



# CORPORATE ASSET MANAGEMENT PLAN

2006 - 2011

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# CORPORATE ASSET MANAGEMENT PLAN 2006 – 2011

## 1. PURPOSE

The main aim of the Corporate Asset Management Plan (AMP) is to ensure that the Council only holds property assets that are required in direct or indirect support of service priorities and corporate objectives, and that these are managed efficiently and effectively to demonstrate good use of resources and value for money.

A key product of the AMP is a medium term action plan to drive up the performance of assets and provide a forward planning framework for investment and disposals to continuously reshape the Council's asset portfolios in response to corporate objectives, challenges, opportunities and changing needs.

The AMP also provides a strategic framework for future decision making and planning by providing the policy context for asset management together with the tools and techniques to challenge current use and performance of assets and an analysis of the priorities, emerging changes, service needs and best practice guidance.

The AMP is closely linked to the Council's Capital Strategy which sets out the approach for optimising available capital resources to maximise support for the corporate objectives and service priorities. As well as providing an assessment of needs for the capital programme, the AMP provides a means for integrating revenue consideration in respect of asset investment plans through use of whole life costing and focusing on the financial performance of assets in terms of operating costs.

Having previously reviewed the AMP with a view to meeting the requirements of the Audit Commission on Use of Resources, the aim now is to build on the approach to corporate management to achieve stepped changes in the way that assets can help the Council realise the Community Strategy aims. To achieve this, the following key components have been developed:

- Corporate Asset Policy to set out the vision for assets, objectives and key policies for holding and deploying assets in the future.
- Corporate Property Strategy to set out the Council's general approach to implementing the Corporate Asset Policy.
- Identifying the relevant and significant factors (internal and external) that affect or may affect asset planning and management
- Establishing priorities and short and long term action plans for continuing improvement of asset management across the Council

## 2. ASSET BASE

### 2.1 Summary

The Council's asset register includes a wide range of operational land and buildings illustrated in the list below. In addition there are also some non-operational buildings comprising mainly commercial premises. Other assets included in the register relate to infrastructure, vehicles and equipment.

Asset type	No. at 31/3/06	Asset type	No. at 31/3/06
Council dwellings	16,714	Play Centres	9
Garages	2,374	Coroner's Court	1
Administrative buildings	23	Children's Homes and Hostels	3
Under 5's Centres	4	Homes for Older People	5
Primary Schools	43	HALS/Youth buildings	1
Secondary Schools	8	Day Centres for Older People	4
Homes for People with Learning disabilities	3	Day Centres for People with Disabilities/Mental Health problems	5
Sports & Leisure Centres	4	Allotments (plots)	1,647
Libraries	9	Depots	4
Community Buildings	42	Parks, Recreation Grounds and minor open spaces	167
Cemeteries & Crematoria	3	Museums	1

The value of premises related assets at end of March 2006 was £1,338m as follows:

	£m
Housing assets	1,074
Land and buildings* (operational)	230
Non-operational buildings (e.g. commercial)	34
	<b>1,338</b>

\*The buildings element of the asset register is re-valued on a five year rolling programme.

### 2.2 Planning and Assessment

**Housing stock** Following a condition survey undertaken in 2003 and a five year plan for bringing stock up to the Decent Homes Standard (total cost estimated at £308m) is being implemented through Homes For Haringey. Needs assessment and suitability are being addressed through the HRA Asset Review. A bid for the required additional resources is being submitted to the Government at the end of July 2006.

**School Estate** There is a separate detailed Asset Management Plan for school buildings, which includes sufficiency, suitability and condition assessments. This was formally approved by the DfES 2004. Regular annual downloads of updated information are made to the DfES in accordance with their requirements.

### Primary School Estate

The most recent condition survey of the primary schools estate was undertaken across 2004 and 2005 following a production of CAD floor plans from measured surveys. Asbestos (type 2) surveys were undertaken in 2005 and necessary immediate works carried out. Resurveys are being undertaken this year to those schools.

The primary estate AMP informs the annual capital investment programme. Currently all Priority 1 / Grade D condition works (the most urgent / life expired) have been completed along with the higher Priority 2 / Grade C major defects.

There are however, 2,998 Priority 1 and 2 Grade C defects across the estate which have yet to be rectified. These Grade C defects (Priorities 1 and 2) have a total repair cost of around £8.9m.

The Capital Strategy identifies a £32m resource gap in terms of total need.

### Secondary School Estate

The PFI addressed condition works across the secondary estate so only two secondary schools (St Thomas More and John Loughborough) had condition surveys in 2004 and asbestos surveys in 2005. The Building Schools for the Future (BSF) programme will be addressing suitability issues across the secondary estate coupled with any outstanding condition works. There is a 1,200 pupil 6<sup>th</sup> Form Centre under construction in Tottenham which will open in September 2007 as part of the BSF programme.

Total need is £230m with a current established funding gap of £45m.

**General Portfolio** Surveys of some 150 buildings have recently been completed. The estimated cost of bringing these up to an acceptable standard is in the region of £5m. Evaluation and prioritisation of work is underway whilst taking account of the future plans or prospects for these properties alongside building maintenance priorities.

## **3. CORPORATE ASSET POLICY**

The Council's vision is to "improve the quality of life for everyone in the borough .." and the Community Strategy sets out a vision to "measurably improve the quality of life..".

Physical assets such as dwellings, schools, residential homes community centres, libraries, day centres are all an integral part of delivering services, improving the quality of life and well being of the people of Haringey.

The overriding policy aim is to **only hold assets that are required for immediate service delivery or contribute to the achievement of corporate objectives and priorities in the longer term**. Such assets, whether or not owned by the Council, must be effectively managed in order to contribute to the achievement of the vision and corporate objectives.

***To provide property assets which are in good condition, fit for purpose and in appropriate locations to support good quality, accessible services representing value for money.***

The general objectives for all assets owned or held by the Council is that they should:-

- Make a positive contribution to the Council's corporate objectives and service priorities.
- Be fit for purpose and in good condition, so that uninterrupted services can be provided from them in an environment which is comfortable for customers and staff.
- Be suitable and sufficient for the purpose for which they are being used in terms of the size, type and layout of accommodation and accessibility.
- In locations to allow customers to access the service and staff to deliver it, including electronic access to services.
- Be legislatively compliant in relation to health, safety and access for people with disabilities.
- Provide flexible spaces that can be economically adapted to adjust to changing service needs, including sharing with partner agencies.
- Demonstrate value for money in terms of a balance between efficiency in operation, running costs and long term sustainability.
- Be exemplars of sustainable development where new or extensively refurbished and managed in accordance with environmental policy
- Able to contribute positively to the immediate environment, particularly where there is a need for physical regeneration in the locality.
- Able to convey a positive image of the Council and the services being provided.

In addition, assets not held for direct service delivery, such as those let for commercial use or held for use by community groups, should:-

- Produce maximum income for the Council or otherwise through their usage, make a contribution to the social or economic well being of the borough
- Be retained if they have strategic importance such as the potential to influence physical and economic regeneration.

Based on the above asset objectives there is now a need to formalise and implement a policy of corporate management of assets;

- All Council assets are corporately owned and subject to corporate policies regardless of the management arrangements.
- Decisions on acquisitions, disposals and changes in operational use of all assets require corporate approval.
- Proceeds from disposals of assets to be allocated in accordance with existing policy included in the Capital Strategy.
- Allocation, occupation and use of all assets should be in accordance with corporate standards.

- Use and performance of all assets should be measured and reported in accordance with corporate standards.

#### 4. CORPORATE PROPERTY STRATEGY

The Council has already adopted a corporate asset management and review function with the Executive Member for Finance taking responsibility for developing the portfolio and sponsoring all the key decisions.

The Head of Corporate Property develops corporate policies and actions in conjunction with the Assets Strategy Board which is made up of senior managers from each department as well as the Heads of Corporate Finance and Corporate Procurement to ensure clear links with these functions. The current governance, accountability and decision making process are described in Appendix A.

In order to develop the policy framework more fully and to achieve the corporate property objectives the following strategic initiatives are incorporated within the action plan:

- Establish a **corporate landlord and tenant** relationship with all service operational properties held corporately and occupied by service departments on the basis of agreed service level agreements;
- Measure **performance of assets** by developing indicators and benchmarks to drive up performance by targeting improvement plans;
- Develop and implement a **strategy to reduce the maintenance backlog** and ensure compliance based on a risk management approach;
- **Challenge the use of assets** to ensure that they remain relevant to service priorities and are deployed to meet corporate objectives through a programme of property and portfolio reviews;
- Provide a catalyst for cross department and multi agency service integration by establishing **area based service and property reviews**;
- Establish medium term and annual **disposals targets** to drive opportunities for rationalisation, maximising capital receipts, sharing assets, and;
- Adopt a pro-active approach to **land and property developments** aimed at realising maximum value and meeting the social and economic regeneration needs of Haringey.

These processes and initiatives will be integrated within the Council's corporate planning and budgetary framework so that the Corporate Assets Strategy can be effective in ensuring that our use of resources and performance remain focussed at meeting corporate priorities.

## 5. STRATEGIC CONTEXT

The overall use, planning and management of the Council's assets is guided and influenced by a number of factors:-

### 5.1 The Community Strategy and the Council's Key Priorities

From the agreed statement of objectives in the Community Strategy the Council has identified the following key priorities:-

- Better Haringey (largely environmental improvements)
- Raising educational achievement
- Building safer and stronger communities
- Achieving excellent services
- Putting people first (including regeneration initiatives)

The Council's assets contribute to achieving community strategy priorities through:-

- Effective supply and efficient use of assets;
- Providing suitable environments to support quality services;
- Deployment in economic/regeneration schemes or schemes of environmental benefit;
- Providing premises for local business/community initiatives and partner agencies;
- Provision of investment funding through release of value from the assets.

The Community Strategy is currently under review and is scheduled to be agreed in April 2007. The Asset Management Plan will be updated to reflect the revisions next year.

### 5.2 Other Local Strategies and Plans

Unitary Development Plan

Capital Strategy

Service asset plans and strategies including:-

- Children and Young People Plan 2006 - 2009
- Children's Service Asset Management Plan
- Homes For Haringey Asset Management Strategy
- HRA Asset Review
- Residential Care Strategy
- Accommodation Strategy
- Parks Asset Improvement Programme
- Highways Asset Management Plan/Local Implementation Plan (Transport)

### 5.3 Legislative Changes and Government Priorities

The following are of particular relevance currently:-

- Education White Paper: “Higher Standards Better Schools”
- Comprehensive Spending Review and efficiencies required following Gershon review
- Government agenda for obtaining value for money and releasing value from assets, including possible targets for disposals

### 5.4 Modernising Services and Service Delivery

Affecting the Council’s requirements in respect of asset type, location and capacity

- New ways of accessing services, particularly through web and e-government and the development of Customer Services.
- New and flexible ways of working (e.g. mobile working).
- Structural and organisational change.

### 5.5 Partnership working

- Increasing the scope for utilising assets and delivering services in conjunction with partner agencies.
- Working with RSL’s to address social housing need.
- Opportunities to develop assets in conjunction with the private sector.

## 6. KEY PRIORITIES

Asset Management Plan priorities emerge from examining the Council’s priorities in the context of key asset management principles as follows:-

<b>Sufficiency</b>	The right capacity, supply and flexibility in the overall portfolio to meet needs.
<b>Suitability</b>	The right buildings in the right locations and with the right facilities to support high quality services
<b>Condition</b>	Buildings in good physical condition which are fully accessible and comply with statutory and regulatory requirements
<b>Efficiency</b>	Buildings which are cost effective to run, conform to environmental policies and are viable over the longer term.



In terms of the Council's key objectives, current priorities are:-

PRIORITY	OUTCOMES
<b>RAISING EDUCATIONAL ACHIEVEMENT</b>	
Enhancement of opportunities and life chances for young people.	<ul style="list-style-type: none"> <li>• A current bid through BSF of £165m programme of improvements and investment in secondary schools including provision of a new school.</li> <li>• Creation of new 6<sup>th</sup> form college.</li> <li>• Expansion of primary school provision.</li> <li>• Development of local Children's Networks</li> </ul>
<b>PUTTING PEOPLE FIRST - REGENERATION</b>	
Utilisation of council-owned assets in support of the wider regeneration strategy for Haringey.	<ul style="list-style-type: none"> <li>• Surplus or semi-derelict sites put back into productive use.</li> <li>• Local economic and environmental regeneration.</li> <li>• Through inward private investment, securing the future of historic buildings which have become surplus to the Council's needs.</li> </ul>
<b>ACHIEVING EXCELLENT SERVICES</b>	
Maximising the benefits from portfolios by ensuring they are deployed and managed to best effect in line with Council's objectives.	<ul style="list-style-type: none"> <li>• Community Buildings and Commercial portfolios to be reviewed to build capacity for economic and community benefits.</li> </ul>
Maximising the efficiency and use of buildings in support of service delivery.	<ul style="list-style-type: none"> <li>• Establishment of a single framework for the management of building assets under the control of Corporate Property Services.</li> <li>• Consistent standards for building management and use.</li> <li>• Cost effective and compliant buildings.</li> <li>• Co-ordinated and prioritised rolling programmes for condition survey, repair and maintenance.</li> </ul>
<b>Information and Systems</b> Developing tools and systems to drive up asset performance.	<ul style="list-style-type: none"> <li>• Establishment of an integrated assets database which will handle a range of information including performance information.</li> <li>• Improved performance management of assets.</li> <li>• Information on assets readily available to managers across the Council and as appropriate to the public.</li> </ul>

## 7. ACTION PLANS

As well as consolidating the corporate asset management framework developed over the past two years there is now a need to set out the ambition and strategic direction for reshaping the asset portfolios over the next 5-10 years. The focus of the medium term work programme is to address the key priorities identified in this AMP by implementing the corporate assets strategy outlined above. The strategic themes and key actions for the medium term work programme are given in the following table and included in the action plan in Appendix B.

Strategic Theme	Key Actions
Corporate Asset Management – ensure asset planning and decision making are aligned with the Council’s corporate objectives	<ul style="list-style-type: none"> <li>• Assist Service Heads to embed asset management within business plans, service reviews and strategic developments.</li> <li>• Advise Members and CEMB on the asset management implications and opportunities arising from the Corporate Business Plan.</li> </ul>
Develop Corporate Landlord & Tenant model to support directorates in improving front line services, achieve improvements in asset performance and realise efficiency savings.	<ul style="list-style-type: none"> <li>• Establish corporate service level agreement.</li> <li>• Transfer management responsibility and budgets for operational assets to Corporate Property Services.</li> </ul>
Measure Performance of Assets to drive up performance and challenge use.	<ul style="list-style-type: none"> <li>• Establish the COPROP and other asset management performance indicators.</li> </ul>
Implement strategy to reduce maintenance backlog	<ul style="list-style-type: none"> <li>• Assess maintenance backlog for each building and portfolio on a five year rolling programme.</li> <li>• Establish a maintenance strategy to include annual budget bids for planned maintenance, prioritised spending plans to achieve procurement efficiencies and asset rationalisation proposals to remove uneconomic buildings from the portfolio.</li> </ul>
Challenge the use of assets	<ul style="list-style-type: none"> <li>• Undertake a programme of portfolio reviews and report on their fitness for purpose in meeting corporate objectives.</li> </ul>
Promoting multi agency service integration	<ul style="list-style-type: none"> <li>• In conjunction with the Neighbourhood service facilitate area based reviews.</li> <li>• Establish relationships with neighbouring authorities through the North London Partnership to identify opportunities for cross border service integration.</li> <li>• Develop links with other community and voluntary sector organisations to consider opportunities for sharing accommodation and promote one stop shop for local public services.</li> </ul>
Development and Disposals Programme	<ul style="list-style-type: none"> <li>• Liaise with the Head of Corporate Finance to establish realistic targets for disposals.</li> <li>• Agree annual disposals programme as part of the business planning and budget process.</li> <li>• Identify potentially surplus assets for inclusion within the disposals programme.</li> </ul>

A detailed action plan has been developed for the next 12 - 24 months to prioritise and resource key improvements. (Appendix B). This action plan will be reviewed annually in the context of the strategic direction and medium term work programme outlined above.

## **8. ASSET MANAGEMENT RESOURCES, TOOLS AND PROCESSES**

There is a range of information, processes and tools which support effective asset management, planning and use. More information is provided on these in Appendix C.

## GOVERNANCE, ACCOUNTABILITY AND DECISION MAKING

### A1 Member structures

The Community Strategy which establishes overall objectives is agreed in conjunction with the Haringey Strategic Partnership.

Member engagement in assets-related issues arises in a number of ways:-

#### **Executive and Lead Members**

The Executive approves (or recommends to Council), key strategies and plans, including the Asset Management Plan and also makes decisions on significant asset related issues identified on the Forward Plan. Where necessary, specific Member bodies are established to deal with such issues.

The Executive Members each have designated responsibilities with the Executive Member for Finance having responsibility for asset management generally.

#### **Scrutiny**

Member Scrutiny Panels examine specific issues from an agreed programme. A Scrutiny Review of Asset Management was completed in 2005, recommendations from which have been implemented or incorporated in work connected with asset-related projects.

#### **Individual Members**

At local level, Ward Councillors are involved and consulted on property specific issues affecting their local area and are also engaged through individual Member enquiries.

Member bodies are also being established which will oversee the Programme Streams described in A2 below to ensure links are maintained with political priorities.

### A2 Programme/Project Framework

The Council has an established Programme of key projects (described more fully in the Corporate Plan) which is supported by a project management methodology to ensure that all projects operate to consistent principles including:-

- Relevance to overall Council objectives
- Rigorous evaluation of objectives, scope, options, resourcing and change management implications.
- Identification and involvement of internal and external stakeholders
- Risk assessment and management throughout a project's life
- Structured control and accountability/reporting systems
- Post project review as a basis for continuous improvement

The principal Streams related to assets are, Value For Money, People First (Re-Generation) and Children and Young People. The Corporate Property Officer is a member of each of these Stream Boards, ensuring the necessary links are maintained.

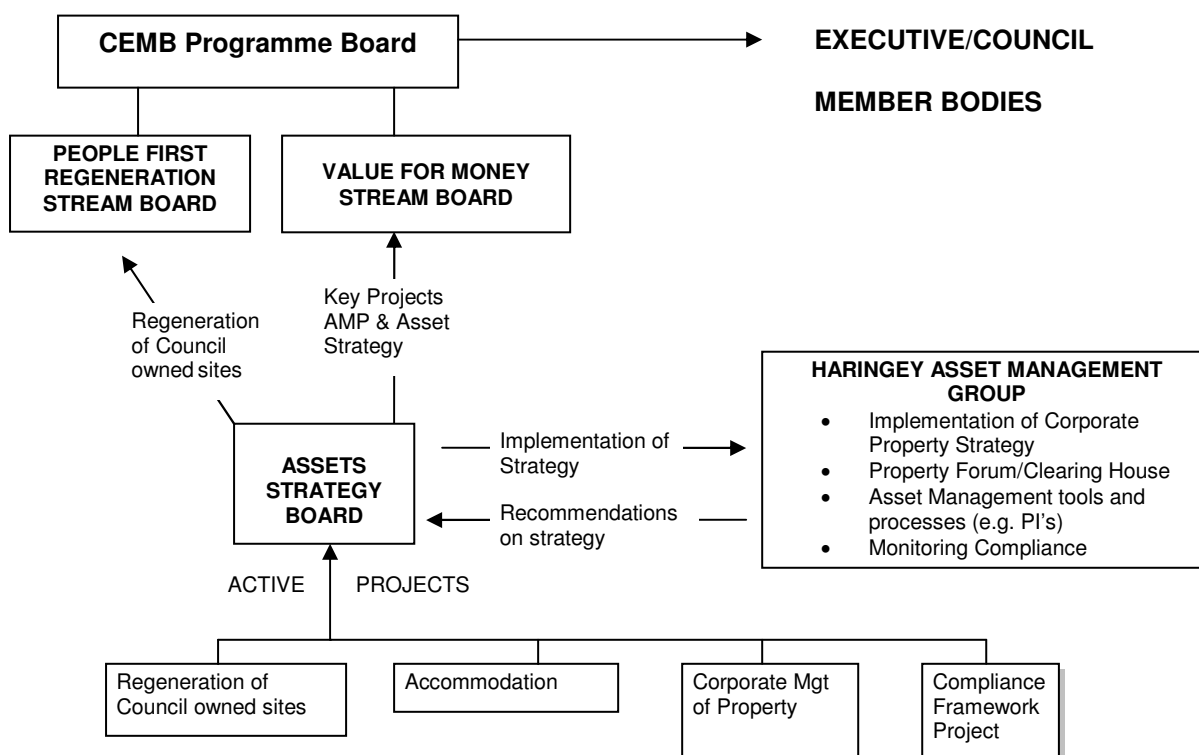
### A3 Assets Strategy Board and Haringey Asset Management Group

These two bodies sit within the Value for Money Stream and deal separately with strategy/policy aspects of assets management and implementation at practical day to day level. The Assets Strategy Board is chaired by the Head of Corporate Property Services and membership of both bodies includes relevant representatives from each stakeholder department. This provides at both strategic and management levels, a forum for addressing asset management issues, service asset plans and needs and for co-ordinating and developing asset management across the Council.

Examples of the areas covered by each are:-

<b>Assets Strategy Board</b>	<b>Haringey Asset Management Group</b>
Policy and strategy development	Efficient property management
Needs assessment and planning	Statutory and regulatory compliance
Portfolio Reviews	Implementing and developing performance measurement and benchmarking
Promoting and embedding asset management principles across the Council	Clearing house for identifying unused/surplus property and matching if appropriate to unmet needs.
Co-ordination between departmental plans (e.g. Children and Young People Plan, Residential Care Strategy)	Consultation/feedback from building users. Information on local asset management issues and service needs

The reporting structure is as follows:-



## ASSET MANAGEMENT PLAN ACTION PLAN 2006-2008

	Objective and actions	Deliverables & Outcomes	Milestones (if applicable)	By whom	Target Date(s)
<b>1</b>	<b>Corporate Asset Management – ensure asset planning and decision making are aligned with the Council’s corporate objectives</b>				
	Assist Service Heads to embed asset management within business plans, service reviews and strategic developments.	Annual Assessment	On going	Corporate Asset Manager	March 2007
	Advise Members and CEMB on the asset management implications and opportunities arising from the Corporate Business Plan.	AMP Review Report	On going	Corporate Asset Manager	March 2007
	Develop effective strategic asset management and a forward looking plan to support corporate objectives through the Assets Strategy Board.	AMP Review Report	On going	Head of Corporate Property	Review December 2006
	Develop effective corporate working through the Assets Strategy Board and Haringey Asset Management Group.	AMP Review Report	On going	Corporate Asset Manager	Review December 2006
<b>2</b>	<b>Develop Corporate Landlord &amp; Tenant model to support directorates in improving front line services, achieve improvements in asset performance and realise efficiency savings</b>				
	Establish corporate service level agreement.	Service Standards Signed SLA	Annual	Corporate Landlord Manager	September 2006
	Transfer management responsibility and budgets for operational assets to Corporate Property Services.	Executive decision		Corporate Landlord Manager	September 2006
	Ensure that the council has identified all property compliance matters and established processes and actions to develop a risk management approach to ensure health, safety and other statutory compliance by the Council.	Risk Assessment & Action Plan		Corporate Landlord Manager	March 2007

	<b>Objective and actions</b>	<b>Deliverables &amp; Outcomes</b>	<b>Milestones (if applicable)</b>	<b>By whom</b>	<b>Target Date(s)</b>
<b>3</b>	<b>Measure Performance of Assets to drive up performance and challenge use.</b>				
	Review the current asset management performance indicators and establish a framework for collecting and reporting key indicators aimed at improving the performance of assets			Business Manager	December 2006
	Explore options for extending access to the corporate property database to directorates to assist with asset management and preparation of a business case for investment			Business Manager	December 2006
<b>4</b>	<b>Implement strategy to reduce maintenance backlog</b>				
	Assess maintenance backlog for each building and portfolio on a five year rolling programme.	Analysis of condition and maintenance backlog by assets with summary for each portfolio. Evidence for budget bid	Annual review	Corporate Landlord Manager	July 2006
	Establish a maintenance strategy to include annual budget bids for planned maintenance, prioritised spending plans to achieve procurement efficiencies and asset rationalisation proposals to remove uneconomic buildings from the portfolio.	Strategy and plan Evidence for budget bid		Corporate Landlord Manager	July 2006
	Prepare and submit bids for capital and revenue budgets as part of the Budget Planning and Pre Business Plan cycle.	Evidence based budget bids resulting in new resources	Annual process	Corporate Landlord Manager  Corporate Asset Manager	Sept 2006

	<b>Objective and actions</b>	<b>Deliverables &amp; Outcomes</b>	<b>Milestones (if applicable)</b>	<b>By whom</b>	<b>Target Date(s)</b>
<b>5</b>	<b>Challenge the use of assets</b>				
	Carry out a strategic review of the Community Buildings portfolio to determine the policy framework and strategy for future use.	<ul style="list-style-type: none"> <li>• Assessment of current condition and use</li> <li>• Gap analysis including an assessment of future needs based on corporate objectives</li> </ul>	Executive Report	Senior Development Surveyor	September 2006
	Carry out a strategic review of the Commercial portfolio to establish the current financial performance and determine the policy for future retention, development and improvement of use.	<ul style="list-style-type: none"> <li>• Assessment of financial performance</li> <li>• Classification of each asset as to strategic objective for retention</li> <li>• Options appraisals</li> </ul>	Executive Report	Team Leader Commercial	February 2007
	Develop the existing Office Accommodation Strategy and extend its scope to further improve on use and deployment of accommodation across the wider portfolio.	<ul style="list-style-type: none"> <li>• Development of flexible working and new office standards</li> <li>• Future needs and capacity assessment</li> <li>• Disposal of unsuitable buildings.</li> </ul>		Corporate Landlord Manager  Head of Personnel	December 2006



	<b>Objective and actions</b>	<b>Deliverables &amp; Outcomes</b>	<b>Milestones (if applicable)</b>	<b>By whom</b>	<b>Target Date(s)</b>
<b>6</b>	<b>Promoting multi agency service integration</b>				
	In conjunction with the Neighbourhood service facilitate area based reviews.			Corporate Asset Manager	June 2007
	Establish relationships with neighbouring authorities to identify opportunities for cross border service integration.			Corporate Asset Manager	May 2007
	Develop links with other community and voluntary sector organisations to consider opportunities for sharing accommodation and promote one stop shop for local public services.			Corporate Asset Manager	May 2007
<b>7</b>	<b>Disposals &amp; Development Programme</b>				
	Liaise with the Head of Corporate Finance to establish medium term targets for disposals as part of the Financial Plan			Corporate Asset Manager	October 2006
	Agree annual disposals programme as part of the business planning and budget process.			Team Leader Valuations & Development	October 2006
	Identify potentially surplus assets for inclusion within the disposals programme.			Corporate Asset Manager	October 2006
	Lead and support the development and implementation of key sites as part of the Council's programme of regeneration projects.	Reports	Projects	Corporate Asset Manager	Ongoing

### ASSET MANAGEMENT RESOURCES, TOOLS AND PROCESSES

A range of information, tools and processes support effective asset management, planning and use.

#### **C1 External Sources**

Best practice advice including:-

RICS Guidelines on Asset Management in Local Government.  
Audit Commission report "Hot Property"

Membership of organisations such as IPF which promote asset management expertise and established groups consisting of property professionals (such as COPROP and ACES) which share information on key issues and promote best practice.

#### **C2 Business Planning Process**

The established Business Planning Process supplies information on service objectives, needs and priorities and current asset use which inform future asset planning.

#### **C3 Prioritisation and Options Appraisal**

Options appraisal is integral to the project management system referred to in Appendix A. Additionally, there are specific processes which are used in particular circumstances.

Capital Programme There is an established process for assessing and prioritising bids for capital programme funding, complemented by a post project review process.

##### Procurement

The Corporate Procurement Unit (CPU) has set up a Whole Life Value and Costing (WLC&V) Team to assess the best methodologies for undertaking options appraisals and once decided, how to build in sustainable outcomes including the disposal of assets at the end of their useful life.

Capital projects are now evaluated in a much more robust way than previously. Lowest price is no longer thought to demonstrate best value, and project and clients values are built into the initial project design. A systematic methodology, supported by senior management and communicated across the Council to all officers procuring capital projects, is to be established by the WLC & V Team.

##### Repair and Maintenance

The Council has an annual capital allocation for addressing urgent repair and maintenance. Additionally, respective plans and programmes for assessing and prioritising repair and maintenance of schools, housing stock and general buildings are in place or being developed.

### Accommodation Planning

In conjunction with an earlier review of office accommodation, the Council established standards for allocation and usage of office space. These continue to be reviewed and developed in the light of changing patterns of working and models of best practice. Additionally a procedure for assessing bids for accommodation has been introduced which tests bids against corporate objectives and asset management principles.

## **C4 Value for Money, Performance Indicators and Benchmarking**

Value for Money relies on appropriate measures of performance, founded on reliable data and management information. Performance Indicators are currently being revised to improve their relevance and usefulness to property managers whilst the introduction of Corporate Management of Property alongside a new database (see C5 below) will provide managers with more consistent and accurate information about their property related costs.

Existing performance indicators cover:-

- Proportion of premises with disabled access
- Ratio of planned vs. reactive repair and maintenance undertaken
- Usable receipts from disposals programme
- Volume and speed of letting vacant commercial units
- Office space occupied per employee

These will be revised to accommodate new indicators which have been developed by Chief Corporate Property Officers in Local Government (COPROP) and which are recognised by the ODPM and DfES. These new indicators will cover:-

- Building condition, maintenance backlog and profiled maintenance spend
- Environmental factors – energy and water costs/consumption and CO2 emissions.
- Programme of suitability surveys to assess how well assets contribute to corporate objectives
- Accessibility – as evidenced by access audits and accessibility plans

Additional performance indicators currently being developed by COPROP are likely to include:-

- Office space usage
- Property costs per m<sup>2</sup> and in proportion to overall budget
- Time and cost predictability in relation to construction projects

Once finalised and running on the PROMISe database (see below) year on year comparisons will also be possible as will benchmarking with other local authorities.

## **C5 Information Management Systems**

The Property Services Information System (PROMISe) currently being introduced, will provide a central property database and reporting system. It will be used to deliver an integrated property management service across the Council's building portfolio, providing basic property data and also supporting commercial and facilities management systems. The database will provide reporting tools from which performance bench marks can be developed.