



EASTBOURNE BOROUGH COUNCIL ASSET MANAGEMENT PLAN

2008-2013

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THE IMPORTANCE OF ASSET MANAGEMENT

To ensure best practice the Council is required to demonstrate that it is managing public property efficiently and effectively whilst ensuring the minimum amount of property is used to deliver the required level of service to the local community.

The Asset Management Plan proposed recognises six process outputs which are essential in effective asset management:

- (a) Elected members are engaged fully with strategic decision making on property issues;
- (b) Decisions regarding the use, retention and maintenance of property are based on evidence from databases, property performance indicators and the experience of external organisations;
- (c) Introduction of more effective management of the capital programme, with medium term programmes, integration of capital and revenue planning, and more effective expenditure and performance monitoring;
- (d) Investment decisions are made on clear business cases resulting from the use of a formal approach to option appraisal including whole life costing;
- (e) Development of the capital programme on the basis of a prioritised list of potential capital projects; and
- (f) Implementation of greater cross-cutting working and capital projects across service areas and partners/stakeholders

which, as met will result in:

- The more effective use of capital resources;
- The more effective and efficient use of property assets; and
- Improvements in service delivery

Councillor David Tutt
Leader of the Council

SECTION 1

INTRODUCTION

Background

- 1.1 The Council's first Asset Management Plan was published in 2002 and updated in 2003.
- 1.2 The Council was assessed as 'good' in the Comprehensive Performance Assessment (CPA) carried out in 2003 and achieved an overall 2 out of 4 star performance under the CPA assessment carried out in March 2007 for its 'use of resources' to which asset management planning contributes.
- 1.3 The Council is determined to ensure its resources and assets are managed well and the efficiency of its property portfolio is maximized to improve delivery of core services and confirms its ongoing commitment to good asset management planning.
- 1.4 To ensure best practice the Council understands the need to demonstrate the relationship of property with other key resources and that it is managing public property efficiently and effectively whilst ensuring the minimum amount of property is used to deliver the required level of service to the local community.
- 1.5 As strategic property management information becomes available this AMP, in accordance with its status as a corporate management tool, will remain as a rolling 5 year plan covering 2008–2013. The AMP will be refreshed and updated each year to reflect current management initiatives in accordance with the Asset Management Planning Cycle at Section 2 – 2.3 and the Asset Management Action Plan (AMAP) at Appendix A. This procedure is necessary to inform the Capital Planning Process.
- 1.6 In June 2005 the Office of the Deputy Prime Minister (ODPM), in conjunction with the Royal Institution of Chartered Surveyors (RICS), published comprehensive guidelines aimed at assisting the continued development of asset management best practice within local government. The Department for Communities and Local Government (DCLG) has assumed responsibility for the remit of the former ODPM.
- 1.7 Whereas previous guidance promoted development of the processes fundamental to good asset management, the 2005 guidelines endeavour to stimulate a greater emphasis on improving the actual achievements in terms of the outcomes of these processes. They encourage local authorities to challenge how their property assets can best support strategic corporate goals and facilitate service delivery.

Given this, effective adoption of the new guidelines will form part of the present CPA assessment and future Comprehensive Area Assessment (CAA) post 2009.

- 1.8 In July 2006 the Council's Cabinet agreed the development of an Asset Management Plan following the guidance of the then ODPM and the RICS and to adopt a management structure for the development of the AMAP as shown at Appendix A.
- 1.9 The publication "RICS Public Sector Asset Management Guidelines" is due to be released in January 2008 and any significant change from the original guidance will be included and acted upon within the AMAP.

The Council recognizes the continued interest of DCLG, which as part of the Local Government white paper 2006 has re-affirmed the importance of effective asset management by linking it to the wider themes of more responsive services and empowerment of local communities.

- 1.10 The Council's four overarching corporate goals set out in its Corporate Plan are concerned with improving the Environment, Community Safety, Well-being and the Councils Performance.

More recently the new Administration has published its vision for Eastbourne which targets a number of key priorities which focus on five policy areas; which are Environment, Employment, Community, Tourism and Transport.

The Council recognises that effective strategic management of its land and property is fundamental to achieving these goals. Accordingly, this AMP has been developed with close links to the Council's Corporate Strategy, ancillary Council documents and other pertinent drivers to ensure that the diverse and often interdependent aims and objectives for the property portfolio are accurately identified and delivered as effectively and efficiently as possible. The key drivers are listed in Section 1 – 1.14.

- 1.11 This AMP contains a series of appendices providing key supporting information. Appendix C is a schedule of the Council's current property portfolio with a Summary indicating which Division 'owns' each asset.
- 1.12 The AMAP 2008-13 at Appendix A is a comprehensive list of ongoing tasks and actions for the AMP (2008-13). It will be utilised to monitor both the individual tasks and the Councils continuing drive towards best practice in asset management. The current property portfolio and the AMAP will be reviewed, updated and reported to Cabinet annually.

Objectives of Property Asset Management

- 1.13 The following outcomes are identified in the ODPM guidelines as the generic targets of property asset management best practice in local government:
- Increased Customer and Stakeholder Satisfaction
 - Improved Corporate Management
 - Affordability through better use of resources & increased financial accountability
 - Compliance with Statutory/Regulatory Codes
 - Environmental compliance and sustainability

The Importance of Property Asset Management

- 1.14 In addition to the ODPM and RICS guidelines there are a number of other drivers for continuous improvement in property asset management which are:

Asset Management Drivers

Key National Drivers

The established Best Value and Continuous Review Programme
Various government initiatives aimed at improving Customer Service interfaces
Budgetary pressures both in the short and long term
Prudential Code for management of Capital Expenditure
Comprehensive Performance Assessment (CPA)

Key Local Drivers

The Council's Vision and related priorities
Corporate Plan
Annual Service and Financial Plans
Community Strategy 2005 – 2020
Individual Service Plans
Capital Programme

Secondary Local Drivers

Eastbourne Local Plan and the newly emerging Local Development Framework
Climate Change Strategy and related energy saving initiatives
Leisure Strategy and the Joint Use Agreement for various leisure centres
Crime and Disorder Reduction Partnership
Public Engagement Strategy
Procurement Strategy, including e-Procurement
Information Systems Strategy,
Risk management Strategy and legislation
Community Strategies

- 1.15 The Council recognises the importance of all of the drivers in terms of meeting outputs through the setting of goals and objectives within this AMP to ensure that its objectives are achieved as effectively and efficiently as possible and to protect against the potential risks associated with delay or failure to meet them.

Our performance to date

- 1.16 The Council has a sound track record of achievement in asset management, notably:
- Achieved a 2* rating in its ALMO for the management of its housing stock with devolvement of asset management and maintenance responsibility to Eastbourne Homes Limited;
 - With the support of the Council Eastbourne Homes has increased investment for Decent Homes having agreed a plan with Communities and Local Government to achieve Decent Homes Standard in all housing stock by 2013:

- Set in place an office accommodation strategy for the re-location of staff from accommodation in Seaside, College Road and 68 Grove Road to 1 Grove Road;
- Outsourced the Sovereign Centre, Swimming Complex to a Leisure Trust;
- Outsourced Catering Services to a Private Contractor; and
- Manage Sports Park Development with others through Eastbourne Sports Partnership
- Shared management responsibility for International Tennis Centre in Partnership with the Lawn Tennis Association

but can improve on this through the adoption and development of this Asset Management Plan.

SECTION 2

CORPORATE VISION, STRATEGY AND PROPERTY IMPLICATIONS

Corporate Vision, Strategy and Property Implications

- 2.1 The Council's Plan "Our Vision 2020" is the highest level strategic document and was produced by the Council to reflect the shared views on Community Strategy Themes and Partnerships.

More recently the new Administration has published its vision for Eastbourne which targets a number of key priorities in addition to those identified in Vision 2020 which focus more so on the five policy areas of Environment, Employment, Community, Tourism and Transport.

The Council has established and now promotes a formal Corporate Vision for the borough:

The Council's vision for 2020 is that Eastbourne will be an excellent place to live, work and visit for everyone.

- 2.2 The Council is committed to realising this Vision and it is therefore cascaded down into the Council's Corporate Strategy, Service and Financial Plans and other relevant Council documents. It guides development of the goals and objectives within these key documents, including the four overarching corporate goals and five policy areas at Section 1 – 1.10.

- 2.3 This section explains how the Council translates its overall corporate and service aspirations into goals and objectives for property asset management; how these are formulated into the AMP; how the AMP is embedded into the annual business process; and how it is coordinated with the capital and revenue planning process.

Corporate and Property Goals and Objectives and the Democratic and Corporate processes

- 2.4 Property is illiquid in comparison with other headline resources. This has particular relevance for the Council given the high proportion of staff and services currently housed in just three operational properties – The Town Hall, 1 Grove Road and 68 Grove Road.

Significant elements of the Council's operational premises are concentrated in the area of Devonshire Park. These include The Devonshire Park Theatre, Winter Garden Complex, The Congress Theatre; and Devonshire Park Complex including the International Tennis Centre. A new Cultural Centre is being added to the Devonshire Park Complex further focusing core service delivery in this location. In common with most other borough councils it also has a relatively high number of smaller assets and premises which must not be overlooked in terms of asset management.

Effective asset planning is vital to provide the Council's operational properties with the agility to deliver its goals and objectives in a sustainable manner, at the right time, on budget and in compliance with statutory duties.

- 2.5 As a precursor to the planning process the Assistant Director- Amenities and Contract Management (AD-ACM) and the Service Managers Corporate Asset Management Group (SMCAMG) need to identify all aspects of Council business with a potential bearing on asset planning. These include its overarching corporate goals, other key drivers and, crucially, the Council's financial position. Terms of reference for SMCAMG are as set out in Appendix B.
- 2.6 At the time of preparation of this plan the AD-ACM is in the process of fully identifying every aspect of the Council's business as recognised in the AMAP set out in Appendix A.
- 2.7 Information on anticipated changes in front line and support services likely to impact on future property requirements including remote and agile working will be gained from service delivery plans. These will be prepared for the next five years to ensure all medium/long term requirements are considered.
- 2.8 The AD-ACM and SMCAMG will review each anticipated service delivery change and map all other property-related issues requiring a corporate response. Current issues falling into other property related issues are listed below:

Other Property-related considerations

- 2.9
 - Access and Disability Discrimination Act (DDA) compliance
 - Environmental and sustainability matters including energy usage
 - Health & Safety including working conditions, fire safety, asbestos, legionella, etc
 - Maintenance standards – quality, value for money, programme and planning
 - External changes, including the 2006 Local Government White Paper
- 2.10 Once this information is available the AD-ACM and SMCAMG will review the current asset base against the information and existing suitability, sufficiency and condition information.

The aim of this analysis is to assess the status quo and look at possible alternative property scenarios for the Council over the next 5 years and beyond.

The council recognises the importance of a medium/long term property strategy and how it proposes to manage its property portfolio to enable it to move from where it is to where it wants to be.

As part of the analysis the likely capital and revenue impacts of any potential asset changes and the associated changes in other headline resources are identified together with an initial assessment of corporate risk.

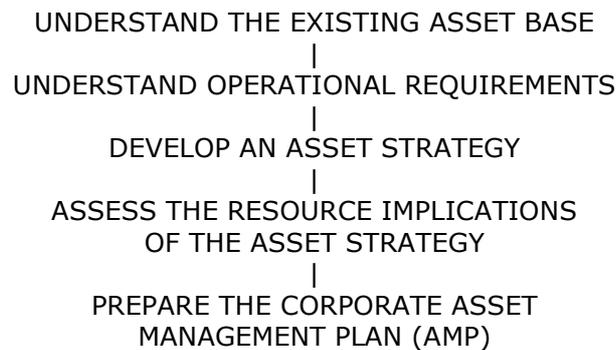
- 2.11 The AD-ACM will consider the options with the SMCAMG and make recommendations to the Lead Members and Chief Officers Corporate Asset Management Group (LM-COCAMG) at quarterly meetings, or more frequently as may be required. The aim of this is to obtain early and ongoing 'buy-in' and guidance at Member level. Terms of reference of LM-COCAMG are as set out in Appendix B.

Methods of embedding a corporate approach within LM-COCAMG will be through member workshops, property inspections etc, to make asset management an all embracing function.

Integrated Resources and Service Management Framework

- 2.12 Following the preliminaries in the preceding two paragraphs, the Council begins the actual asset planning process. A clear and concise understanding of its existing asset base and operational requirements is a pre-requisite of the process as illustrated in the diagram below. This can only be achieved through effective data collection and management.

The Asset Planning Process



- 2.13 With the existing asset base and operational requirements understood, alternative options considered and corporate and service direction over the forthcoming years identified, the strategy for service delivery via operational assets is reviewed and updated by the SMCAMG and LM-COCAMG.

This strategy will among other things address the future accommodation requirements for the central administration and the Council's operational properties.

Potential considerations for the operational asset strategy are listed below:

Asset Strategy considerations

- The primary asset strategy considerations are:
- 2.14
- Where each service is going and where it is likely to be in the next 5 years and beyond.
 - Particular changes in service delivery which will affect accommodation
 - Possible changes in headcounts/Staff numbers/remote working
 - The impact of partnership working on the service(s)

- The impact of any outsourcing on the service(s)
 - A view on the possible impacts of Local Government Reform on the service(s)
 - The influence of wider corporate initiatives on the service(s)
 - Current problems with the existing portfolio in meeting present needs
 - Changes required in the portfolio for the future
- Steps necessary to manage risks and support business continuity plans

- 2.15 As part of the present Shared Services process the AD-ACM is to fully review the Council's accommodation requirements given the short length of unexpired lease to No. 66 and 68 Grove Road and as the implications of Shared Services, remote working and the other changes become clearer.
- 2.16 The strategy for the investment portfolio is regularly reviewed and updated by the SMCAMG to reflect evolving corporate goals and prevailing market conditions. The reason for ownership is continually challenged with all Tenanted Non Residential Property (TNRP) systematically assessed in accordance with the 'Decision Tree' set out in Appendix F.
- 2.17 Once the service, corporate investment and other asset positions are finalised, the LM-COCAMG will amalgamate these and develop the Council's overall property asset strategy. Implications of the strategy for other headline resources, capital and revenue funding, information sharing, human resources etc are carefully considered at this time to ensure they are able to effectively contribute to the strategy.
- 2.18 With the asset strategy established, the corporate Asset Management Plan (AMP) will be developed. This structured approach is recognized as the most likely to result in beneficial outcomes.

Functions of the Asset Management Plan

The AMP – incorporating the important AMAP – performs a number of significant roles with the primary functions being:

- Making the councils property asset strategy real
 - Placing property assets in a wider corporate context
 - Heightening awareness of key property issues
 - Obtaining buy in at senior officer/member level
 - Encouraging member debate on the Council's property asset strategy
 - Making a public statement that can be discussed with wider stakeholders
 - Coordinating and monitoring asset management activity through the AMAP
- 2.19 This AMP for 2008-13 is structured to best reflect the adoption of the ODPM guidelines within the Council's property asset strategy. The ODPM and RICS guidelines published in 2005 contain a suggested AMP format and this Council's AMP will be in similar format, but will include any significant change that may be introduced when adopting the RICS "Public Sector Asset Management Guidelines" due to be published in

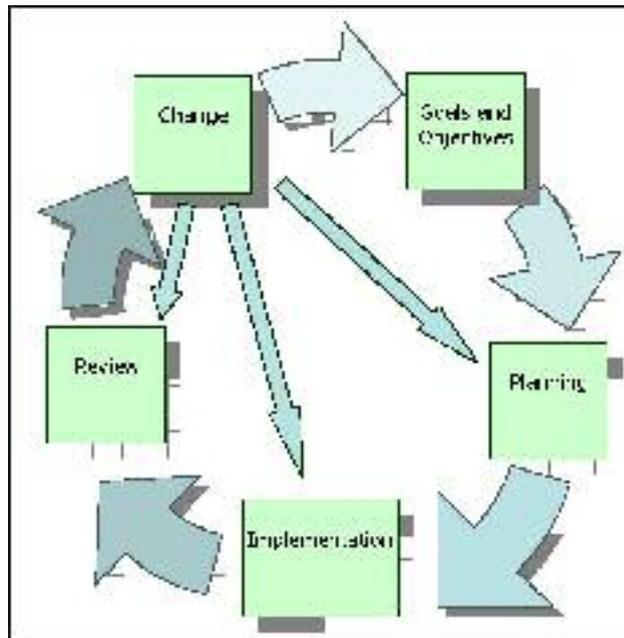
January 2008.

Business Process for Assets

2.20 The Council is establishing a Performance Management Framework (PMF) and this is detailed at Section 6. The business process for asset management is governed by the PMF which mirrors the ODPM guidelines.

It aims to ensure the Council keeps its asset management activities under review to maintain its goals and objectives at the highest level of performance through continuous improvement.

It is, by definition, an iterative process and the basic cyclical elements are depicted in the diagram below:



2.21 The ODPM guidelines identify matters/actions which fall within each of the five basic stages of the asset management business process in the above diagram.

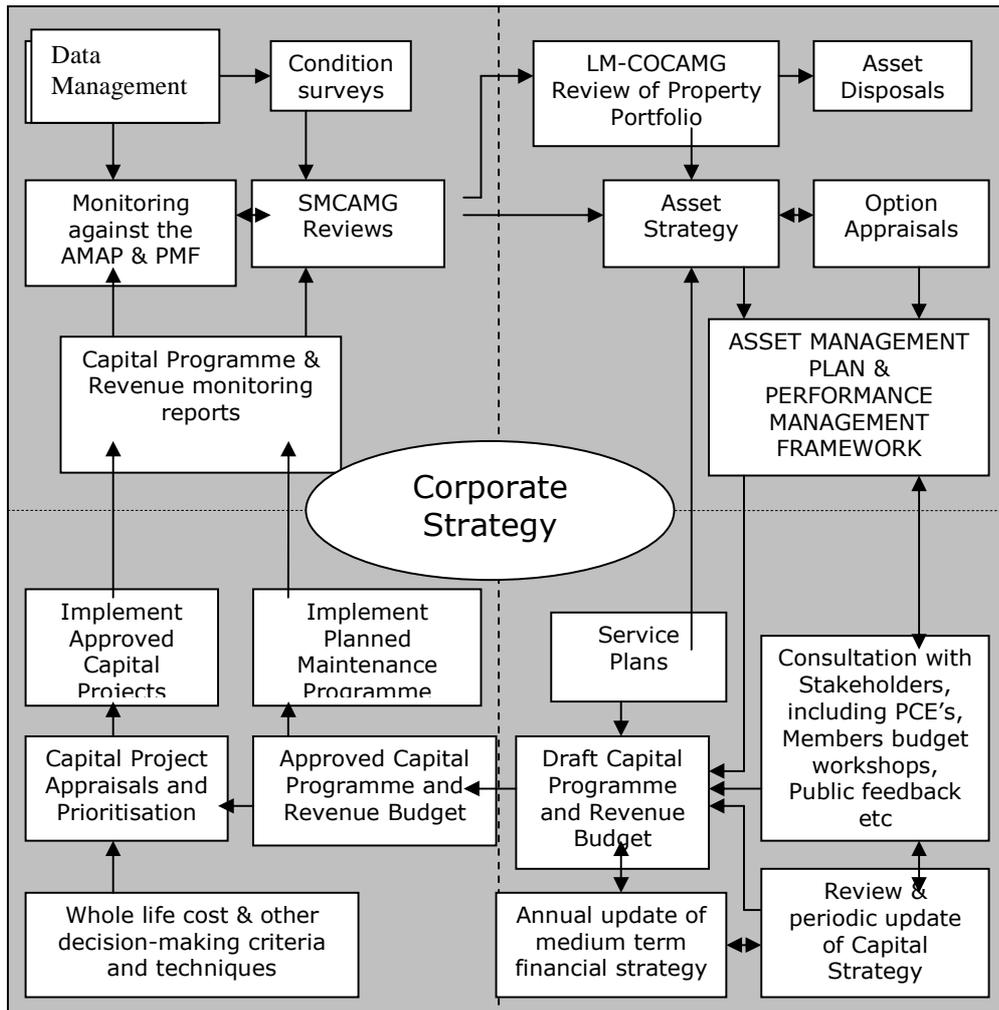
2.22 This section of the AMP has dealt with identification of Goals and Objectives and how these are fed into asset planning. The Implementation stage is covered in Section 5. Whilst Implementation is the element of the process which requires most Council resources, the key stage in the process is the Review element, as this completes the cycle by measuring not only the success but also identifies and highlights the change(s) required to improve both the process outcomes and the business process itself.

The Appraisal Review and Change elements pervade this entire AMP, given their critical importance to achieving continuous improvements in Council performance.

Specific references to the Review element are contained in Sections 5 and 6 both in terms of the Programme of Property Reviews and the continuous process of Review within the PMF.

Capital and Revenue Planning and Accounting for Assets

2.23 Land and buildings form a substantial element of the Council's capital and revenue expenditure. Property assets and asset planning are therefore increasingly integrated into the Council's capital and revenue planning procedures, as illustrated in the diagram below which depicts the Asset Management Planning Cycle:



2.24 As can be seen from the diagram, the Council has a Corporate Strategy which, by adopting the above cycle, is linked to the AMP through consultation and joint input into the Council's established Capital Programme. The Capital Programme also serves to highlight anticipated step changes in future capital expenditure resulting from, for example, new accommodation, office rationalisation or new statutory regulations.

- 2.25 In terms of asset disposals, the Council aims to maximise capital receipts to provide sufficient future funding. The SMCAMG regularly reviews the property portfolio to identify any underused or surplus properties before reporting to the LM- COCAMG. In respect of investment assets, revenue implications are carefully assessed prior to any capital sale.
- 2.26 The ongoing operational costs of the existing asset base derived from the Council's rolling programme of Condition Surveys are incorporated within the Council's developing Planned Maintenance Programme (PMP) which in turn feeds into the Revenue Budget.

Alongside this, the Council aims to identify at an early stage and budget for any fluctuation in revenue expenditure resulting from a change in current or future circumstances

A Whole Life Costing (WLC) approach is employed where appropriate which is considered further in Section 5.

Financial Drivers

- 2.27 Effective Asset Management is key to supporting the Council's financial process in delivering best value and value for money in the service it provides.
- 2.28 The Council's medium term financial planning, annual financial and service delivery plans set against objectives in support of the Council's vision enables the Council to meet these objectives.
- 2.9 A well monitored and understood property portfolio with the uppermost priority for consideration within the Council enables the Council to demonstrate its position of efficient and effective management of its finances in a corporate and composite manner.

SECTION 3

STRUCTURE AND ROLES / RESPONSIBILITIES

Management Arrangements

- 3.1 The Council's current management structure has been in place since March 2007. The AD-ACM co-ordinates asset management information to enable SMCAMG to maintain a service overview and LM-COCAMG maintain the strategic overview and report to Cabinet.

Day to day operational property management is the responsibility of the Assistant Director nominated as 'owner' of the property.

- 3.2 Relevant matters may also be raised by an Assistant Director through the Council's Corporate Management Team who will look to SMCAMG for advice and guidance.

Asset Management – Main Roles & Responsibilities

- 3.3 **Strategic Asset Management** is the responsibility of LM-COCAMG.

Operational Asset Management is the responsibility of SMCAG.

Day to Day Asset Management is the responsibility of the 'owning' Assistant Director whose role includes the production and maintenance of the following:

- Service delivery plan
- Property programme
- Acquisition / disposal programme
- Planned maintenance programme
- Review of Landholdings for service delivery
- Non operational matters including acquisition and sales and managing lettings and licences
- Compliance with Statutory requirements and health and safety legislation
- Reactive maintenance and repair
- Facilities management.

Formal Review Process

- 3.4 AD-ACM has responsibility for preparing a programme of review of the Council's property portfolio.

This programme takes into account information provided from Condition Surveys and from consultation with 'owners' who, as set out above, have responsibility for the day to day asset management.

Following regular review by the AD-ACM usage of the Council's assets, including land holdings SMCAMG challenges need for retention in order to identify any underused or surplus land or buildings and formulate proposals for dealing with these.

The SMCAMG makes recommendations for consideration by the LM-COCAMG. This review and assessment contributes to the development of the Capital Programme.

- 3.5 The Council has reviewed the six best practice criteria for management arrangements identified in the ODPM guidelines and is aware of an emerging need to ensure its current structure meets each of the criteria below:

Management Arrangements Best Practice

- Have clear links between corporate and property objectives
- Involve key service areas in the asset management planning process
- Ensure clear distinction between strategic thinking and operational issues
- Obtain key support and direction from Officers and Elected Members
- Establish clear reporting lines to a strong corporate centre
- Ensure coordinated development & implementation of asset and capitals strategies

Further Engagement of Elected Members

- 3.6 Effective engagement of elected members is recognised by the Council as central to the implementation of corporate asset planning. The ODPM guidelines stress this needs to occur at three levels – property portfolio holder, scrutiny and review, and by the involvement of non-executive members.
- 3.7 A scrutiny and review process will be introduced as part of the Council's evolving PMF. It is intended that quarterly reports will be presented to the Council's Scrutiny Committee that will monitor performance of the Council's land and property portfolio.

Embedding Asset Management

- 3.8 As highlighted within Sections 1 and 2 the Council is very aware that property asset planning, including the Capital Programme, should be embedded at all levels of the authority in order to achieve effective integration with corporate and service area medium and long term planning. Indeed, this was one of the main drivers behind production and promotion of this updated AMP for 2008-13.
- 3.9 In developing future AMPs the Council will ensure that all related Council documents "the Drivers", as referred to in Section 1- 1.14, will be taken account of.
- 3.10 Equally, the Council's Standing Orders will require all key Council documents, in particular the Corporate Strategy and individual Service and Financial Plans, to specify their requirements, aims and objectives for the Council's property portfolio.

- 3.11 Further, in addition to the SMCAMG and LM-COCAMG there is the Corporate Management Team and other cross-service liaison groups that meet on a regular basis. These promote communication between service areas and act as a conduit to ensure coordinated asset management across service areas and corporate levels.
- 3.12 The beneficial outcomes of best practice management arrangements, successful engagement of elected members and effective embedding of asset management are recognised in the recently published 'Evaluation of Corporate Capital Asset Plan in the Local Authorities' commissioned by DGLG.

SECTION 4

INCLUSION AND ENGAGEMENT

Consultation with Stakeholders

- 4.1 The Council is committed to the 'Modernising Local Government Agenda', with the importance of becoming a more customer-focused service provider being a key strand of this. Effective consultation with all customers and stakeholders - both internal and external - and interrogating the information obtained to continually improve front line services is recognised by the Council as fundamental to achieving this aim.
- 4.2 Stakeholder consultation is also ingrained in the principles of Best Value and is a statutory requirement under the Local Government Act 1999.
- 4.3 There are significant and widespread benefits of increased and effective consultation as recognised in the Report mentioned in Clause 3.12.
- 4.4 In line with the format for effective consultation recommended within the guidelines, the Council seeks to ensure that all its consultations are: accurately focused on relevant stakeholders, based on clear objectives and are cost-effective. They must provide results capable of being collated, analysed, reported and – most importantly – acted upon.
- 4.5 To help optimise its approach to consultation the Council established a Citizens Panel in March 2006.
- 4.6 The Council carries out external consultation through a variety of methods, including: face-to-face surveys, postal questionnaires, open days/surgeries, customer comments, focus groups, Citizens' panels and the Council website. It is currently carrying out a SIMALTO survey to help identify the property implications of any changes in service delivery
- 4.7 Internal consultation is an ongoing process within the Council, particularly at a strategic asset management level, with corporate and service stakeholders of particular importance as outlined in the Management Arrangements set out in Section 3. The Council's Newsletter has proved a useful tool in obtaining staff comments and acting upon them where appropriate.
- 4.8 The Council will adopt formal consultations/information gathering exercises to assist managing its asset base including – Option Appraisals, Capital Project Prioritisations, Suitability and Sufficiency surveys and Project Completion Evaluations (PCEs) which are all expanded upon in depth at Sections 5 and 6.

Learning from the experience of others

- 4.9 Strategic asset management is a relatively new concept in local government. As such, the Council has been pro-active in seeking to establish a structured and rolling development of its knowledge and skill base through the following means:
- Participation in the CIPFA asset management network
 - Benchmarking exercises with similar and neighbouring authorities
 - Evaluation of AMPs published by other authorities, including Beacon Councils
 - Review of published research/guidance papers, e.g. RICS, DCLG, COPROP
 - Comparison with private sector practice
 - By encouraging Council Officers to attend meetings of the Sussex Property Officers Group and the Association of Chief Estates Surveyors and Property Managers in Local Government.
- 4.10 The Council is aware that this needs to be an ongoing process and is committed to continuing a structured learning programme, thereby enabling identification of new and innovative practices as they emerge. Further information regarding capacity building is provided at Section 7.
- 4.11 The Council is also fully aware that the full benefits from strategic asset management will only accrue from this process by putting into practice the lessons learnt by others.

SECTION 5

IMPLEMENTATION AND REVIEW

Implementation and Review

- 5.1 Effective property asset management is underpinned by a number of key processes. These processes and the Council's deployment of them are set out below.

Option Appraisal and Prioritisation

- 5.2 The process for appraising and approving schemes is set out in detail in the Capital Strategy 2004/9. This is currently being reviewed. The LM-COCAMG sets the priorities for the Capital Programme based on a range of information provided by SMCAMG and informed by the Council's Annual Service and Financial Planning process.

Appraisal also includes property implications of service performance plans, outcomes of best value reviews, and the property maintenance programme. The information includes such matters as maintenance costs, consultation results, how objectives are to be met and how a scheme will contribute to the Council's overall aims.

Schemes are then prioritised in line with the objectives set out in the Corporate Plan and a programme is presented to Cabinet for approval.

- 5.3 Performance outcome reports via PCEs are to be produced after completion of schemes. These will play a key part in monitoring and appraising performance to enable lessons learnt to be fed back into the asset management process.
- 5.4 Asset management planning aims are to ensure that the best use is made of the Council's assets by:
- Treating property as a strategic resource and funding its maintenance from capital resources.
 - Reviewing existing operational property assets to establish whether they meet current and future requirements and preparing a programme for disposal and acquisition.
 - Compiling and maintaining the data necessary to provide effective property management.
 - Challenging the effectiveness of non-operational land and property assets to generate income and/or support economic or social development.
 - Carrying out Condition Surveys and preparing long-term programmes for future maintenance of assets.
 - Developing and implementing a methodology for prioritising of capital expenditure based upon the Council's corporate objectives, and taking account of cross-cutting issues and ongoing revenue implications.
 - Promoting best practice in the planning and management of projects by ensuring that they are managed and controlled in such a way that

ensures value for money, timely delivery and that the outcome matches that predicted at the feasibility stage.

Capital Programme

- 5.5 In 2004 the main areas of Capital expenditure required for the property estates portfolio were identified and prioritised in the 5 year capital programme. Cabinet have so far approved the first 4 years of this programme for 2004/05, 2005/06, 2006/07 and 2007/08.

Key Areas for Investment

- 5.6 The Council's Capital Strategy, which covers more than property assets, sets out the aims of the Council in relation to capital investment and maintenance of Council assets. The Strategy states that the key areas of capital expenditure are controlled by the following priorities and objectives:

Environment

- 5.7
- To ensure that sustainable development is encouraged and those targets for recycling are met in accordance with the corporate Strategy.
 - To continue to invest in environmental improvements in the Borough.
 - Introduce new targets for increased recycling.
 - Provide resources for energy conservation measures.
 - Introduce Energy Management systems

Leisure and Community Development

- 5.8
- To ensure that leisure facilities are well maintained and present an up-to-date environment to encourage residents to adopt healthy lifestyles and generate income.
 - To work with and support the voluntary sector by provision for rent supports.
 - To undertake regular high level strategic reviews to explore options for the appropriate range of facilities needed for the future and examine options for the management of those facilities.
 - To maintain and develop joint use agreements with the County Council and other local authorities.

Other services

- 5.9
- To ensure that capital assets are properly maintained or disposed of when no longer required.
 - To maintain a portfolio of investment properties that may be disposed of according to market conditions and to enable further capital investment.

Information Systems and e-Government

- 5.10 • To ensure that IT systems support organizational efficiency and effectiveness and meet targets for e-Government, and proposed remote and agile working initiatives.

Future Needs

- 5.11 Requirements for future investment will continue to derive from the Council's Corporate Plan, the annual Service and Financial Plans and individual Best Value Reviews all of which will have links to the AMP.

Shared use of facilities is already well developed e.g. leisure centres and swimming pools and examination of opportunities for shared use of other premises will be taken when reviewing the need for property assets. A pilot scheme for remote working is currently being investigated and opportunities to 'hot' desk or adopt agile working procedures are being reviewed.

Should such measures prove successful, there would be the potential to reduce expenditure on office accommodation when the leases of 66 and 68 Grove Road expire.

Impact of New Developments on the AMP

- 5.12 The intended increase in flexible and remote working will impact on the management of the Council's assets. This will potentially reduce the need for operational office space and provide the opportunity for commercial use of any space released.
- 5.13 Spending priorities are detailed in the Council's current Capital Strategy and the full process is governed by the Council's recently revised Standing Orders and Financial Regulations.
- 5.14 The Council understands that Option Appraisals should be undertaken wherever feasible and has reviewed the principles of good Option Appraisal as recommended in the guidelines and listed in the table below:

Option Appraisal Best Practice

- 5.15 • Clearly identify the objectives
• Consider different ways of achieving the objectives
• Assess the costs and benefits of the different options
• Identity – and quantify/value if possible – the pros and cons of the options
• Consider any risks and uncertainties
• Assess the Best Value use of resources, not just the lowest initial cost

- 5.16 It is intended that an outline Option Appraisal will be undertaken for all potential property-related capital projects. These will include: a project outline; an indication of capital and revenue costs and funding sources; a justification outlining why it is needed and how it will contribute to Council goals.
- 5.17 Individual Option Appraisals will be tailored by the Council to ensure they are proportionate to the project in question, in terms of value, size and complexity.

Whole Life Costing

- 5.18 The Chartered Institute of Public Finance and Accountancy (CIPFA) define Whole Life Costing (WLC) as '*the systematic assessment of all relevant expenses, income and performance associated with the acquisition, procurement, ownership and potential disposal of an asset over its life*'.

CIPFA emphasise that appraisal, prioritisation and procurement decisions should reflect initial capital costs, ongoing revenue costs and non-cost items such as sustainability, building performance etc.

- 5.19 A WLC approach to Option Appraisal, Capital Project Prioritisation and Procurement is now recognised by the Council as increasingly fundamental to its decision-making procedures, particularly in light of the Prudential Code which allows the Council to choose between revenue and capital-intensive funding options for service delivery. The WLC approach will be proportionate to the size and complexity of the project

Capital Project Prioritisation

- 5.20 The Council has reviewed the six best practice criteria outlined in the guidelines and intends to adopt an approach which meets the individual criteria and therefore provides a suitable decision making framework, as illustrated in the table below:

Capital Project Prioritisation Best Practice

- | | | |
|------|---|---|
| 5.21 | <ul style="list-style-type: none"> • Coverage • Fit for purpose • Challenge element • Moderation and Review | <p>the Council includes all potential capital projects in the process</p> <p>the scale and complexity of the prioritisation process is appropriate to the size of the Council and the projects it is used to appraise</p> <p>the approach incorporates an inherent challenge within the planning and approval processes</p> <p>this control is provided by the approval process</p> |
|------|---|---|

- Link to Option Appraisal all projects submitted to the process have, where feasible and appropriate, previously been the subject of an Option Appraisal
 - Input from Elected Members provision of relevant local knowledge, Cabinet Portfolio Holder input, Cabinet input during the approval process for large projects
- 5.22 The key aim of the prioritisation process is to ensure that the Council’s planned capital projects make maximum use of the scarce capital resources available to achieve Best Value.
- 5.23 Initial Option Appraisals are undertaken to vet potential schemes prior to their inclusion in the Council’s Capital Programme. These are the first steps in the prioritisation process and are primarily carried out during the annual round of budget setting in the early part of the year.
- 5.24 Prior to actual implementation it is intended that a detailed Capital Appraisal is undertaken for each potential project.

Standard content of a Capital Appraisal

- 5.25 **Core Information**
- Description of the proposed scheme and how it will be managed
 - Justification showing why it is needed and how it will contribute to Council goals
 - Statement of detailed capital and revenue costs
 - Consideration of alternative options for achieving the desired outcomes & outputs
- 5.26 **Supplementary Information**
- Statement of the anticipated outcomes & outputs
 - Statement on expected external funding – source/amount/strategy if not received
 - Cost benefit analysis including net present value calculation
 - Assessment of VAT implications
 - Assessment of critical path – important issues/timescale
 - The S151 Officer may require other matters for exceptional projects
- 5.27 After consideration by SMCAMG the detailed Capital Appraisals are submitted to the LM-COCAMG for final consideration prior to submission for Cabinet approval.

Alongside the actual content of the appraisal, a number of further important considerations are taken into account at the approval stage. Whilst these vary between individual projects, the potential for external funding, co-location, partnering and cross-cutting are all considered wherever possible. Stakeholder consultation is another key consideration where relevant.

- 5.28 In some instances certain potential projects become an immediate requirement due to unforeseen opportunities or newly emerging priorities. Full Capital Appraisals are submitted and considered by Cabinet in these cases and, where approved, funded from a contingency within the Capital Programme if possible. Alternatively, if funding is not available a full review of approved schemes is undertaken to delay works where possible in order to reassign funding to more urgent works.

Procurement

- 5.29 The Council is currently reviewing its methods of procurement to develop a Corporate Procurement Strategy. This will set out the Council's procurement principles and procedures, together with identifying where the current procedures can and will be improved in future.
- 5.30 The Council is intending to revisit its Procedure Rules for Contracts and Financial Procedure Rules to better reflect evolving procurement practice and the Corporate Procurement Strategy.
- 5.31 At a corporate level, the Council operates a 'mixed economy' with services, work and goods procured either directly, in partnership with other service providers, via consortiums or contractually through external providers, as appropriate to specific cases.
- 5.32 It is intended a robust approach to asset procurement will be developed that mirrors an overall corporate approach. It will seek to ensure probity and achieve Best Value through an optimum combination of qualitative benefits and whole life costs in order to meet corporate, stakeholder and service requirements.
- 5.33 It is intended that procurement of revenue cost asset items will be controlled by the Council's Planned Maintenance Programme (PMP), which is being created with regard to corporate and service objectives, together with information held on condition, suitability etc.

In line with the guidelines the table below sets out those matters which the Council will endeavour cover in an individual procurement project.

Individual procurement projects – actions

- 5.34
- Identify desired outcomes and measure whether these have been achieved
 - Ensure stakeholder requirements are introduced into process at an early stage
 - Establish processes to evaluate quality and price over whole life of project
 - Set out a realistic timeframe and ensure key dates are met
 - Identify budget and other resources available
 - Carry out the tender process in accordance with legislation and best practice

- Make allowance for whole life revenue costs, not just initial capital costs
- Include procurement costs within total project costs
- Identify risks and how to manage them and/or share them with suppliers
- Consider incentives for suppliers who exceed targets and/or provide better value for money and/or solutions of increased quality
- Aim to be transparent and adopt an open book approach

Project Management

5.35 Whilst the Council does not currently have a Project Management Strategy it recognises that 'Project Management' has a broader definition than simply management of a construction project and actually refers to managing a corporate change project where construction is not the sole driver but sits alongside other corporate drivers. The Council intends to produce a Project Management Strategy or include this in the developing Corporate Procurement Strategy. Examples of such projects the Council undertakes and which will benefit from the proposed strategy are as follows:

- Implementation of the Capital Programme
- Office accommodation provision
- The Shared Services and Leisure Trust projects
- Conception and delivery of potential co-location and shared use projects

5.36 Gateway Reviews will be used to appraise procurement projects at key junctures in their development in order to provide assurances that a project can progress to the next stage successfully. It is recognised such reviews have the potential to add significant value to projects being identified as a key enabler in the Gershon efficiency review.

5.37 The table below lists the six key stages which will be included in the corporate project management process, together with the actions and responsibilities undertaken by the Council to achieve successful outcomes.

Corporate Project Management

Stage of process

Actions & responsibilities

Project Planning

Identification of all key areas where action is required and explicit mapping of all important actions/personnel /timeframes etc in a project plan

Corporate team creation

The Commissioning Officer is deemed the Lead Person and a Project Management Board will monitor the project plan and performance of key personnel.

Appraisal including risk	Comprehensive mapping of all costs and benefits, together with risks.
Change programmes	Joined-up thinking to ensure all items/resources which need to change to facilitate the project are incorporated within the project programme.
Communication	Ensuring the right information is distributed to the right people at the right time.
Corporate programme management	An overview of the separate specialist elements of the project is co-ordination with the critical path. Gateway Reviews to be undertaken where appropriate.

Post Project Reviews

5.38 As mentioned in Section 5.3 the Council intends to strengthen this post project review process by adopting Project Completion Evaluations (PCE's). These evaluations will be carried out for all substantial projects, in order to:

- Improve success of service delivery by future projects
 - Improve future projects' achievement of wider corporate goals and objectives
 - Improve Council performance procedures
- Improve Council procurement methodologies

Data Management

5.39 The core requirement to collect condition and backlog data to ensure the Council retains a full and up-to-date understanding of its assets means that new systems and procedures are required to cope with the amount of information required.

5.40 The present management arrangements as set out in Section 3 are resulting in incomplete data and fragmented collection with information held in a number of different departments, thereby hindering the Council's capacity to effectively manage its assets. The Council intends to remedy the situation and is currently developing a Corporate Data Quality Strategy.

5.41 Investigations into the appropriate asset management software to assist in data management are currently being undertaken. Once a system has been selected and put in place a full data audit will be undertaken and all currently held data will be transferred into a central system. This will enable missing data to be identified and collected and ensure future data is collected in a consistent manner.

5.42 In order to manage property data effectively the following will be ensured.

- That all data collected is relevant and has a clear purpose
- That data is collected by people who are qualified or trained to do so, and who understand the purpose for which the data will be used
- That data collection is undertaken in such a way that all data is prioritised, accurate and reliable
- That a programme is in place to keep data regularly updated and current with frequencies of collection based on importance of the data and corporate risk
- That data is continually monitored to ensure that it is still relevant
- That systems/procedures to collect and collate data in a coordinated/coherent way are developed
- That where data is collected or transferred from other systems it is in a compatible format with the system used for collation and analysis
- That data is in a format that enables it to be presented to relevant stakeholders and that can be examined, evaluated and suitably acted upon
- Data is suitable to plan, programme and monitor future performance
- That data is 'owned' and made available, easily used and understood by front line service officers and the corporate centre irrespective of who collects the data and where it is retained
- That data can be linked and coordinated with other relevant existing or planned databases
- That data it is collected in such a way that it can be capable of comparison both internally and outside the authority

SECTION 6

PERFORMANCE MANAGEMENT AND DATA

Performance Management

6.1 The Council in seeking to develop a comprehensive Performance Management Framework (PMF) is aware of the impending introduction of a new Performance Framework which will be more responsive to local people's needs and which is to have an effective scrutiny function rather than a review of performance. It is understood that how this approach has been embraced by authorities will be judged by the Audit Commission in future audits. In the light of this the Council's approach to Performance Management (PM) will evolve to take into account this new concept

The PMF will be a coordinated corporate framework of strategies, plans, policies and indicators that will serve as a platform to enable the Council to effectively scrutinise its past performance thereby enabling the pursuit of continuous improvement to achieve Best Value.

This process underpins the Council's drive towards its Corporate Vision and its stated aim of being rated a provider of 'excellent' services in the next external audit. It is endeavouring to prepare for the new Performance Framework and Comprehensive Area Assessment currently being proposed by DCLG.

6.2 A new set of NaPPMI (formerly COPROP) indicators were published in late 2006. These have been endorsed by the government as replacements for the ODPM indicators. The new NaPPMI PI's will be reported on by the Council for the first time in 2008-09. Adopting these should enable consistent analysis of annual performance and facilitate constructive benchmarking with other local authorities.

6.3 Performance measurement and effective scrutiny is the foundation of performance management. However, the Council is fully aware that it must not become an end in itself and the fundamental objectives of performance management – improved service delivery together with increased accountability – are the target outcomes.

6.4 The Council is aware of the requirements for effective performance management in asset management as outlined in the ODPM guidelines which are listed in the table below:

Requirements for effective Performance Management

- 6.5
- Clear, simple and linked to key issues
 - Based on the Council's key aims, objectives and aspirations
 - Translate Council aims into specific measures/targets for asset management

- Prioritise measures/targets, based on their importance to the Council
- SMART targets (specific, measurable, achievable, relevant and time-bound)
- Challenge whether measures identify good and/or bad property performance
- Ensure performance targets cover the short, medium and long term
- Ensure appropriate staff have power to contribute to performance delivery
- Ensure measures/targets are communicated to relevant stakeholders
- Ensure systems are in place to handle/collate performance information
- Regularly review/challenge performance against measures/targets so that improvement in performance can be aligned with targets/goals
- Enable benchmarking of performance/performance improvement year-on-year and against other Councils and the private sector where possible
- Focus performance measures on important issues or identified poor performance
- Monitor measures employed to ensure the right things are being measured, while trying to minimise changes which may distort future benchmarking exercises

- 6.6 The emerging PMF monitoring process will engage everyone at the Council – elected Members, Cabinet, Management Teams, Scrutiny Groups, Borough Officers and Service Managers. However the first level of independent monitoring is provided by the AD – ACM who will act as the focal point for collecting and disseminating performance information.
- 6.7 Investigations into poor or declining performance will be conducted, with necessary improvements identified and implemented as Strategic and Service Development Plans. This is the essence of the feedback loop and allows bad performance to be identified and improved upon, and good performance to be recognised and maintained.
- 6.8 In addition to the currently evolving set of asset management PI's, the Council has developed the AMAP 2008-13 at Appendix A to use as a tool to monitor performance.
- 6.9 The Council also recognises the importance of actively managing its performance in reducing energy consumption in all its operational properties. It is exploring the possibility of being accredited with EMAS – the eco-management audit scheme – to assist in pursuing this increasingly vital goal and to set an example to the wider community.

The Council is currently writing a Climate Change Strategy looking at a variety of ways to reduce its carbon footprint and making use of renewable sources of energy.

Operational and 'Non Operational' Property

- 6.10 A schedule of the Council's current property portfolio is attached at Appendix C. This has been divided into operational property (i.e. property used for service delivery), non-operational property and infrastructure and community land (i.e. investment and community assets) with the 'owning department' identified. The value of Council housing has been included although this is under the management of Eastbourne Homes Limited. Reference is made to the need to fully identify and understand the housing stock has been included in the AMAP.
- 6.11 As set out in the Asset Management Planning Cycle the Council regularly reviews and challenges its non-operational estate and the reasons for holding each asset – whether it be for financial, social, future development, economic regeneration, heritage or environmental reasons to ensure the reasons remain clear, valid and relevant to the Council's wider aims and objectives. The full review process is considered later in this section. Where properties are reviewed and identified as surplus, they are earmarked for disposal and processed in accordance with the Council's Standing Orders.
- 6.12 Another important goal of the Council is to optimise management of its non-operational investment portfolio and thereby maximise returns, in order to provide sufficient capital and/or revenue receipts to fund future spending.

The Council is working to ensure that it achieves best practice in its approach to the investment portfolio, as outlined below:

Investment Portfolio Management Best Practice

- 6.13
- Make an explicit strategic statement of aims for the investment portfolio
 - Use a range of performance measurement tools to monitor performance
 - Ensure decisions are based on investment returns net of management costs and any other costs
 - Monitor/Benchmark performance, both internally and externally, to ensure it is meeting forecasts/targets
 - Compare returns against other potential investment forms
 - Take action where performance is identified as unsatisfactory, i.e. disposal
 - Work on tenant relations to minimise risk of high tenant turnover
 - Source independent advice from investment specialists where appropriate
- 6.14 Regular assessment of the performance of the investment portfolio

against the prevailing market conditions is carried out and the results used to guide future investment strategy.

Programme of Property Reviews

6.15 In this context 'property reviews' is a generic term and can mean a review in terms of one or all of the following categories:

- Area
- Service
- Function
- Non-operational properties
- Vacant or under-utilised property
- Corporate themes
- Policy

6.16 Regardless of the type of property review being undertaken, eight elements of property review best practice are identified in the ODPM guidelines and the Council is incorporating these within its asset management approach:

Property Review Best Practice

- Implement a formal programme of reviews over an appropriate timescale
- Employ a systematic approach integrated across the whole Council
- Link reviews to Council aims and objectives and challenge property usage
- Focus on improving service provision as well as meeting financial targets
- Involve elected members whenever possible to draw on local knowledge
- Target the review process based on property performance data from the PMF
- Implement priority actions as soon as possible
- Facilitate cross-service/organization working on use of property assets

6.17 While the Council is confident that the review processes adopted to date were fit for purpose, it has now recognised that in order to meet the eight best practice criteria above, it should devise and work within a formal and systematic framework of property reviews.

6.18 A formal Programme of Property Reviews will be established by the Council and set out within the AMAP and Appendix E. The programme details the reviews which will be undertaken - in terms of type, coverage, frequency and person responsible - and is aimed at ensuring the Council regularly reviews its portfolio in an explicit and comprehensive manner

6.19 Annual inspections of operational properties will be undertaken to monitor condition and gather further information to ensure the data held remains accurate.

Annual inspections of investment properties are to ensure that tenants are complying with their occupational terms, particularly in respect of their repairing liabilities. These checks of investment properties are repeated whenever an occupational lease expires to identify any dilapidations or other issues of note.

- 6.20 Condition suitability and sufficiency surveys are carried out to gauge how 'fit for purpose' operational properties are from the perspective of service delivery.

In terms of condition surveys help identify the level of expenditure necessary to maintain a good service delivery at economic cost. In terms of sufficiency, they help to identify whether assets are candidates for disposal or whether additional space or amenity is necessary. In terms of suitability, they help to identify where/how existing assets need adapting to address functional problems, ensure statutory compliance, improve service delivery or accommodate future requirements.

The surveys programmed for year 2008/09 will be based upon a pilot to the first class of buildings, the public convenience, which has been recently completed.

- 6.21 The Council periodically reviews its operational assets, in terms of accommodation, in order to challenge utilisation of existing space. This is achieved through interrogation of suitability and sufficiency information, floor plans, building specifications and condition data. Any such review of accommodation is linked to and reflects the following:

- The Councils evolving accommodation strategy for operational buildings
- The Flexibility remote working scheme
- The Shared Services and Leisure Trust initiatives
- Co-location/shared use opportunities with partner organisations
- The Councils asset charging policy

- 6.22 The performance of the investment portfolio is kept under review utilising a range of techniques of appraising performance as previously mentioned.

- 6.23 Statutory compliance is vital across the entire portfolio and the Council is proactive in achieving and maintaining its various statutory duties and the AMAP details the various ongoing reviews which are undertaken to ensure that compliance is achieved and, where feasible, enhanced.

- 6.24 The Council is now pro-actively monitoring all land holdings and open spaces for any anti-social behaviour issues. Where issues are identified, deterrent measures or disposal of the land will be considered as a priority.

- 6.25 Regular review of the property portfolio as previously set out is a vital overview of all aspects of the portfolio. It develops future strategy, looks at how 'fit for purpose' the Council's operational properties remain, challenges the reasons for continuing to hold non-operational properties, reviews performance of the investment portfolio, identifies properties surplus to requirements and earmarks these for disposal.
- 6.26 Finally, it should be noted that the PMF, whilst not a specific review, does keep the asset management business process under constant review to inform and improve future performance.

It does not feature in the formal programme of property reviews at Appendix E however it sits alongside and augments the data derived from the programme and helps in accurately targeting the various reviews in the programme.

Data Management

- 6.27 The Council holds data on all of its properties. It has 372 properties non housing properties valued at a total of £75,212,748 as set out in the Asset List included at Appendix D. These are split between the 'Asset Types', as previously defined. There are 170 operational properties and 202 investment assets. Furthermore, the Council holds numerous other minor land parcels not included at Appendix C but logged on the Council's land terrier and GIS databases.
- 6.28 With the recent burgeoning in the Council's data management requirements accurate data records, together with an ability to effectively manage, interrogate and report on the data, are recognised as crucial bedrocks of asset management. This is an important aspect of asset management which has been incorporated in the AMAP
- 6.29 The following lists the generic requirements for effective data management:

Requirements for effective Data Management

- All data is collected by qualified/trained people who understand its purpose
- Data is continually checked to confirm it is still relevant, prioritised, accurate and reliable, with frequency of collection based on importance of the data and risk
- Data is collated in a coherent and coordinated manner
- There is compatibility where data sources are distinct from the collation systems
- Collated data is easily examined, evaluated, acted upon and reported
- Data is used to plan, programme and monitor future performance
- Data is 'owned' and easily used/understood by others
- Data is compatible with existing and future databases
- Data is capable of being benchmarked internally and externally
- Data systems are flexible for future collection and storage needs.

6.30 Data presently collected or in the process of being collected by the Council in respect of its property portfolio includes:

Data collected in Asset Management

- Core data on each property, including location, age, ownership, occupancy, valuation and UPRN (unique property reference number)
- Condition details for each property, as per national requirements
- Information on backlog of maintenance, as per national requirements
- Suitability (fitness for purpose) and sufficiency (quantum) information
- Energy/water usage and performance data
- Accessibility issues, including DDA compliance
- Compliance data in respect of Asbestos, Legionella, Health & Safety, Fire etc
- Whole Life Cost information for relevant properties/projects
- Data for existing Local and new National Performance Indicators
- Maintenance spending patterns, including PMP and Planed v Reactive
- Capital programme implementation and spending patterns
- Financial performance of the investment portfolio
- Listed building status, Conservation areas and properties 'at risk'

6.31 The collected data is currently recorded and held on the following databases:

Current Council Property-related Databases

- Land and Terrier records (traditional records system)
- GIS system (land use/ownership database)
- Asset Register (Excel spreadsheets)
- Financial Management System (Cafi)
- Energy Audit and EMAS monitoring system (being introduced)
- Asbestos and management system (Excel spreadsheets)
- Disabled Access Audit and DDA management plan (Excel spreadsheets)
- Fire Risk Assessments (Excel spreadsheets)

6.32 Core property data, including unique property reference numbers (UPRNs), is held for all Council properties with property records on the Land Terrier and/or GIS system.

The data has been cross-referenced with the asset register and confirmed with the deed packages, a process that now forms part of the ongoing formal programme of property reviews outlined above.

The Council is registering all property with Land Registry and is confirming details held are correctly registered. Where this exercise or any reviews reveal gaps in the data, inconsistent collection or out-of-date data, the Council endeavours to correct this as soon as feasible to ensure that all records are as accurate and up-to-date as possible. This important task has been included in the AMAP.

Use of Database

6.33 Once the selected data management system goes 'live' it will be used corporately and will assist in:

- Annual budget setting process
- Building attribute life costings
- Annual energy and utility cost monitoring and projections
- Accurate expenditure forecasts
- Greater efficiency and control
- Better targeted Service Plans
- Benchmarking with other system users/authorities
- Estate management of non-operational properties

SECTION 7

CAPACITY BUILDING

Capacity Building

- 7.1 The Council's capacity to effectively undertake strategic asset management hinges on two important and mutually-dependent factors:
- Availability of staff to do the work
 - Development of necessary strategic asset management skills
- 7.2 The Council appreciates the importance of both these elements, not least the medium term service, financial and other benefits realisable through effective strategic asset management. Accordingly, it seeks to ensure that staff numbers are sufficient to undertake strategic asset management in the key areas.
- 7.3 In terms of skill development, this needs to occur through a combination of training methods in three key areas:
- Strategic Leadership and Management
 - Corporate Project Design and Corporate Project Management
 - Strategic Asset Management
- 7.4 The Council has reviewed the specific skills that should be developed in each of these areas and the various training methods available, and fully intends to develop its existing training programme – both internal and external – to ensure that all skills relevant to strategic asset management are sufficiently developed.
- 7.5 The Council achieved Investor in People accreditation and is committed to maintaining this standard, with appropriate training and staff development a fundamental requirement of this.

SECTION 8

SUMMARY

Summary

- 8.1 This AMP 2008-13 describes how the Council's strategic approach to managing its assets is being developed to ensure assets effectively contribute to achieving its corporate goals and improving service delivery.
- 8.2 The Council is committed to further progress in all of the areas covered by this AMP and the all important AMAP – from asset planning through to capacity building – in order to achieve best value as it moves towards its vision of Eastbourne being an excellent place to live, work and visit for everyone.

APPENDIX A

ASSET MANAGEMENT ACTION PLAN

<u>Actions and Key Milestones</u>		<u>Method</u>	<u>Person/Body Responsible</u>	<u>Target Date for completion</u>	<u>Status explanation and comment</u>	<u>Required Output</u>
1	To confirm property requirements against service needs and develop a strategy for the Council's office accommodation					
1.1	To set corporate vision, key priorities and objectives for services to be delivered in 2008/09 through to 2013; and to agree Asset Management Action Plan	Further to the Council's vision and Service and Financial Planning process to analyse feedback from SIMALTO exercise and to set priorities and revenue and capital budgets for 2008/09	Cabinet	Cabinet/Full Council - February 2008	Cabinet to set corporate priorities in terms of service delivery and budget for 2008/09	Clearly define key priorities and service objectives that reflect the Council's vision for which budgets will be made available
1.2	To undertake a review of all of the Council's operational premises against the corporate vision, key priorities and service objectives	To discuss service delivery property needs with service providers (AD responsible for service) and determine needs and identify any premises/land surplus to requirements to those needs. To refer any surplus premises/land to SMCAMG and then to LM-COCAMG as appropriate	AD-ACM	30 June 2008	To scope general property holdings against anticipated requirement for service delivery. Service delivery in accordance with corporate vision, objectives and priorities will lead property asset management to be embedded in Council policy	A list of premises that are required to enable services to be provided and which are considered necessary for the Council to retain Premises which are not required to which consideration will be given to their retention and/or disposal by SMCAMG and LM-COCAMG For asset management to become embedded within the Council
1.3	To set in place a Project Management Board with defined objectives to oversee the formulation and implementation of an office accommodation strategy	AD-ACM to report to LM-COCAMG with recommendation for Project Management Board	AD-ACM	31 March 2008	The Project Management Board will be foremost in evaluating options for the Council's accommodation post 2011	A Project Management Board which is capable of delivering the required output of an office accommodation strategy
1.4	To adopt an office accommodation strategy	Through the work of the Project Management Board set in place to review the Council's accommodation needs	AD-ACM	Cabinet September 2008	With both corporate vision and office accommodation considered, and option appraisals available, a corporate approach to asset management can be put in place	Cabinet to adopt an accommodation strategy and to endorse its corporate approach to the management of the Council's assets

1.5	To confirm all of the Council's land and property (including Council Housing)	Compare current Asset List with information from all sources in particular information gained from service managers during analysis of their property requirements	AD-ACM	30 June 2008	Effective asset management depends upon understanding of full extent of land and property holdings	A detailed understanding of all of the Council's land and property assets
1.6	To verify the Core Estate/ Operational premises	Verify all operational properties to be retained in conjunction with AD's currently responsible for each building. AD-ACM to make recommendations to SMCAMG	AD-ACM	30 June 2008	Need for use of premises to be challenged and reviewed before further expenditure considered. Reasons for retaining to be challenged against other means of property provision	A detailed understanding of all of the Council's operational premises
2.	To understand the condition and maintenance requirements of the Council's Operational and Non-Operational premises and to develop strategies for the operational and non operational premises including those let to third parties					
2.1	To review all operational premises to ensure they are fit for purpose in terms of meeting all statutory requirements; and to prepare a programme of works for implementation by a given date as they relate to:	AD-ACM to liaise with AD's through SMCAMG and then to engage suitable consultants and or use of in-house staff to undertake this work and to prepare a programme of necessary works and/or to implement any necessary works immediately depending upon risk to users of the premises	AD-ACM		Need to meet statutory requirements in all premises Without meeting compliance places the Council, operational managers and those responsible for premises at risk of litigation	Premises that are fit for purpose in terms of meeting all statutory requirements
	Asbestos Surveys/Management Plans	Specialist asbestos consultant to complete surveys and to determine any necessary works to be undertaken with relevant costings	AD-ACM	31 March 2008		
	Disability Discrimination (DDA)	Potential for setting local performance indicators in addition to national PI's. Report on performance	AD-ACM	31 July 2008		

	Fire Safety and Means of Escape	against current PI's and propose local PI's Officers responsible for operational premises to have prepared Fire Risk Assessments and action plans implemented	Responsible Officers/ AD-ACM	31 March 2008		
	Water quality management/ legionella	Specialist to check all water management systems and risk assess any properties without water management	AD-ACM	31 March 2008		
	Health & Safety at Work	Service managers and health and safety officer to provide details of works required to premises to ensure compliance	Responsible Officers/ AD-ACM	31 March 2008		
	Thermal efficiency and energy ratings	Display energy ratings in appropriate premises as required by legislation Premises over 1000m ² Premises over 10,000 m ² for rent/disposal or to build require Energy Performance Certificate (EPC) by April 2008 Premises over 2,500m ² Require EPC by July 2008 All other premises have EPC by October 2008	AD-ACM	Dates to be added – set by legislation 1 December 2008 1 April 2008 1 July 2008 1 October 2008		
	To report to SMCAMG on any shortfalls and to report to LM-COCAMG if any matters cannot be resolved within existing budgets	AD-ACM to report to SMCAMG and as may be necessary to LM-COCAMG	AD-ACM	Report by 31 March 2008 (DDA by 31 July 2008 and EPC 1 October 2008)		
2.2	To carry out detailed property reviews of Town Hall, 1 Grove Road and 68 Grove Road and any other premises that may be determined suitable for occupation through the office	Condition Surveys to be undertaken, planned budgeted maintenance programmes set out in priorities	AD-ACM	30 June 2008	Costs of retaining properties in good state of repair established. Remedial works to be categorised as statutory, emergency, backlog,	A full understanding of all cost implications in retaining these premises.

	accommodation strategy	<p>Facilities management arrangements to be investigated for fitness for purpose any shortfalls reported upon</p> <p>AD-ACM to report to Accommodation Strategy Project Management Board and to SMCAMG as each property is appraised with recommendations to LM_COCAMG</p>	AD-ACM	30 June 2008	planned to demonstrate effective management	
2.3	<p>To carry out detailed property reviews of Operational Properties in priority to understand asset base</p> <ul style="list-style-type: none"> • Theatres/Devonshire Park complex • Office Accommodation (other) • Bandstand, Redoubt and other tourist attractions • Storage facilities • Public conveniences <ul style="list-style-type: none"> • Graveyards and crematorium • Sports and leisure centres • Public conveniences • Parks and Gardens • Car parks • Holywell Chalets 	<p>Condition Surveys to be obtained, planned budgeted maintenance programmes set out in priorities</p> <p>Facilities management arrangements to be investigated for fitness for purpose any shortfalls reported upon</p> <p>AD-ACM to report to SMCAMG as each property is appraised with SMCAMG making recommendations to LM-COCAMG</p>	AD-ACM		Costs of retaining properties in good state of repair established. Remedial works to be categorised as statutory, emergency, backlog, planned to demonstrate effective management.	A full understanding of all cost implications in retaining these premises with a view to Cabinet agreeing an Asset Management Strategy in September 2009
			AD-ACM	31 July 2008		
			AD-ACM	31 July 2009		
			SMCAMG	31 July 2008 and 31 July 2009 respectively		
2.4	To review revenue and capital spend required for all premises in 2009/10 and set against corporate priorities	Through service and financial planning process with presentation on accommodation and options appraisals to LM-COCAMG	AD-ACM	30 September 2008 (in preparation of Service & Financial Plan and Budget Setting Council	To ensure that Council maintains a corporate approach to managing its property portfolio in accordance with its accommodation strategy and in turn to meet service	An adequate budget to ensure the efficient and effective management of the Council's assets

				in February 2009)	<p>requirements of the Council within the agreed budget</p> <p>Corporate approach will enable central allocation of property for management purposes to enable more effective performance and greater understanding of budgetary needs for routine and planned maintenance</p> <p>Central management will enable statutory requirements to be complied with as they are enacted</p>	
2.5	<p>To carry out detailed reviews of Non-Operational and investment properties leased/licensed to third parties or managed on behalf of the Council and Corporate and Amenity Land in priority to understand all implications of property portfolio</p> <ul style="list-style-type: none"> • Seafront shelters, retail and food outlets • Investment Properties • Downland Estate • Farms • Corporate and Amenity Land 	<p>Condition Surveys to be obtained and planned budgeted maintenance programmes set out for properties for which council has a repairing obligation.</p> <p>Inspections carried out to leased and tenanted properties where tenant to maintain and any notices served</p> <p>Leases to be checked to ensure obligations in regard to insurances, statutory obligations in regard to health and safety, water management etc are being complied with.</p> <p>Long term rental potential set against benefits of disposal to challenge need for retention</p>	AD-ACM	30 September 2009	<p>As with Operational Properties detailed information gathering enables more informed decisions in regard to asset management/retention/disposal.</p>	<p>To have improved understanding of all Non-Operational and investment properties and Corporate and Amenity Land with a view to Cabinet agreeing an overall Asset Management Strategy to incorporate all Council holdings in September 2009</p> <p>A detailed understanding of the Council's land and property which may have development potential and/or may be fit for disposal</p>
2.6	To develop and to adopt an Asset Management Strategy for Operational Premises and premises leased to third parties or managed on behalf of the Council	AD -ACM to prepare timely reports through SMCAMG making recommendations to LM_COCAMG prior to seeking endorsement by Cabinet	AD-ACM	30 September 2009	With corporate vision, office accommodation and all other Operational and Non-Operational premises considered through options appraisals a cogent	Cabinet to adopt an Asset Management Strategy for all Operational Premises, investment properties, Amenity land and premises leased to third parties or managed on behalf of the Council,

					corporate approach to asset management can be put in place	to endorse its corporate approach to the management of its assets
3	To develop related Data Management/ Performance Management/ Procurement and Capacity Building					
3.1	To introduce Asset Management Software to allow integrated information retrieval and exchange	Potential software packages being investigated for early purchase AD-ACM to lease with AD-FS over procurement ** subject to funding	AD-ACM/ AD-FS	31 June 2008**	To satisfy identified need for effective data management due to volume of property data	To increase efficiency of asset management and quality of data collection and usage to enable appropriate focusing of scarce resources
3.2	Collect and catalogue all council land and buildings including HRA property on electronic terrier	AD-ACM to oversee completion of information gathering and co ordination of information received from Eastbourne Homes Ltd and land registry ** subject to response by others 50% land holding being lodged with land registry. Remaining holdings to be submitted.	AD-ACM AD-ACM	31 July 2008** 30 September 2008	Investigation commenced. Important to fund on going data collection and management	Implementation of efficient/effective data management for all assets to be effective by the end of March 2009 Registration with Land Registry of all of the Council's land and property portfolio
3.3	Performance Management Framework – To prepare Local Asset Management Performance Indicators (PIs) Adopt new NaPPMI national PIs when relevant	To determine relevant PI's in terms of management of the Council's assets To agree relevant PI's through SMCAMG and LM-COCAMG to embed in Scrutiny Review Programme – July 2008	AD-ACM	Cabinet July 2008	To enable performance in terms of asset management Work to be commenced as hard data becomes available and agreement on changed indicators adopted	To agree relevant PI's for the on going management of the performance in terms of asset management
3.4	Procurement Strategy - To adopt Procurement Strategy	To present relevant parts of current draft Procurement Strategy to Cabinet for approval	AD-SS	31 March 2008	To ensure consistency in purchasing and achieve cost service/shared procurement benefits Current policy is fragmented with each	Cabinet to adopt Procurement Strategy and ensure it is embedded within the Council To allow consistency of approach to compliance with statutory

					service manager employing contractors individually. No central control on contractors or record keeping of works done	requirements and good practice in property matters
3.5	Capacity Building – To ensure sufficient capacity of staff with appropriate skills for data collection and management	On going assessment of resources to meet defined needs for the effective development of the Asset Management Plan and related Strategies	AD-ACM	On going	Capacity building is considered a prime requirement to allow asset management to be fully embedded and undertaken Need to develop staff awareness and explore cross cutting initiatives Meeting of outturns required by this Asset management Plan is dependent upon retaining suitably qualified and experienced staff within the Estates and Property Group	To secure effective resources to ensure the development and implementation of the Asset Management Plan and related Strategies AD-ACM to report on shortfalls/ potential shortfalls in resource to LM-COCAMG as required
4	To monitor Energy Performance/ Insurance/ Values for Rating and Asset Valuations					
4.1	Energy Efficiency- To undertake a review of operational premises to determine thermal efficiency	To review need for the engagement of a consultant to undertake this specialist work and to refer to Cabinet should funding not be available from within existing budgets To arrange for consultant or in-house staff member to undertake and complete this work	AD-ACM/ AD-SS	31 July 2008	Necessary to monitor energy performance to allow carbon neutral buildings to be sought and lower energy/user costs	To determine thermal efficiency of the Council's operational premises and to set in place an improvement programme for consideration in the Service & Financial planning process post September 2008
4.2	Monitoring Insurances – To review insurance values for operational premises and excess provisions for entire portfolio	Engage external insurance advisor to undertake property insurance valuations and to review insurance needs Review with Insurance Provider and agree acceptable policy risks for property portfolio	AD-ACM/ AD-FS	Cabinet July 2008	To ensure all assets are properly insured at appropriate values Undertake review of insurance risks against reduction in premium for property portfolio and other assets to set economic premium rates	Cabinet to agree on level of insurance risk to be borne by Council in relation to annual premium for its property portfolio and general insurance needs

					<p>Asset management software will help to be focus on need to manage property requirements for ongoing service delivery</p> <p>Process to be developed and set into standing orders</p>	
4.3	Rating – To review rateable values of all operational premises	Engage external rating valuation advisor to undertake programme of property rating valuations within existing revenue budget	AD-ACM	Ongoing	<p>To ensure all premises are valued for business rate purposes</p> <p>Undertake review of rateable values to seek reductions where appropriate</p>	To reduce business rate liability for operational property
4.4	Asset Valuations- To review valuation of property for investment and accounting purposes	Carry out valuations to 'Red Book' standards of all properties including housing.	AD-ACM/ AD-FS	Ongoing	Need to value 20% of properties each year or entire portfolio every five years	Ensure decision making based on accurate valuation information

APPENDIX B

LEAD MEMBERS AND CHIEF OFFICERS CORPORATE ASSET MANAGEMENT GROUP (LM-COCAMG)

TERMS OF REFERENCE

1. Lead Members and Chief Officers Corporate Asset Management Group.

- 1.1. A Lead Members and Chief Officers Corporate Asset Management Group will be set in place. This Group will meet not less than quarterly and will have the following remit:
- ❑ Set and monitor the work programme for the Operational CAMT;
 - ❑ Confirming for Cabinet approval the Capital Strategy and the Asset Management Plan;
 - ❑ Receiving and approving reports and prioritising recommendations from the Operational CAMT concerning the asset management challenges of the next CPA round;
 - ❑ Ensure that the Council's use of land and property is regularly and vigorously tested with appropriate action taken to achieve effective and efficient utilisation;
 - ❑ Monitor progress on property management value for money performance indicators;
 - ❑ Monitor condition survey progress;
 - ❑ Receiving summary reports, including post project reviews, on all capital projects;
 - ❑ Undertaking the initial prioritisation of capital projects;
 - ❑ Releasing projects (under delegated authority) from those waiting funding;
 - ❑ Develop the link between asset management and service planning;
 - ❑ Annual review of the Asset Management Plan;
 - ❑ Agree stakeholders list;
 - ❑ Agree consultation procedures;
 - ❑ Agree training for members and staff involved in asset management;
 - ❑ Measure customer and stakeholder satisfaction;
 - ❑ Seek information from the operational CAMT on specific areas of the Councils business;
 - ❑ Ensure the provision and adherence to relevant strategies;
 - ❑ Ensure the proper review of asset management;
 - ❑ Ensure the proper provision and availability of staff to meet the objectives of corporate asset management.

- 1.2 Membership of this Group will be:
- ❑ Leader of the Council (Chair)
 - ❑ Deputy Leader of the Council (Deputy Chair)
 - ❑ Cabinet Members
 - ❑ Chief Executive
 - ❑ Director of Economy, Tourism & Environment
 - ❑ Director of Housing, Health & Community Services
 - ❑ Director of Financial Services

The Group will be serviced by the:

- ❑ Assistant Director Amenities & Contract Management
- ❑ Assistant Director – Financial Management
- ❑ Estates & Property Manager (who will take a lead role in managing the Council’s Asset Management Plan and advising colleagues and members on the Asset Management Plan and also to provide reports from the Service Managers Asset Management Group)

SERVICE MANAGERS CORPORATE ASSET MANAGEMENT GROUP (SMCAMG)

TERMS OF REFERENCE

1. Service Managers Corporate Asset Management Group

1.1 A Service Managers Asset Management Group will be set in place. This Group will meet no less than quarterly and will have the following remit:

- ❑ Determine and implement actions to achieve the Asset Management Plan;
- ❑ Ensure that the Council is able to meet the asset management challenges of the next CPA round including options appraisals, whole life costing and valuations;
- ❑ Producing reports for the Strategic CAMT on capital projects;
- ❑ Ensure that the Council’s use of land and property is regularly and vigorously tested with relevant recommendations made for appropriate, effective and efficient use;
- ❑ Management of land and buildings including residual ad hoc land issues;
- ❑ Produce and report on the property performance indicators required in the Asset Management Plan;
- ❑ Management of periodic condition surveys;
- ❑ Planned maintenance monitoring;
- ❑ Ensure compliance with all current legislation, including DDA and the Control of Asbestos at Work Regulations;
- ❑ Contribute to the monitoring and review of corporate assets; Arrange consultation with Stakeholders.

1.2 The membership for this Group will comprise the:

- ❑ Assistant Director - Amenities & Contract Management (Chair)
- ❑ Assistant Director – Financial Management (Deputy Chair)
- ❑ Assistant Director – Economy, Tourism & Planning
- ❑ Assistant Director – Housing & Health Services
- ❑ Assistant Director – Community Services
- ❑ Assistant Director – Support Services
- ❑ Assistant Director – Human Resources
- ❑ Assistant Director – Strategy & Democracy
- ❑ Estates & Property Manager (who will take a lead role in managing the Council’s Asset Management Plan and advising colleagues and members on the Asset Management Plan and also to provide reports to the Lead Member and Chief Officers Corporate Asset Management Group.
- ❑ Estates Surveyor

- ❑ Legal Services Manager
- ❑ Chief Accountant

The following Managers of service and/or facility will be co-opted to this Group as may be required:

- ❑ Senior Maintenance and Facilities Officer
- ❑ Leisure & Communities Manager
- ❑ Assistant General Manager, Theatres
- ❑ Downland, Trees & Woodland Manager
- ❑ Tourism Manager
- ❑ Parks & Gardens Manager
- ❑ Events Development Manager
- ❑ Cleansing Contracts Manager
- ❑ Amenities Support Manager
- ❑ Engineering Manager
- ❑ General Manager (Theatres)
- ❑ Housing Services Manager

APPENDIX C

SEE UPDATED ASSET LISTS UNDER WEBISTE SUBPAGE – LAND AND PREMISES

ASSET LIST - Council leased/licensed property

ASSET LIST - Council community & Infrastructure property

ASSET LIST - Council operational property

APPENDIX D
CURRENT POSITION: 2007

Asset and Valuations		
<p>The Council is a relatively large landowner in relation to other Boroughs of similar size with the Housing Stock dominating the asset base. This Housing Stock was transferred to Eastbourne Homes as a ALMO and no account is taken of it in this AMP except to include the asset value. The total value of the Councils assets is £ 273,397,514 as set out below.</p>		
Operational Land and Buildings	40,826,290	*
Housing stock in Operation	197,469,813	**
Non Operational Land and Buildings	34,386,458	

Total	£273,397,514	
<p>The value of Assets 'owned', administered and generally managed by each department is as follows:</p>		
	<u>Operational</u>	<u>Non Operational</u>
Amenities & Contract Management	9,593,789	10,399,170
Community Services	24,401,987	1,542,246
Estates & Property	165,000	17,084,836
Housing & Health Services	1,952,721	1,282,816
Economy, Tourism & Planning	4,712,793	4,077,390
	40,826,290	34,386,458
<p>The Asset List including more details of the Operational and non operational asset are set out in Appendix C. * This is the value for existing use rather than optimum value for alternative use. ** This is the value provided by the Valuation Office on 1st April 2006 for housing in existing use as social housing rather than the value with vacant procession.</p>		

APPENDIX E PROGRAMME OF PROPERTY REVIEWS

REVIEW TYPE	PROPERTY TYPE (S)	REVIEW FREQUENCY	NEXT REVIEW DUE	PERSON RESPONSIBLE	COMMENTS
ANNUAL INSPECTIONS	Operational	Annual	2008	AD-ACM	Review/update of condition data
	Investments	Annual	2008	AD-ACM	Check on repairing obligations / dilapidation/insurances
LEASE EXPIRY INSPECTIONS	Investments	End of tenancy	As required	AD-ACM	Check on repairing obligations / dilapidations
PROJECT COMPLETION EVALUATIONS (PCE's)	All completed property-related capital projects	6-months after project completion	As required	AD-ACM	PCE template in development
DETAILED CONDITION SURVEYS	Operational	Every 3 years	2008	AD-ACM	Feeds into Capital Programme & PMP
	Non-operational , excl. Investments	Every 3 years	2008	AD-ACM	Feeds into Capital Programme & PMP
SUITABILITY & SUFFICIENCY SURVEYS	Offices	Every 3 years	2008	Person responsible for building /AD-ACM	Linked to outcome of Service Delivery Plans
	Theatres	Every 3 years	2008	Person responsible for building/AD-ACM	Linked to outcome of Service Delivery Plans
	Sports Centres	Every 3 years	2008	Person responsible for building/AD-ACM	Linked to outcome of Service Delivery Plans
	Parks & Gardens	Every 3 years	2008	Person responsible for building/AD-ACM	Linked to outcome of Service Delivery Plans
	Public Conveniences	Every 3 years	2008	Person responsible for building/AD-ACM	Linked to outcome of Service Delivery Plans
	Farms & Downland	Every 3 years	2008	Person responsible for building/AD-ACM	Linked to outcome of Service Delivery Plans
	Ad-Hoc Property	Every 3 years	2008	Person responsible	Linked to outcome of Service

				for building/AD-ACM	Delivery Plans
ACCOMODATION REVIEW	Town Hall	Every 3 years	2008	Assistant Director of Operational Division/AD-ACM	Linked to outcome of Shared Services project
	68 Grove Road	Every 3 years	2008	Assistant Director of Operational Division/AD-ACM	Linked to outcome of Shared Services project
	1 Grove Road	Every 3 years	2008	Assistant Director of Operational Division/AD-ACM	Linked to outcome of Shared Services project
	Tourist Offices	Every 3 years	2008	Assistant Director of Operational Division/AD-ACM	Linked to outcome of Leisure Trust project
	Stores	Every 3 years	2008	Assistant Director of Operational Division/AD-ACM	Linked to outcome of Shared Services project
INVESTMENT PORTFOLIO: PERFORMANCE & RETURNS NON OPERATIONAL PROPERTY	Land & other assets	6-monthly	6-monthly on going	AD-ACM	Estates Surveyor dealing as matters arise
STATUTORY COMPLIANCE: 1) DDA 2) ASBESTOS 3) LEGIONELLA 4) FIRE 5) H&S	Entire property portfolio	Continuous	Continuous	Assistant Director of Operational Building	Co-ordinated by Means of Escape /Fire Officer and Health & Safety Officer
MONITORING OF ALL COUNCIL LAND AND OPEN SPACES FOR ANTI-SOCIAL BEHAVIOUR ISSUES	All community assets, inc allotments, cemeteries, parks, playing fields , open spaces etc	Continuous	Continuous	Parks & Gardens Manager/AD-ACM	Under continuous review. Where anti-social issues identified, action to be expedited asap, i.e. deterrent works or disposal
ASSET MANAGEMENT WORKING GROUPS	Entire property portfolio	Quarterly review	Ne	SMCAMWG	
	Entire property portfolio	Annual review	2007	SMAMWG	

INSURANCE	Operational	Annual review	2008	Insurance Officer	Ensure Adequate Cover
	Investment	Beginning of Tenancy	Annually	Insurance Officer	Check Adequate Cover
HOUSING REVENUE ACCOUNT PROPERTY	Council houses	Every three years	2010	AD-ACM	Tender for right to buy valuations
	Council houses	Annual review	2008	AD-ACM	Valuations for Housing Revenue Account

APPENDIX F

DECISION TREE FOR REVIEW AND CHALLENGE (NON OPERATIONAL PREMISES)

