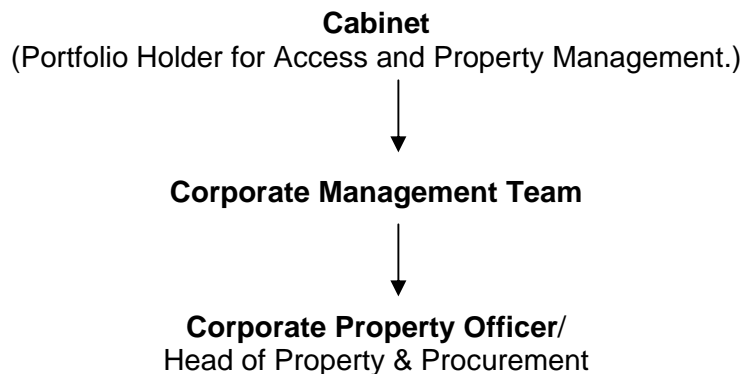
The Key Strategies identified are as follows: -

- KS1 To ensure effective political leadership with regards to property management.
- KS2 To develop clear management policies for property management.
- KS3 To ensure economy and efficiency in property management decisions.
- KS4 To involve stakeholders in property management process.
- KS5 To encourage a learning ethos within the Council and ensure that managers and staff have relevant skills.

Organisational Arrangements for Corporate Asset Management

The Council is composed of 45 Councillors elected every four years. The executive role of the Council is undertaken by the Cabinet. The Cabinet consists of the Leader of the Council and eight other Cabinet Members, each having responsibilities for a portfolio of services. The Cabinet has to make decisions which are in line with the Council's overall policies and budget. If it wishes to make a decision which is outside the budget or policy framework, this must be referred to the Council as a whole to decide. The responsibilities for corporate asset management within the Cabinet are assigned to the Portfolio holder for Access and Property Management.

The Council's Asset Management organisational arrangements are illustrated below:



The Head of Property and Procurement is the Council's Corporate Property Officer, and regularly reports back to the Cabinet Portfolio Holder for Access and Property Management, to the Chief Executive and Corporate Management Team.

The Corporate Property Officer's role is:

- To advise CMT on all corporate asset management issues;
- To advise cabinet through the portfolio holder for property services on all strategic asset management and planning matters;
- To be responsible for the delivery of effective asset management throughout the organisation;
- To maximize the shared use of buildings and property with other organisation;
- To ensure that asset plans, policies and processes are 'fit for purpose'
- To facilitate the preparation and review of the Corporate Asset Management Plan and Corporate Property Strategy and to report to the Corporate Management Team;
- To ensure that the Council's property assets contribute to its priorities;
- To align asset management planning with capital and revenue resources
- To review performance in asset management and action improvements as necessary.

- To challenge the inappropriate or inefficient use of assets through regular review of assets.
- To co-ordinate the Corporate Asset Management Plan with the (Housing Business Plan).
- To manage the corporate maintenance programme
- To ensure stakeholder satisfaction is measured and used to improve service delivery.

Internal Governance

Internal Links

An Asset Management Group will be established with a membership reflecting the cross cutting approach required to ensure that all aspects of service delivery are covered by the group. Officers from other disciplines will be consulted during the preparation of the Asset Management Plan and it is the intention of the group that this consultation process will continue in the future.

The Corporate Property Officer will chair the Asset Management Group. This group will have the responsibility for the development and implementation of the asset management plan. The membership of the Group will consist of the following Members and Officers: -

Officers

Leisure Services Manager
Property Services Manager
Head of Community & Housing
Head of Financial Services
Head of Regeneration
Principal Accountant (Capital)

Members

Portfolio Holder for Finance and Resources
Portfolio Holder for Access and Property Management

The composition of the group ensures there is an integral involvement in the process of all key service areas in the authority represented by Officers at an appropriately senior level and establishes clear reporting lines to a strong corporate centre.

The terms of reference and responsibilities for the Asset Management Group seek to reflect the changing corporate and service needs of the service and will continue to be reviewed. The terms of reference are as follows: -

- *To establish and ensure ongoing strategic direction to the use of capital assets / resources including the continued development of the Council's Capital Strategy and Asset Management Plan in line with DCLG guidance*
- *To identify, co-ordinate and prioritise demands for expenditure on land and buildings;*

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- *To review and develop the Capital programme and monitor its implementation;*
- *To assess the efficiency and effectiveness of financial resources deployed in existing land and buildings;*
- *To evaluate all current and completed capital projects;*
- *To recommend a programme of action to the Corporate Management Team and Cabinet for approval.*

Responsibilities of the Group are as follows: -

- *To identify demand for capital and property resources from: -*
 - *Service Plans and Authority wide objectives*
 - *Best Value Reviews*
 - *Corporate initiatives*
 - *Partnership and Community Projects*
 - *Property Reviews*
 - *Efficiency Savings through the Gershon Review*
- *To appraise options for and prioritise capital funding bids based on an agreed methodology using agreed selection criteria related to corporate objectives and priorities;*
- *To ensure that property assets meet the operational and financial needs of the Council through regular reviews, acquisitions and disposals;*
- *To produce performance information to monitor effectiveness of the processes and the effectiveness of asset performance;*

The group to meet quarterly.

The inclusion of the Head of Housing and Community on the group is considered to be of particular importance to ensure that the Asset Management Plan and the Housing Revenue Account Business Plan can be more easily co-ordinated. A number of properties that serve the community, such as shops situated under flats etc., are included in both the Housing Business Plan and the Asset Management Plan. Liaison between the Head of Housing and Community and the Head of Property and Procurement ensures that a corporate approach will be adopted when the use and retention of such property is considered.

There are close links between the Asset Management Plan and the Housing Revenue Account Business Plan. Both consider the condition of Council assets and the investment required if they are to be retained. The Business Plan documents the financial challenges the Council must resolve if it is to meet the Decent Homes targets for Council owned housing by 2010 and for longer term viability. The Business Plan draws attention to the need to release surplus Housing Revenue Account land and property where possible and to use the capital receipts generated from Right to Buy Sales to achieve the Decent Homes Standard. The Stock Option Appraisal has been completed and the decision taken for retention. The Housing Revenue Account Business Plan has been changed to reflect this.

The inclusion of the Principal Accountant on the group provides a direct link to the Capital Strategy. The Terms of Reference for the group will be set with due consideration of the latest edition of DCLG guidance.

Stakeholder Consultation

The ongoing review process will be used as a means of identifying future service property requirements. Service providers/stakeholders will be required to report upon the extent to which the properties in which they have an interest fit with the corporate objectives and future needs of the Council. They will be requested to comment on the appropriateness of the property to the service needs of the Council and asked to consider alternative property or sharing an alternative property. The information will be collated and fed back into future Asset Management Plans to assist in the review of current property strategy.

The Council has consulted with the Trust that has been formed to manage the Council's Leisure Centres. Information provided by the Trust in respect of some aspects of the layout of one of the facilities has led to changes being made to meet their requirements. The Council continues to work in partnership with the trust to ensure effective management of these facilities.

The Council will also need to carefully and critically examine government proposals to transfer assets to local communities, known as the Third Sector. This envisages local authorities acting in a proactive way, transferring the freehold of selected land and buildings to local voluntary bodies to provide a service to revitalise communities. The government has set up pilot schemes to trial these proposals. It should be noted that the Council is already involved with local voluntary bodies about finding more efficient ways of providing what the community wants.

Partnering

This Council is working in a number of service areas to develop shared services within the East Kent cluster of local authorities involving Dover, Canterbury, Shepway and Thanet. An early example of this is the joint arrangement hosted by Dover for the provision of internal audit services.

Data management

The Council's Property Portfolio has been updated and the properties have been organised into the CIPFA categories recommended by the Single Capital Pot Guidance 2002.

The benefit of a common, cross service property terrier database was identified and the Logotech software package was acquired in March 2003. This has provided an opportunity to amalgamate information contained in the Council's Asset Register, the Valuation Portfolio and the Insurance Portfolio in an attempt to provide common property descriptions and to assign Unique Property Reference Numbers.

The Asset Register maintained by the Accountancy Team has been identified as the core set of data, which includes both Housing and Corporate property. The portfolio of properties contained within the Asset Management Plan has been compiled in liaison with the Accountancy Unit to ensure that there is compatibility between the databases.

The Council is currently investigating the possibility of using the National Land and Property Gazetteer System (NLPG), linked through the Council's GIS mapping system. The Gazetteer will be cross-referenced electronically to the existing Council unique property reference numbers so that external users will be able to identify assets using the Gazetteer.

Property Services' property Terrier Database was expanded to enable information to be collected and stored in spreadsheet format, in respect of condition, priority and cost of repairs and maintenance. Information is already held containing acquisition, leasing and other legal data; asset valuations etc.

Information contained within the Terrier Database is randomly tested against other records held by the Council to ensure that it is valid.

Best Value and Service Reviews that have an impact on property management, which have been carried out by other officers in the Council, have been considered and incorporated into the Terrier Database.

It was accepted that it would be beneficial if the Terrier Database could be linked to the GIS MapInfo mapping system used by the Council. Approval was obtained from elected Members to incorporate Terrier information into the GIS MapInfo. The ability to allow property information to be linked to the GIS MapInfo and for site plans from the GIS MapInfo to appear in a window within individual property data screens is still being investigated.

It is critical that the Terrier Database is maintained and updated regularly if it is to have any relevance. The nomination of specified officers responsible for the input/amendment of data will enable all users to benefit from the latest information.

The Housing Revenue Account data has been inputted onto a separate database, as the ability of the Terrier Database to handle term maintenance was considered insufficient for the Council's purposes. Anite is able to handle the immediate needs of reactive and longer-term planned maintenance. Each property has a unique property reference number, which is common to Anite and Logotech. It is anticipated that in the near future, the Land and Gazetteer System will allow links with all other Council databases.

Disability Discrimination Act

It should be noted that not all operational properties are DDA compliant and given the historic nature of the Council's buildings total, compliance is unrealistic.

Planned Maintenance

The Corporate Property Officer will maintain a 10-year Planned Maintenance Programme, which will roll forward every year and be amended to reflect work already carried out, or properties disposed of.

The Planned Maintenance Programme will grade each building from 1 to 5. Grade 1 will reflect those important buildings such as area offices, which will be maintained to a high standard; grade 5 will reflect buildings, which have little or no future value to the Council and will be kept wind and watertight only.

The aim of the Planned Maintenance Programme is to provide well maintained facilities and;

- To maintain buildings in accordance with manufacturers advice, Health and Safety, statutory requirements and good practice.
- To undertake planned preventative maintenance where performance or service could be seriously affected if repair work is not carried out.
- To undertake breakdown repairs quickly to ensure loss of service is kept to a minimum.
- To ensure energy efficiency of plant and services is always evaluated when renewing or repairing plant.
- To undertake works on time and within budget.
- To use environmentally friendly sustainable materials wherever possible.
- To use local labour/firms, where possible, in accordance with the procurement policy.
- To reduce the running costs of facilities.

It is clear that within its initial resources that the Council has a challenge to meet its maintenance demands and the Planned Maintenance Programme aims to focus on some of the issues required to meet this gap. In particular, the additional revenues created by the sale of assets would potentially be a source of additional funding for reinvestment into the remaining stock.

Performance Management Monitoring and Information

It is proposed to adopt the new National Property Indicators proposed by the Association of Chief Corporate Property Officers in Local Government (COPROP), which have been endorsed by the ODPM.

The new indicators have been developed to provide standard assessment methodologies for sufficiency, suitability, condition and environmental impacts of property. It is recognised that the definitions will improve the reliability and validity of inter-authority comparisons. Whilst there is no requirement for local authorities to submit property performance data to the DCLG, the use of property performance indicators is recommended as a valuable means of measuring and comparing the Council's performance in asset management.

The indicators on which data will be collected are as follows: (Information to be collated at the end of the financial year.)

National or Local Indicator & Reference Number	COPROP Property Performance Indicator Description	2007/2008 Actuals	2008/09 Target
Condition & Required Maintenance			
1A	% Gross internal floor-space in condition category A % Gross internal floor-space in condition category B % Gross internal floor-space in condition category C % Gross internal floor-space in condition category		

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National or Local Indicator & Reference Number	COPROP Property Performance Indicator Description	2007/2008 Actuals	2008/09 Target
	D		
1B	Required maintenance by cost expressed: (i) as total cost in priority levels 1-3, (ii) as a % in priority levels 1 (iii) as a % in priority levels 2 (iv) as a % in priority levels 3 (iii) Overall cost per square metre GIA.		
1C	Annual percentage change to total required maintenance figure over previous year.		
1D	(i) total spend on maintenance in previous financial year, (ii) total spend on maintenance per square metre GIA, (iii) Percentage split of total spend on maintenance between planned and responsive maintenance.		
(National Indicator) Environmental Property Issues			
2A	Energy costs/consumption (gas, electricity, oil) – to be reported by property category in £ spend per m ² GIA and by kWh per m ² GIA.		
2B	Water costs/consumption – to be reported by property category in £ spend per m ² GIA and by volume m ³ per m ² GIA.		
2C	CO ₂ emissions – to be reported by property category in tonnes of carbon dioxide per m ² GIA.		
Suitability Surveys			
3A	% of Portfolio by GIA sq.m., for which a Suitability Survey has been undertaken over the last 5 years.		
3B	Number of properties, for which a Suitability Survey has been undertaken over the last 5 years.		
(Local Indicator) Building Accessibility Surveys			
4A	% of Portfolio by GIA m ² , for which an Access Audit has been undertaken by a competent person.		
4B	Number of properties, for which an Access Audit has been undertaken by a competent person.		
4C	% of Portfolio by GIA m ² , for which there is an Accessibility plan in place.		
4D	Number of properties, for which there is an Accessibility Plan in place.		

Key Issues and Areas for Change and Development

The Council is conscious that its strategy can only be effective if proper mechanisms for determining priorities, for achieving maximum efficiency, and for measuring outcomes, are in place.

With this in mind, extensive revisions have recently been made to the processes and documentation to ensure that:

- A full evaluation is made and considered of every proposal for capital expenditure which examines its relative needs and merits and its priority in satisfying corporate objectives.
- Once approved, a fully documented method of project management is employed so that maximum efficiency is targeted.
- Progress reports are prepared and presented throughout the duration of the project, and post implementation studies are prepared after completion.

Key areas for change/ investment are:

- Need to continue to challenge asset use, suitability, location, retention & sustainability
- Continue to modernise office standards and investigate flexible working.
- Continue to improve accessibility, particularly for the disabled
- Pursue opportunities for joint use with other authorities
- Invest to upgrade premises to upgrade maintenance deficit
- Health and Safety and security

Action Plan

The Asset Management Action Plan included at **Appendix A** sets out the agenda for the development of the Council's Corporate Property Strategy over the next three years.

The Action Plan details the actions to be taken to put these strategies into effect during the next three years as the Council seeks to respond to the challenge set by the Single Capital Pot Guidance.

Monitoring and Evaluation

This Corporate Asset Management Plan will be reviewed annually and rewritten every 5 years. Regular performance monitoring and review conducted through the Corporate Management Team with members and officers.

Asset Management Action Plan 2008 to 2013

Key strategies and associated actions

APPENDIX A

Asset Management Action Plan 2008 to 2013

Asset Management Action Plan 2008 to 2013

Key strategies and associated actions

Action Code	Description	Outcome	Timescale	Action
KS1; Ensure effective political leadership with regards to procurement.				
KS1.1	Involve members in the development of the new strategy.	Members aware of current national agenda.	April 2008	R Walton
KS1.2	Appoint a Portfolio Holder with clear responsibility for Property Management.	Member champion appointed to act as leading voice on all property matters.	Completed	Cabinet
KS1.3	Arrange for member training in Property Management issues.	Members understand all asset management key issues.	Ongoing	R Walton
KS1.4	Ensure that Council adopts new Corporate Property Strategy in line with DCLG Guidance and corporate objectives.	Clear policies adopted in line with current initiatives.	Corporate Property Strategy to be approved March 2008	R Walton
KS1.5	Amend Constitution to provide clear lines of management with regard to Property Management at Officer level and to ensure Standing Orders support new Strategy.	Constitution supports the aims and objectives of the Property Strategy.	Ongoing	Legal/ Property Services
KS2; Develop clear management policies for procurement.				
KS2.1	Carry out critical property review across the whole portfolio that contributes towards Council objectives	Rationalise property holdings and develop disposals programme	September 2008 & ongoing	R Walton
KS2.2	Periodically review the Asset Management Plan to ensure that the Council's property assets are utilised in such a way that their full potential is realised in respect of supporting the service delivery and achievement of the Council's objectives	Maximise use of property assets	Ongoing	Property Services

Asset Management Action Plan 2008 to 2013

Key strategies and associated actions

Action Code	Description	Outcome	Timescale	Action
KS2.3	Develop a system of incentives for rationalising property for disposal	Potential increase in numbers of properties being declared surplus to requirements	October 2008	R Walton
KS2.4	Develop a long term strategy to sustain the Council's property assets in relation to changes in the Council's needs and objectives	Timely response to future changes	Ongoing	R Walton
KS2.5	Ensure that the Council's Capital Strategy and Asset Management process enable the Capital Programme to deliver the Council's corporate objectives	Provision of adequate financial and property management resources to assist in the delivery of the Council's corporate objectives	Ongoing	R Walton
KS2.6	Utilise the Council's existing project management procedures to ensure that future Council projects are delivered on time, within budget and to the satisfaction of the relevant Service Manager	Satisfactory completion of Council projects in line with aspirations and expectations	Ongoing	Property Services
KS2.7	Maintain and update a Corporate Property database which records the Council's ownership, use, running costs and performance indices	Property data easily accessible from central up to date source	Ongoing	Property Services
KS2.8	Promote throughout the Council, the strategic importance of property assets in support of service delivery	Increased awareness of property importance leading to improved service delivery	Ongoing	R. Walton
KS2.9	Promote the development of Service Asset Management Plans to cover sufficiency, suitability and running costs, future needs and the identification of future surplus assets	Increased awareness of service related asset management leading to improved service delivery	April 2009 & ongoing	R. Walton
KS2.10	Promote the development, at Service Management level, of space utilisation, monitoring, standards and improvement targets	Increased awareness of performance measurement leading to improved service delivery	April 2009 & ongoing	R. Walton

Asset Management Action Plan 2008 to 2013

Key strategies and associated actions

Action Code	Description	Outcome	Timescale	Action
KS2.11	Promote the development, at Service Management level, of alternative working methods, including hot-desking, home-working etc., and the use of information communications where applicable	Reduction in manning levels within offices to free up office space for alternative uses	April 2009 & ongoing	R. Walton
KS2.12	Promote the development, at Service Management level, of property related Best Value Service Reviews	Increased awareness of impact of property utilisation in Service Reviews	Ongoing	R. Walton
KS2.13	Promote the use, at Service Management level, of utilising freehold accommodation, unless the use of leasehold accommodation can clearly demonstrate a financial or service delivery advantage	Provision of services from most viable choice of accommodation	Ongoing	R. Walton
KS2.14	Investigate the possibility of providing services from shared use accommodation by 'joining up' with other local public service providers	Reduction in cost of service provision arising from shared responsibilities for building maintenance, heating etc	Ongoing	R Walton
KS2.15	Promote the joint use of existing community facilities	Reduction in cost of accommodation arising from shared responsibility for building rent, maintenance, heating etc.	Ongoing	R. Walton
KS2.16	Re-examine stock condition surveys for the property portfolio surveyed by Hale Associates in 2003 including properties not originally surveyed	Update stock condition survey data and refine valuation of backlog of repairs	April 2009 & ongoing	Property Services
KS2.17	Complete Disability Discrimination Act surveys, develop programme of work and implement	Compliance with requirements of Disability Discrimination Act	Ongoing	R Walton

Asset Management Action Plan 2008 to 2013

Key strategies and associated actions

Action Code	Description	Outcome	Timescale	Action
KS2.18	Develop programme of inspections in respect of the Control of Asbestos at Work Regulations	Compliance with requirements of the Control of Asbestos at Work Regulations	Ongoing	Property Services
KS2.19	Carry out maintenance work through Capital Works projects where appropriate	Well maintained property portfolio available for accommodation	Ongoing	Property Services
KS2.20	Ensure that all properties providing accommodation comply with all current Health & Safety, Fire Regulations and other property related legislation	Provision of accommodation that is safe and accessible	Ongoing	Property Services
KS2.21	Produce annual Investment Property Budgets and agree rental target income with the Finance Section	Provision of performance base to assist monitoring	Annually	R. Walton
KS2.22	Charge full market rents for all let properties unless a specific Council policy exists to enable an alternative arrangement	Maximise income from property available for letting	Ongoing	Senior Valuer
KS2.23	Review property investment portfolio to ensure that the financial return from investment and surplus properties is maximised to meet the Council's corporate requirements.	Maximised income from investment and surplus property portfolio	Ongoing	Senior Valuer
KS2.24	Carry out all rent reviews and lease renewals in accordance with Landlord and Tenant legislation and lease terms in a reasonable timescale	Compliance with relevant legislation and terms of existing leases	Ongoing	Senior Valuer
KS2.25	Minimise voids wherever possible by suitable marketing	Maximise income from property available for letting	Ongoing	Senior Valuer
KS2.26	Monitor financial stability of potential and existing tenants and monitor rent arrears. Take appropriate action to recover arrears if they occur	Potential reduction in rent arrears and provision of means of checking that tenants will be able to fulfil their obligations	Ongoing	Finance

Asset Management Action Plan 2008 to 2013

Key strategies and associated actions

Action Code	Description	Outcome	Timescale	Action
KS2.27	Monitor performance of properties and consider them for improvement or disposal where appropriate	Retention of investment property with good levels of return	Ongoing	Senior Valuer
KS2.28	Ensure that the properties are adequately maintained where they are the Council's responsibility and monitor maintenance of properties where tenants are responsible	Retention of well maintained investment portfolio	Ongoing	Property Services
KS2.29	Continually review property management procedures and utilise new technology to improve on service delivery	Provision of economic, effective and efficient service	Ongoing	R. Walton
KS2.30	Monitor tenancy occupation to ensure that terms of the agreements are being met.	Potential reduction in enforcement action	Ongoing	Senior Valuer
KS2.31	Ensure that the Council's Equal Opportunities are followed in respect of the letting and management of property	Provision of accessible services to all and potential reduction in claims from property users	Ongoing	Senior Valuer
KS2.32	Promote the use of non-operational property assets, where appropriate, to assist in regeneration	Increase market confidence and encourage regeneration	Ongoing	R. Walton
KS2.33	Maintain a record of all surplus/vacant property on the Corporate Property database	Easily accessible list of properties available for disposal or letting	Ongoing	Senior Valuer
KS2.34	Utilise Asset Management process to identify surplus property at the earliest opportunity	Reduction in abortive cost maintaining property that is surplus to the Council's requirements	Ongoing	Senior Valuer
KS3; Ensure economy and efficiency in purchasing decisions.				
KS3.1	Periodically review the property maintenance budget to ensure that sufficient provision is made to maintain the properties to a sufficiently high standard to enable them to remain fit for use	Buildings remain in high standard of repair and contribute to the provision improved services	Ongoing	Property Services

Asset Management Action Plan 2008 to 2013

Key strategies and associated actions

Action Code	Description	Outcome	Timescale	Action
KS3.2	Revalue the Council's property assets over 5 year cycle in accordance with CIPFA requirements	Satisfactory compliance with CIPFA requirements	Ongoing	Senior Valuer
KS3.3	Revalue the Council's Property Insurance Portfolio over a 3 year cycle to ensure that the assets are adequately insured	Provision of up to date insurance valuations to ensure adequate cover in the event of a claim	Ongoing	Property Services
KS3.4	Review rating assessments on a 5 year rolling programme and ensure that appeals are submitted and pursued where appropriate	Reduction in excessive rating payments, freeing up finance for alternative use	Ongoing	Senior Valuer
KS3.5	Agree target capital receipts programme with Finance Section	Provision of performance base to assist monitoring	Annually by November ongoing	Senior Valuer
KS3.6	Obtain best consideration for surplus property, in accordance with Section 123 of the Local Government Act 1972, unless it may be disposed of for less than best consideration in accordance with the General Disposal Consent 2003	Maximise income from property disposal or where sold for less than best consideration, contribute to the Council's community strategy	Ongoing	Senior Valuer
KS4; Involve stakeholders in procurement process.				
KS4.1	Develop the role of 'informed client' to ensure that the roles and responsibilities of Service Managers in respect of day-to-day operational management are improved. The Asset Management Working Group will provide a strategic lead to improve corporate management of the assets	More effective use of property resources	Ongoing	Property Services
KS4.2	Involve Town and Parish Councils more in the provision of local services	Provision of services at a more local level reflects the needs of the local community	Ongoing	Property Services
KS4.3	Involve local voluntary groups more in the provision	Provision of services at a more	Ongoing	Property

Asset Management Action Plan 2008 to 2013

Key strategies and associated actions

Action Code	Description	Outcome	Timescale	Action
	of local services	local level reflects the needs of the local community		Services
KS4.4	Carefully examine government proposals for transfer of selected assets to local communities (the Third Sector)	Establish whether selective transfer of assets to local communities is in the best interests of all	April 2009	R Walton
KS5; Encourage a learning ethos within the Council and ensure that managers and staff have relevant skills.				
KS5.1	Arrange for manager & staff training in Property Management issues.	Managers & staff understand asset management key issues	April 2009	R Walton
KS5.2	Consult with managers & staff on a regular basis	To ensure that corporate property decisions are made in consultation with those closely involved in providing the service	Ongoing	Property Services
KS5.3	Arrange for E_Learning library to be updated regularly to allow ongoing staff training	Maintain staff awareness of property issues	Ongoing	Property Services

Asset Management Plan: Appendix B: Maintenance Backlog

Maintenance works to the Council's corporate properties are undertaken in accordance with a 10 year planned maintenance programme, which was established in 2005. This was produced following detailed inspections of all of the Council's property assets and sought to ensure that a planned approach was taken to managing the routine cyclical works needed to maintain the Council's property assets. The programme does not include significant enhancements or improvements to facilities although clearly by undertaking regular maintenance the overall quality of the Council's property assets will be progressively improved.

The backlog of repairs since the commencement of the 10-year Planned Maintenance Programme in 2005 is as set out below.

PLANNED MAINTENANCE PROGRAMME EDITION	10 YR PROGRAMME FROM	10 YR PROGRAMME TO	REPAIR BACKLOG
Edition 1	2005/06	2014/15	£0.00
Edition 2	2006/07	2015/16	£363,994.00
Edition 2	2007/08	2016/17	£777,966.00
			£1,141,960.00

The total budget requirement to meet the maintenance needs set out in the 10 year programme from 2006/07 to 2015/16 currently stands at £8,958,509.00 (Say £9m). This budget requirement is likely to increase given current inflation rates within the construction industry.

It should be emphasised that when establishing a maintenance plan there is a need to forecast the likely lifespan of all the key building elements relating to both the building fabric and its fixtures and decorations. As the plan progresses there is a need to review maintenance priorities as say carpets or decorations are found to have lasted longer than forecast. The maintenance plan will be reviewed during 2008/09 to recast the programme taking into account identified changes in disposal/ services criteria, those works not undertaken and also to review cyclical maintenance needs. This work is already underway and revisions identified to date have already substantially reduced the maintenance needs in a revised 10 year programme. The aim in the coming months will be to develop an affordable programme to maintain the Council's corporate properties.

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