



# Leicestershire County Council

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## Corporate Asset Management Plan

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January, 2008

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## 1. Introduction

- 1.1 The County Council has made significant steps in the last year to strengthen and develop its approach and working practices towards the effective corporate management of its property resources. All the actions identified in the Council's Corporate Asset Management Plan (AMP) 2006 Implementation Plan have been either delivered or, where intervening circumstances have altered since this plan was produced, alternative actions have been taken. Additionally, many of the issues raised in the 2006 AMP Gap Analysis have also been addressed.
- 1.2 The most significant developments have been the improvements to the Council's corporate asset management organisational structure and the development and implementation of some key working practices, including a highly effective Corporate Property Review process (based upon a model developed by a 'beacon' Local Authority). These developments are in direct response to the recommendations arising from an independent Review of Property Services (2006). The benefits are already evident through the positive feedback and engagement of clients and in the development and delivery of recommendations for improving the performance and making better use of the Council's assets. Other major achievements include the replacement of five secondary schools with new, high quality, award winning\* buildings.
- 1.3 The 2006 AMP set out the plans for re-enforcing the corporate asset management planning organisational and decision-making framework. These have since been delivered and the new Asset Management Working Group and the Corporate Property Steering Group provide the backbone for the effective corporate asset management and decision-making that is practised at operational level by the Asset Management Team (in consultation with client departments) and authorised at strategic level by the Corporate Management Team, members and Cabinet. Appendix B contains the agreed Terms of Reference for the corporate asset management groups.
- 1.4 Further improvements and developments will continue alongside the delivery of the ongoing Property Services Review. This is due to be completed during early 2009 and is part of the Council's over-arching Change Management Programme.
- 1.5 The 2008 AMP provides a brief overview of the organisational framework for corporate asset management and highlights some of the key working practices such as client consultation, asset management information, corporate property review (asset challenge), performance management and the development of plans and programmes. The AMP provides a summary overview of the extent and performance of the existing asset base and reflects upon future property and property services' requirements arising from Service and Corporate plans and objectives. The final sections of the AMP set out a summary of the capital and revenue plans for property related expenditure over the next 3 years and the Implementation Plan for the next twelve months.

\* Castle Rock High School – Leicestershire Property & Construction Award – Large Scheme of the Year Award 2006, PROCON Sustainable Development of the Year Award 2006, LABC Best Sustainability Winner 2007; Bushloe High School, PROCON Sustainable Development of the Year Award 2007,

## 2 Corporate Planning and Organisational Framework

2.1 Listed below are the key strategic documents that direct the delivery of services to the people of Leicestershire together with a summary of each. Property Services take account of these strategies through the asset challenge process. The management of the Council's assets are directed through discussion with each front line service delivery area using the governance arrangements for the Corporate Property Steering Group (CPSG) and the Asset Management Working Group (AMWG), both of which are described in more detail later in the document. Asset planning is then approved on the basis that it meets the strategic needs of those service areas and the organisational policies.

**Comprehensive Performance Assessment (CPA)** – Leicestershire County Council was assessed by the Audit Commission in 2007 and was judged to be '4 Star and Improving Strongly' in the way it provides services for local people and was only one of five local authorities to receive this rating. It received a '3 Star' rating for its Adult Social Care. This is the top rating and the sixth year the council has achieved this. It received 'Outstanding' for its Joint Area Review (JAR) and 'Good' for its Annual Performance Assessment making it one of the best Children and Young People Services in the country. It also received the top score of Level 4 in Cultural Services and Use of Resources

### **Leicestershire Sustainable Community Strategy and Local Area Agreement**

The new Performance Framework has been developed by the Leicestershire Together partnership, who has agreed a set of priority outcomes for Leicestershire for the next 5 years:

1. Improved Life Chances for Vulnerable people & places
2. Stronger, more Cohesive Communities
3. A safe and attractive place to live and work
4. A more effective response to Climate Change
5. A prosperous, innovative and dynamic economy
6. A Healthier Leicestershire
7. More effective and efficient service delivery

The Sustainable Community Strategy (SCS) and Local Area Agreement (LAA2) build on these priorities. The SCS outlines high level outcomes across the seven themes, including people, theme and place priorities, the Local Area Agreement (LAA2) details how, in partnership, the priorities will be achieved.

The priorities contained in the SCS are based upon two evidence based reports, "This is Leicestershire" and "Places in Leicestershire". Both reports are drawn from a wide range of data sets and results from public consultation events/ surveys.

### **Medium Term Financial Strategy 2007/8 to 2009/10**

The MTFs takes account of the overall funding position, the main expenditure pressures and investment in corporate priorities over the next three years.

The first year of the Strategy, 2007/08, is based on firm estimates of central government funding. In future years, Government funding is assumed to increase by 1% per annum. This assumption will need to be revisited following the publication of the CSR later this year. Initial indications are that settlements over the period of the MTFs will be tighter than expected given the public expenditure forecasts announced in the Chancellor's pre budget statement.

The MTFs has four key elements:-

- Restrict Council Tax increases
- Maximise efficiency saving
- Improve high priority services
- Minimise reductions in lower priority services

The Council Tax increases by 4.25% in 2007/08 with lower increases (4%) in later years.

The MTFs is based upon the County Council generating significant efficiencies over the next three years of £14.2m (£4.7m in 2007/8 and at least £4.25m per year in both 2008/9 and 2009/10). At present £5m of the efficiency savings requirement has not been identified. The Corporate Change Management programme will continue to develop projects that will assist in meeting these challenging savings targets over the life of the MTFs. In addition, work is underway that will consider the scope for increasing income generation and rationalising grants.

The County Council continues to invest in the Medium Term Corporate Strategy priorities including Learning Disabilities, Libraries, Children's Services and Waste. As in previous years, a significant element of the investment in these priorities will take place through the capital programme.

The main cost and demand pressures over the medium term continue to be Waste and Adults' and Children's Social Care. Other pressures include capital financing and inflation on highway maintenance. Forecasting expenditure over the medium term can be difficult, in particular legislation around Children's Services could result in higher costs in future years that are currently not featured in the projections.

In addition to efficiency savings, service reductions and increased income of around £4m are required to restrict Council Tax increases over the medium term. The necessary steps are being taken to implement those savings from 2007 which have a longer lead time because of the need for scrutiny and consultation etc. The main new revenue savings for 2008/09 relate to extra care schemes and the capitalisation of structural maintenance. Income generation proposals are also included in the budget.

Even with these savings included in the projections there will be a budget shortfall of £1.4m by 2009/10; this will need to be addressed following publication of the CSR. However, at this stage these savings are more than compensated by unallocated growth of £2.5m.

### **Corporate Procurement Strategy to 2009**

This strategy sets out the purchasing direction for the Authority and how this supports both the overall vision for 'Improving Life in Leicestershire' and the Authority's commitment to our Local Strategic Partnership – 'Leicestershire Together' – to improve the quality and co-ordination of public services in the County. It also provides a common framework within which all the Authority's procurement activity is managed.

The strategy is aimed at our internal and external stakeholders – employees, trade unions, the voluntary and community sector (VCS), partner agencies, suppliers and potential suppliers - since it is through their engagement that the Authority will achieve procurement excellence.

The strategy is structured using the four main themes of the National Procurement Strategy for Local Government to help demonstrate how the Authority are meeting government expectations as it meets its own local objectives. Each of the four themes identifies our current position, planned activity, how the Authority will measure our performance and how this links to our overall vision for Leicestershire.

'Our Future Plans' are intended to provide a framework within which further specific targets can be developed. The scope of the Strategy applies to goods, works and services the Authority source externally as well as services the Authority perform in-house. The Strategy does not apply directly to schools, which are able to make their own procurement decisions independent of the Authority. However the Authority does encourage schools to adopt good procurement practice and provide assistance through 'buy back services' and also brokerage type arrangements.

### **Capital Strategy Priorities**

The main focus of capital investment over the medium term is to deliver the Medium Term Corporate Strategy priorities. It also takes account of the Local Transport Plan (2006-2011), the Asset Management planning process and the priorities of the Local Area Agreement (LAA). The Local Strategic Partnership (Leicestershire Together) will increasingly influence the Capital Strategy as reflected in the Sustainable Community Strategy.

The main focus of capital investment over the medium term is expected to be:

- Reorganisation of secondary education in Melton Mowbray and the Vale of Belvoir
- Acting on the findings above for a wider review of the Education provision of the whole county through Building Schools for the Future
- Mobile accommodation replacement and modernisation
- Completion of North West Leicestershire Area Special School

- Phase 3 of Government's Children's centres and Early Years programmes
- Capital works on Primary schools from 2009/10 funded from a new DCSF programme.
- Energy efficiency
- Improve recycling and household waste sites
- Continue to increase recycling and composting and reduce waste going to landfill – this will involve new and improved waste treatment and disposal facilities
- Modernisation of services through day centres and respite care for people with learning difficulties.
- Replacement of day care facility for the elderly.
- Improve access and quality of libraries
- General investment on 'invest to save' schemes to generate future revenue savings
- Restoration of the Ashby Canal from Snarestone to Measham

### **Funding and Affordability**

Capital programme schemes are funded by a combination of central government grant and supported borrowing, external grants, developer funds, capital receipts and unsupported borrowing. To minimise the impact on the council tax payers of capital schemes, the County Council will:

- Maximise capital receipts, developer funds and external grants
- Minimise unsupported borrowing and only commit to new borrowing for 'spend to save' projects
- Lobby for additional resource (capital grant or additional formula grant) from government for schemes funded by 'supported borrowing'
- For the major schemes, develop strategies to fund the developments that will include PFI and seeking other forms of central government financial support.
- Reduce the costs of schemes through joint working with other agencies
- Support and encourage the development of Invest to Save schemes including purchasing rather than leasing assets where appropriate.

### **Evaluation and Appraisal**

The County Council's policy is that option appraisal should be applied to all schemes costing over £100,000. Corporate guidance in addition to any central government requirements should be followed when completing these appraisals. In addition all completed schemes that cost over £100,000 should be evaluated following corporate guidance. The evaluation will cover both the design and build process as well as whether the scheme achieved the appropriate service outcomes.

### **Procurement**

The County Council has entered into a two framework agreement with contractors to deliver major build schemes:

- Projects up to £3m will be awarded to one of three named contractors: Interserve, Tomlinson or Galliford Try
- Projects over £3m will be awarded to Wilmott Dixon

The new arrangements will eliminate the need for any time consuming tendering and offer better prices for materials, ultimately generating efficiency savings.

The County Council continues to be a Member of the Eastern Shires Purchasing Organisation in order to achieve the benefits arising from the economies of scale this brings.

### **3. Corporate Asset Management**

Following the implementation in early 2007 of the corporate management of the Council's land and property assets, a Corporate Asset Management Unit was set up operating within Property Services but independently of other functions such as construction, maintenance, estate management and facilities management. Clear governance arrangements were developed to ensure service departments had sufficient confidence to the process. The functions of the Asset Management Team are set out in Appendix F.

A Corporate Property Steering Group (CPSG) was created in May 2007 chaired by the Director of Corporate Resources. Membership is made up of Assistant Directors from within each service department as well as the Head of Property (CPO) and Finance representatives.

Reporting to the CPSG is an Asset Management Working Group (AMWG) chaired by the Head of Property and comprising Intelligent Client Officers (ICO) from each service area. This group provides the technical knowledge and advice to the CPSG.

#### **Vision**

The Corporate Asset Management unit provides, and is expected to provide, the strategic direction for the use, management, development, planning and procurement of the Council's property resources. The unit develops all the necessary estate strategies and asset management plans and arranges for their implementation through the appropriate areas of Property Services.

The asset management team strives to make sure that the Council is making best use of all retained assets, that under-performing or surplus assets are identified and eradicated, and that the Council has the accommodation and facilities that are required to support excellent service delivery. The unit is recognised as a centre of expertise for corporate asset management. It uses and develops 'best practice' and is on course for becoming a beacon Local Authority for asset management. The asset management team is proactive and innovative but also realistic in identifying and helping develop 'best value' property solutions for the Council and its partners.

The asset management team has a strong customer-focus and works in close consultation with clients and stakeholders, featuring a strong and highly effective

working relationship with the service based intelligent clients. The asset management unit is the Council's central source of information, data and knowledge about the Council's asset base.

Corporate asset management is embedded in all corporate business and service planning across the Council and the asset management unit plays a key role in ensuring that information is properly reported and decisions are properly made about the Council's corporate property resources.

### **Asset Management Objectives**

1. Provide strategic advice, guidance, direction and support to the Council, Service Area clients and all relevant stakeholders in:
  - planning, managing, using, developing and procuring the Council's property and property services
  - ensuring assets are fit for purpose and that best value is obtained from the Council's property resources
  - leading and supporting the Council and all Service Areas to make best use of retained assets and to forward plan and prepare for future property and property services
  - identifying and promoting opportunities to maximise the returns (financial and/or non-financial) to the Council through the asset base
2. Develop and produce the Council's estate strategies, Corporate and Schools Asset Management Plans and organise their implementation including the preparation of briefs and commissioning of required projects
3. Develop, manage and monitor property related capital and revenue programmes and budgets
4. Co-ordinate and link asset management planning with the Council's other corporate, financial and service planning cycles and activities
5. Act as the Council's centre of excellence in strategic estate management advice and support and develop the practices and procedures necessary to this role
6. Provide a centralised asset management information and data base. This entails requesting and extracting relevant information; managing, maintaining, producing and making information accessible about:
  - the existing estate
  - future property requirements
  - opportunities to work with partner organisations
  - property related capital and revenue programmes and budgets
  - performance – property and property services
  - estate strategies, asset management plans
  - property related business cases
  - asset management reports – for internal (eg CPSG; Council) and external (eg central government departments; audit; Council partners) purposes

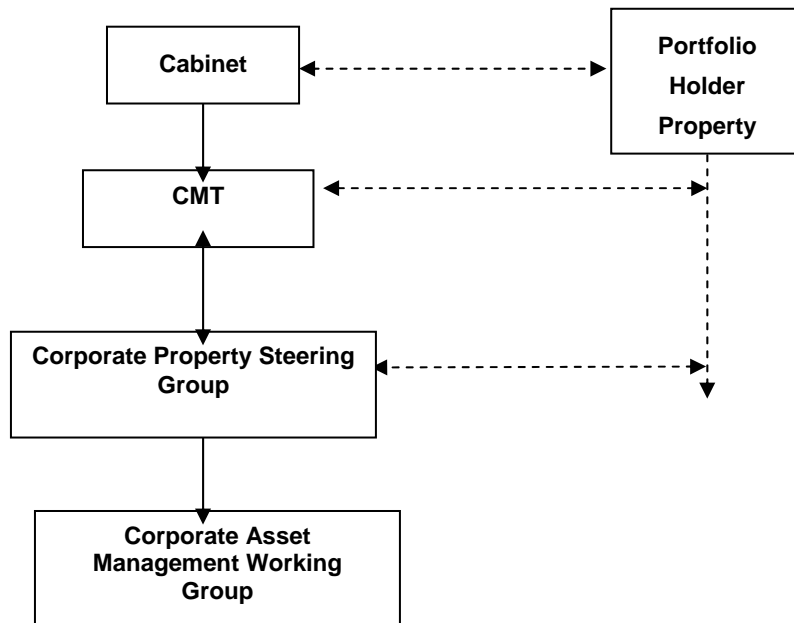
- acquisition, investment and disposal strategies and programmes
7. Provide a customer-focused service and cultivate and maintain a strong interface between the asset management business partners and Service Area based intelligent clients
  8. Receive client requests, scope and agree briefs and commission agreed services and projects through Property Services delivery areas
  9. Consult with clients and all relevant stakeholders to ensure that their views and requirements are effectively sought and utilised in the provision of asset management plans and services
  10. Report and be accountable to the Council's formal corporate asset management executive and groups (including the Asset Management Working Group and the Corporate Property Steering Group), in accord with the agreed terms of reference for these groups
  11. Provide business case advice and support in the development and delivery of asset management plans, proposals and programmes
  12. Develop and implement the systematic corporate review and audit of the Council's estate
  13. Identify surplus and under-performing assets and recommend appropriate improvement and/or disposal plans to the Council's formal corporate asset management governance groups
  14. Implement strategic performance management systems of the Council's property and property services, identify opportunities for continuous improvement, and produce regular and routine performance monitoring and benchmarking reports as required for internal and external purposes
  15. Identify and deliver opportunities through asset management for facilitating the delivery of the Council's partnership agenda

**Framework, roles and responsibilities** – Having the correct organisational framework in place is the first essential step in being able to develop and deliver effective corporate asset management. Aligning the new structure with the other relevant parts and activities of the organisation is equally critical in ensuring that asset management is properly connected and integrated with the Council's overall management and planning of its resources and services.

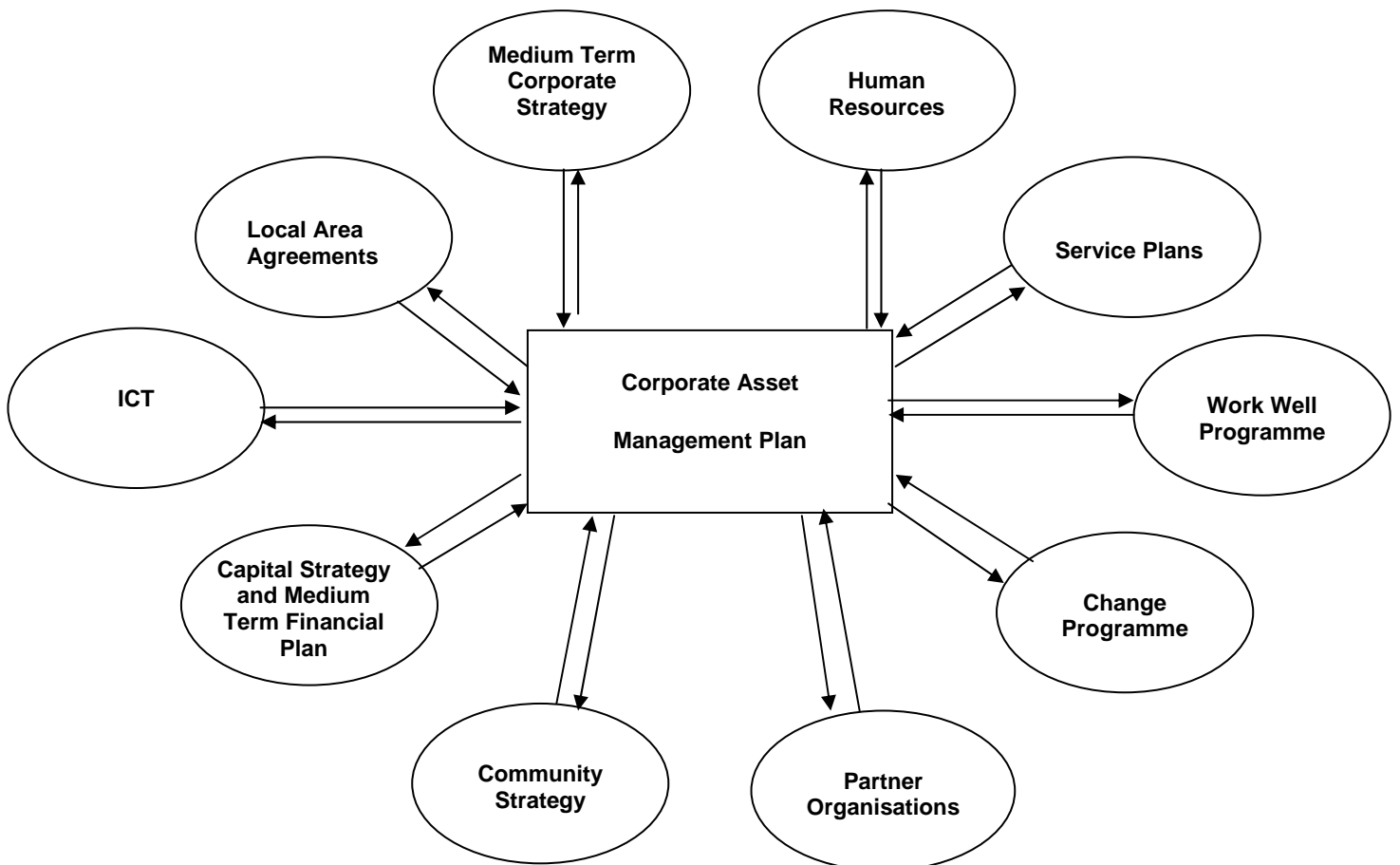
**Figure 1** below sets out the decision-making and reporting structure for corporate asset management. The Terms of Reference for the officer based policy and working groups who are the principal forces for driving asset management through the strategic and operational levels of the organisation are set out in Appendix B.

**Figure 2** indicates how corporate asset management planning should link in with key financial, corporate and service delivery planning.

**Figure 1: Overall Corporate Asset Management Planning Framework**



**Figure 2: Linked Asset Management, Financial, Corporate and Service Planning**



## **Asset Challenge Process**

Leicestershire County Council has developed an asset challenge process which is based on a model developed by an asset management beacon council. The model examines each of the council's assets on an area basis in terms of building condition, suitability and location together with an assessment of the service users needs in terms of fitness for purpose. Information is gathered on all these factors and put into a modelling tool which determines a score for each building. The outcomes are used by the AMWG and the CPSG to determine future asset and capital planning and the development of the Council's asset base to best serve the public of Leicestershire whilst creating efficiencies wherever possible.

The challenge process also underpins clear consultation and communication with service departments in relation to their service needs. It identifies under performing and surplus properties and the development of investment, acquisition and disposal plans. It also supports efficiency gains and performance management of the council's assets.

## **Asset Management Information and Register**

The Asset Challenge is undertaken on a rolling programme. The first round of reviews will be completed in early 2009 and an annual programme of updates and review will take place from that point onwards. Working in conjunction with the five year rolling programme of condition surveys, this will enable the council to manage its asset base in a concise and consistent way. A draft register of proposals is available for each area of the county which has been surveyed.

## **Communication and Consultation**

The outcomes from the Corporate Property Steering Group are reported onward to the Corporate Management Team and cabinet as appropriate. An annual report on progress is also provided to Scrutiny Commission to provide broader Member participation in the work of Property Services and asset management in general.

Because all staff carrying out property related duties and previously based with individual service departments have been transferred to Property Services, it is important that a role was established to fulfil a link between the service department and Property Services. This is particularly important to ensure Property Services are constantly updated on service department property needs to support the

delivery of their business. The role of Intelligent Client Officer (ICO) has been created together with the corresponding role of Business Partner within Property Services. These two key roles work closely together ensuring Property Services are kept up to date with the developing strategy and needs of individual service departments. These two individuals, for each service department, are members of AMWG.

These arrangements ensure that Property Services are able to continually align their land and property asset strategy with the needs of front line services whilst ensuring that under used assets are disposed of in a timely and efficient manner.

A fuller description of CPSG and AMWG is set out in Appendix B.

A Memorandum of Agreement, which forms the basis of the relationship between Property Services and each service department, is set out in Appendix E.

### **Integrated Asset and Capital Planning**

The development of a clear asset strategy must be closely aligned to the finances available to deliver it. Leicestershire County Council undertakes a co-ordinated yearly planning cycle which identifies asset management priorities for the following three years and beyond. Because Finance sits on both the CPSG and the AMWG, a clear understanding of corporate priorities for asset management has been developed. This enables asset management priorities to be included in key corporate and service planning documents and information shared across the whole of the Council (see Figure 2).

### **Public Service Property Forum**

Further work is being developed with the formation in 2007 of the Leicestershire Public Service Property Forum. The group membership is made up from a range of local public service bodies which currently includes:

Leicestershire County Council  
Leicester City Council  
Leicester City Primary Care Trust  
Leicestershire County Primary Care Trust  
United Hospitals of Leicester  
Leicestershire Strategic Partnership  
DeMontfort University  
Leicestershire Constabulary

This group meets on a regular basis to discuss ways in which these organisations can make better and more integrated use of our combined assets within Leicestershire. Current projects include the sharing of respective information databases (Appendix D), a proposed joint Training Facility and proposals for the creation of shared office facilities now being developed through the LCC Office Strategy.

Plans to include other members are being developed. This would include Leicestershire Fire & Rescue Service, East Midlands Ambulance Trust, Leicester

Partnership NHS Trust (Mental Health), Rutland County Council and Leicestershire District Councils.

### **Business Case and Options Appraisal**

Property and Property Services requests are all processed and commissioned through a central point in the asset management team. A business case based approach underpins the whole process. Initial requests are submitted on a Scoping Template which provides a high level strategic business case establishing the customer proposal. Depending on nature of instructed work, all projects are developed and assessed on a whole life cycle business case basis – LCC Change Management Unit acts as over-arching control for project and programme management.

All Design and Construction projects of sufficient size and substance are subjected to initial feasibility appraisal, followed by more detailed options appraisal and whole life cycle costing evaluation.

### **Corporate Facilities Management**

With the completion of the move from 'service delivered' asset management to a countywide corporate asset management function, it is recognised that service ownership of individual properties must be replaced with a countywide corporate facilities management function.

A new post of Corporate Facilities Manager has been established and will lead the development of corporate FM within the county council. Work is progressing on market testing the outsourcing of a number of FM contracts including cleaning, grounds maintenance, car parking and security. Corporate catering is also being considered for inclusion under the FM function although there are no plans to outsource this function at the present time.

The market testing exercise is designed to include, either now or at a later date, the provision of inclusion of partner organisations within the overall FM function. A number of district councils are showing interest in the new contract arrangements and progress is being made to allow them to use these corporate services at the start of a new contract in October 2009.

A Property Services Help Desk (PSHD) will also be established in the summer of 2008 with the integration of the former Maintenance Control Desk and the County Hall FM Helpdesk. The PSHD will create a first point of contact for all Property Services functions and provide service users throughout the county with a single telephone and email contact. A customer relations management (CRM) system will be installed to ensure all calls are logged and managed from inception to completion. The PSHD will aim to deal with a target of 70% of calls at first point of contact by the end of 2008/09 and 80% within a year of operation. Management information will be produced which will allow tracking of calls and the improvement levels of all referred calls over time.

## **Planned Maintenance Programmes**

During 2008/09 Property Services will hold all budgets for corporate buildings (excluding schools) and retain the maintenance responsibility for a large number of schools. Using the rolling programme of condition surveys, an agreed methodology of ranking condition information has been established from which auditable and transparent maintenance programmes are produced.

Using information from the Asset Challenge, any buildings which have a limited life, are excluded from the planned maintenance programme.

The programme of work is finalised through the Asset Management Working Group where a combination of property staff and client departments preside over final decision making. The final governance of the Corporate Property Steering Group (as set out in Section 3) set the programme within the context of the wider capital programme. Members are informed of the planned programme through Cabinet and Scrutiny.

## **4. Statement of Existing Portfolio**

### **Summary overview of the asset base**

#### **Back-log Maintenance (Planned 5 Year Programme of Works)**

- 4.1 Maintenance back-log information is compiled using the results of Condition Surveys. Funding is targeted at urgently required maintenance and significant success has been achieved over the last four years in reducing the Priority 1 backlog from £1.1M to £0.5M due to the targeting of the planned maintenance programme.
- 4.2 The total cost of required maintenance has, however, increased by 17% from 1 April, 2005 to £116.7M. This is mid range with other comparator County Authorities (IPF data). This increase is due to a combination of maintenance costs rising at higher rates than inflation (7.3% - 05/06 and 4.2% - 06/07) and a specific focus by the County Council on the significant proportion of temporary mobile accommodation on school sites with costs being adjusted from time expired to replacement costs. Revenue funding for maintenance work currently stands at almost £6.4m (schools - £2.259m, corporate - £3.44m) in the current year together with capital of £1.165m for minor works and £1.9m for property modernisation.
- 4.3 The situation at the end of 07/08 is expected to improve slightly as the County Council is currently in the process of completing the replacement of five High Schools which were built using the "Intergrid" system of construction in the mid 1950's. The completion of these Schools and the demolition of the former buildings will be completed during 07/08 and will have a positive affect in reducing current backlog figures by approximately £6 million.
- 4.4 It should be noted that work on the Asset Challenge and the associated Office Accommodation Strategy, both of which are due to be completed in 2008/09, will

considerably reduce the backlog maintenance of the County Council's building stock. This will be through a determination to dispose of those buildings whose performance falls significantly below expected levels. The work will also have an impact on energy and water consumption, suitability and CO<sub>2</sub> emissions. Work is also progressing on the Primary School Programme and Secondary School Programme will identify improvements which will have a positive impact on performance. The Building Schools for the Future national programme is also expected to have a positive and considerable impact on performance.

### **Summary of Current Performance**

#### **4.5 Energy**

Energy use for 06/07 was £8.51m<sup>2</sup> (209 kwh/m<sup>2</sup>) against our data for 05/06 of £9.25 per sq.m. and a median figure for all authorities of £7.88 m<sup>2</sup> equates to 216.6 kwh/m<sup>2</sup>.

4.6 This shows an increasing trend in our favour, but still higher than the average cost against all authorities, in future the Energy Team, due to be established in Property Services in 2008/09, is to define the strategy for improving upon energy consumption performance, including identifying projects to improve the energy efficiency of our retained buildings.

#### **4.7 Water Consumption**

Water use for 06/07 was £1.52m<sup>2</sup> (0.61m<sup>3</sup>/m<sup>2</sup>) compared to (£1.53m<sup>2</sup> LCC 05/06) and CIPFA median figures of £1.45m<sup>2</sup> and water consumption of 0.755m<sup>3</sup>/m<sup>2</sup>. The Energy Team will continue to develop strategies to reduce consumption.

#### **4.8 CO<sub>2</sub> Emissions**

Total CO<sub>2</sub> emissions equates to 0.034 tonnes/m<sup>2</sup> compared to 0.055 tonnes (CIPFA median). Confirming our commitment to reducing our carbon footprint.

### **Suitability**

4.9 The County Council has been carrying out suitability surveys over the last five years in conjunction with its Service Reviews of Admin Offices, EPH's, Libraries, Depots in addition to the prescriptive system used by CYPS. The percentage of operational buildings by GIA at 1 April, 2007 equates to 81% of the operational portfolio. The target for 07/08 is 85%, however, the County Council are rolling out its Asset Challenge process which supersedes the above and through a systematic process will have achieved 100% of its properties by March 2009, all of which will have been undertaken within a 18 month period.

4.10 Changes are being made to the AMP system (PMIS) which will enable data on improvements to suitability other than Schools to be interpreted in future.

## School Suitability Assessments

- 4.11 School Suitability Assessments are undertaken on a regular basis in accordance with criteria set down by the Department for Children Schools and Families (DCSF).
- 4.12 The issue of life expired mobile classroom accommodation has been identified as a high priority and is being addressed via the use of the Modernisation fund and challenging schools over their need for replacement accommodation. Over the last two financial years we have achieved the following results: -
- 2005/06 60 Classrooms demolished with 23 being replaced.
  - 2006/07 48 Classrooms demolished with 32 being replaced.

Work continues in identifying time expired mobile accommodation and seeking to rationalise as far as possible the need for using this type of building. The Council has recognised the risk attached to retaining unsuitable mobile classrooms in terms of cost and educational achievement and has allocated £6m over two years to undertake their replacement where necessary. Other issues identified by the Suitability assessment are to be overcome by the schools allocation of Devolved Formula Capital funding (DFC).

- 4.13 Currently the funding from the Modernisation fund is being targeted towards the Melton and Vale of Belvoir Review and mobile classroom accommodation replacement programme. The process is starting to feed into the analysis for putting together a Primary Capital programme for the next 15 years and anticipating the advent of Building Schools for the Future (BSF) in Bands D and E subject to DCFS Review. (2013-2015)

## School Accessibility

- 4.14 The Authority has an Accessibility Strategy which currently covers 2006 – 2009, the approach being to increase access to its schools, based on knowledge of the current accessibility of schools and identifying the anticipated future needs of pupils with disabilities. The Authority is required to prepare an Accessibility Strategy; this is complemented by Accessibility Plans which are produced by each school. There is currently £1m for Schools Access in the current year capital programme.
- 4.15 There are two levels of accessibility to schools,
- **Fully accessible** – when all areas of the school building usually accessed by pupils can be accessed by wheelchair users and pupils with other disabilities
  - **Partial Accessible** – wheelchair users and pupils with mobility problems will be able to access all areas of the curriculum but not all areas of the school.
- 4.16 Ultimately the authority's aim is to ensure that there is acceptable disabled access to all schools in the county. However due to the problems with the layout of existing buildings, the county has been split up into 18 geographical areas, within each area there will be an upper school, at least 1 high school and at least 2 primary schools fully accessible (pathway schools). This will generally allow

children with mobility difficulties to move on to secondary schools in the company of friends made in primary schools. Otherwise where possible, alterations will be made to the building, to meet the specific needs of individual pupils at the school of their choice.

## **Corporate Building Accessibility and BV 156.**

### **BV 156**

- 4.17 The main focus of undertaking DDA Accessibility surveys has been to establish the access by the public into public buildings as defined by the BVPI 156. This BV PI looks at the percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people. The remainder of DDA access audits undertaken have been in response to Service requirements or the leasing of new buildings for use by the authority.

The target for 2006/07 was for 82% compliance but the actual figure achieved was 77%, the reason for the slippage was due to a significant number of additional properties being added to the list of Public Buildings, compared to when the target was set. These buildings were made up of new properties being added to the portfolio together with the re-designation of others to be public buildings. There had been a 5% improvement in the actual number of buildings complying compared to the previous year and without the additional properties the target would have been achieved. Targets for the next three years are 82% 2007/08, 86% 2008/09 and 90% 2009/10. The Council has allocated £150,000 in the current year to continue this work.

### **General Building Accessibility**

- 4.18 Currently there is no major driver pushing forward detailed DDA access reports, other than that stated above, apart from work relating to employment issues or advising on accessibility issues on new building projects as part of the feasibility/design stage. The responsibility for carrying out DDA actions plans and for undertaking improvements to buildings has, in the past, rested with departments as they were the budget holders.
- 4.19 Improvements will be achieved in the future as part of the Property Services review, with the centralisation of budgets together with the responsibility for producing action plans relating to accessibility passing to Property Services. This will help in the bringing together the resources and responsibilities for undertaking access audits and compiling accessibility plans.

## **5. Performance Management.**

Property Services manage performance using a variety of tools.

The Asset Challenge process provides a range of indicators to ensure only the best performing assets are retained and maintained. This uses a traffic light

performance appraisal, central to the process. All council buildings, including schools, will have been assessed by March 2009.

By the end of 2008, all primary and secondary schools will have been subjected to an analysis of performance which will be used to underpin the future development of the Primary and Secondary School Strategies and support grant applications from central government.

An Office Strategy will be completed during the first half of 2008 which will identify those office assets which are under performing and in the wrong location. That comprehensive performance analysis will be used to underpin the strategy and the development of improved ways of working both for the public of Leicestershire and the staff of Leicestershire County Council.

Larger capital projects are managed using fifteen key performance indicators which are set out in Appendix C. Detailed post project evaluations have been undertaken since 2002 of Major Capital Works with a meeting that includes the Head Teacher (end user), Construction and Maintenance Practice Manager (provider) and CYPs Service Manager (client). The evaluation records how the project met the expectations of the brief, looking at what went well, what did not go so well and what lessons could be learnt for the future. Consideration is also given to feedback received from staff and pupils.

The project is considered under a number of headings,

- Characteristics of the Project.
- Revisiting the Strategic Context.
- The Investment Decision.
- The Procurement.
- Project Management and Implementation.
- Organisation Impact and Change Management.
- Outcome and Impact.
- Educational Benefits.
- Lessons for the Future.

By undertaking this form of post project evaluation, valuable lessons can be recorded and used in achieving continuous improvement both of the quality of service, the design and use of future projects.

Property Services also manage five key performance indicators through COPROP where the outcomes are measured against other peer authorities. These are set out in Appendix C.

The County Council also manage a series of local indicators for its Industrial Portfolio and its County Farms Portfolio.

The County Council's industrial portfolio comprises 226 units with a capital value of £9.87M and annual income for 06/07 of £1.4M. This shows an internal rate of return of 9% and generated a surplus of £592,000. The loss of rents due to voids was 5.4% and in terms of floor area, this was 4.7% (target 5%) however, this was

due to voids at a few specific sites. It achieved bad debts level of less than 1% against its target of 5%,.

County Farms portfolio consists of 98 holdings and achieved an increase in the overall trading account surplus for 06/07 equating to £52.49 £/hectares compared with £52.4 per hectare for 05/06. Following on from the re-structure of the County Farms Estate, a number of farmhouses and buildings sales took place achieving a capital receipt of £2.5M compared to a target of £125,000. Overall the portfolio achieving 15.9% Internal Rate of Return compared to 16.9% for 05/06.

### **Value & Performance Team**

Finally, and in order to strengthen the overall approach to performance management, and the recognition of its importance for the effective management of the estate, a Value and Performance Team has been established which will manage, maintain and co-ordinate the measured outcomes of Property Services as a whole. That team will also use the performance information to support and enhance future design and procurement opportunities.

### **Future Plans**

Future plans for the coming year include the establishment of a Property Services Performance Dashboard which will provide a single source of performance information over a wide range of indicators.

## 6. Future Property and Property Services Needs

Property Services, through its combined actions in the asset challenge and the work of the Corporate Property Steering Group and Asset Management Working Group are able to prioritise planned capital and revenue spending to align with the requirements of the Council's corporate strategies. This enables the capital strategy to be aligned with the Asset Management Plan to ensure sufficient funding is available to undertake the Council's priorities in relation to building management whilst also taking account of other spending demands placed upon the Council.

Set out below are Property Services priorities in relation to the current financial year together with an indication of those projects which have been completed since the last revision of the Asset Management Plan.

### Delivery Programme and Progress for Corporate Asset Management Plan

PRIORITIES	PROPOSALS	TIMING	COMMENTS	PRIORITY
<b>Organisational Efficiency</b>	Complete Asset Challenge for remaining areas	Mar 09	4 areas completed	1
	Complete council-wide Office Accommodation Review	Aug 08	On schedule	1
	Instigate and deliver council-wide Review of Storage Facilities (ESPO Building), linking in with Office Accommodation Review	Mar 09	Undertaken in conjunction with accommodation review	2
	Undertake Strategic Review of Non-Operational Property	Mar 09	On schedule	2
	Develop Corporate Facilities Management Function	Dec 08	On schedule	1
	Develop Property Services Help Desk	Mar 09	On schedule	1
	Bring back into use the former ESPO building on County Hall site for office and storage facilities	Jan 09	On schedule	1
	Undertake FM Review to rationalise function and provide corporate FM across the council	Apr 09	On schedule	1
<b>Partnership Working</b>	Develop Strategic Collaboration Group across Leicestershire	Mar 09	Group formed – sharing asset data and working on joint initiatives	1
	Develop opportunities to share assets with partners (District Councils, PCT, Police etc.)	Mar 09	Part of Asset Challenge	1
	Cultivate active CPO representative membership of Emergency Planning Group	Jul08	In progress	1
<b>Excellence in Education</b>	Complete 5 new Secondary Schools to replace Intergrids	Sept 08	Complete	1

PRIORITIES	PROPOSALS	TIMING	COMMENTS	PRIORITY
	Develop Melton Schools Review (4 secondary schools plus new Post 16 centre)	Apr 11	On target	1
	Complete Snibston Museum Review and deliver resultant property strategy	Mar 09	Part of Asset Challenge	2
	Complete Primary and Secondary school asset review to support Primary Capital Programme and Building Schools for the Future)	Oct 08	On target	1
<b>Improved Health &amp; Social Care</b>	Complete Social Services Asset Transfer Plans	Jul 08	Part of Asset Challenge	1
	Sale of County Hall Playing Fields (supporting development of University Hospitals Leicester UHL)	Sep 08	On schedule	1
<b>Better Transport</b>	Support Transport Strategy by development of Travel to Work Plan for County Hall and provision of Travel Plan Co-ordinator	Dec 09	On schedule	2
	Support Park & Ride Initiative by undertaking negotiations to provide land for P&R	Apr 10	On schedule	2
<b>Waste Strategy / Recycling</b>	Support development of LCC Waste Strategy by procurement of sites for long term waste management	Sep 08	On schedule	1
	Support development of LCC Waste Strategy by procurement of sites for recycling	Dec 08	On schedule	1
<b>Safer Communities &amp; Community Co-hesion</b>	Provide Gypsy & Traveller sites within county together with dealing with unauthorised encampments	Ongoing	Developing Countywide Traveller Unit to support overall strategic management of Traveller issues	2
	Develop 'Quirk' policy to support transfer of assets for community use	Apr 09	On schedule	2
<b>Performance Management</b>	Deliver improved and extended property and Property Services performance management systems	Dec 08	Value & performance Team to be set up	1
	Develop Organisational Framework to support progress monitoring and quality performance of Property Services projects	Oct 08	On schedule	1
<b>Equality &amp; Diversity</b>	Prepare Equality Impact Assessment to support development of Equalities & Diversity agenda and move to Level 3	Dec 08	On schedule	1

<b>PRIORITIES</b>	<b>PROPOSALS</b>	<b>TIMING</b>	<b>COMMENTS</b>	<b>PRIORITY</b>
	Continue to make changes to buildings to ensure access for people with disabilities	Ongoing	On schedule	1
<b>Sustainability &amp; Climate Change</b>	Develop and produce 'Greener Environment Guidance' for council's Property Resources	Mar 09	On schedule	1
	Create strengthened energy management team to support energy efficiency and green agenda	Aug 08	Completed	1
	Support Carbon Trust – Carbon Management Project	Sep 08	Ongoing	1
	Undertake construction of building using sustainable materials and designs	Apr 08	Completed and ongoing	1
	Undertake Whole Life Costing for projects over £100,000	Apr 08	Completed and ongoing	1
<b>Economic Development</b>	Undertake review of LCC Industrial Estate portfolio and update strategy	Dec 08	On schedule	2
	Undertake review of County Farms portfolio and update strategy	Dec 08	On schedule	2
	Support EMDA in delivery of new economic development facilities for Market Harborough	Oct 08	On schedule	2

<b>CORPORATE ASSET MANAGEMENT PLAN PROGRESS FROM AMP 2006</b>	<b>TIMING</b>	<b>COMMENTS</b>	<b>PRIORITY</b>
Undertake a Council wide review of property functions	Short	Completed	1
Re-introduce revised and updated Corporate Property Review process	Short	Completed	1
Produce Service Based Asset Management Plans as part of the Corporate Property Review process, including an Accommodation Annual Efficiency Plans	Short	Refocused in Asset Challenge and Office Review / Strategy	1
Produce and implement detailed Action Plan for developing corporate asset management practices and procedures to meet with Level 4 CPA compliance (2006/07)	Short	Completed	1
Develop and introduce improved Capital Project processes and practices	Short	On schedule	1
Develop and implement maintenance programme for all assets where council has direct maintenance responsibilities	Short	On schedule	1
Introduce initiatives for promoting proper maintenance of assets covered by delegated budgets	Short	Transferred to Property Services	1
Develop and deliver improved and extended property and property services performance management systems	Short	On schedule	1
Secure closer links between asset and financial planning (supported by above Corporate Property Review; Corporate Asset Management (CPA) Action Plan; improved capital project processes)	Short	On schedule	1
Produce and implement Asset and Accommodation Plan in support of Catering Services Review	Short	In progress	1
Produce and implement Asset and Accommodation Plan in support of Printing, Reprographics and Design Service Review	Short	In progress	2
Undertake a Depot Review	Short	Completed	2
Undertake Strategic Review of Non-Operational Property	Medium	On schedule	2

<b>SUMMARY LIST OF PROPERTY ASSETS (based on DTLR Asset Categories)</b>		
<b>OPERATIONAL ASSETS</b>	<b>Number of Assets</b>	<b>Value (£)</b>
<b>OTHER LAND AND BUILDINGS</b>		
Schools	287	498,704,492
Other Education	33	12,361,802
Housing (Caretakers)	53	6,153,474
Libraries	55	10,801,655
Residential Homes/Family & Day Centres	47	21,160,333
Properties in Support of Residential Services	1	237,258
C.C. Admin Offices and Registrars	33	20,199,787
Museums	8	8,175,318
Industrial (UNITS)	226	11,262,881
Civic Amenity and Waste	14	3,475,462
Highway Depots	11	2,552,428
Travellers Sites	2	445,801
Joint Ventures with other Authorities	4	0
<b>COMMUNITY ASSETS</b>		
Parks	30	2,313,696
Farms and Smallholdings properties	83	7,251,600
<b>TOTAL OPERATIONAL</b>	<b>887</b>	<b>605,095,987</b>
<b>NON OPERATIONAL</b>		
<b>NON OPERATIONAL GENERAL</b>		
Land in Advance	65	2,512,443*
Corporately managed	18	2,997,371
<b>SURPLUS PROPERTY</b>		
Land and Buildings declared surplus and those Released by Service and awaiting Alternative use	21	5,643,484
<b>TOTAL NON OPERATIONAL</b>	<b>104</b>	<b>11,153,298</b>
<b>TOTAL VALUE</b>	<b>991</b>	<b>616,249,285</b>

Notes:-

Values are taken from the 2006 Asset Register (values are as at 31 March 2007) and are adjusted for depreciation).

Includes all assets whether owned or leased but excludes plant and machinery.

Valuations are based on depreciated replacement cost, market value or existing use, as appropriate. All valuations are in accordance with accounting Codes of Practice.

\*Of the 65 assets, considerable amounts are small parcels of land with a nil or de minimus value.

## APPENDIX B

### TERMS OF REFERENCE FOR ASSET MANAGEMENT GOVERNANCE ARRANGEMENTS

- **Cabinet**

**Terms of Reference**

Responsible for:

- Establishing and confirming corporate asset management policy
- Communicating asset management policy developments and changes on a regular basis to CMT and CPSG. This to occur by way of formal six monthly feedback sessions and by more regular informal communication between the Portfolio Holder – Property and CMT and CPSG
- Receiving and considering asset management reports and recommendations from CMT and confirming final decisions, as appropriate
- Ensuring that the Council's corporate property resources are properly considered and included in the strategic planning and delivery of the Council's corporate business and services
- Providing strategic direction and support for the successful and effective delivery of corporate asset management

- **Portfolio Holder – Property**

**Terms of Reference**

- To act as the lead Cabinet member for 'championing' corporate asset management and supporting senior officers in the delivery of sound asset management
- To provide an informal communication link between Cabinet and senior officers on corporate asset management issues

- **CMT**

**Terms of Reference**

Responsible for:

- Receiving and considering asset management reports and recommendations from CPSG and confirming final decisions and recommendations to CMT, as appropriate
- Providing the strategic executive direction and support that is required for CPSG to be able to fulfil its corporate asset management remit and effectively discharge its responsibilities and obligations

- **Corporate Property Steering Group**

**Composition**

Chaired by Director of Resources and comprising senior officer representatives (Heads of Services) from all front-line and support Service Areas and from Change Programme, as indicated below.

- Resources:
- Property Services – Head of Property Services
- Finance
- Adult Social Care Service
- Children and Young People's Service
- Community Services
- Highways, Transportation and Waste Management
- Chief Executive's – Policy/LAA
- LCC Change Programme

## **Reports**

Directly to Corporate Management Team and, from there, to Cabinet or Lead Members, as appropriate.

## **Terms of Reference**

Responsible for:

- Overseeing the development and delivery of the Corporate Asset Management Plan, the Schools Asset Management Plan and all other asset management strategies
- Ensuring that the Council's assets are managed, planned, used, procured and developed corporately and provide value for money. This includes:
- Overseeing the delivery of a regular review of all property assets (Corporate Property Review) and reporting decisions and recommendations to CMT
- Considering all property-related Business Cases and submitting final reports for CMT and/or Change Programme approval
- Reviewing and maintaining the effectiveness of asset management policy and direction and recommending any necessary improvements and changes for CMT/Cabinet consideration
- Ensuring the effective co-ordination of asset management planning with the Council's other corporate, financial and service planning policies and objectives. This includes:
- Considering, advising and agreeing upon the Council's capital investment and revenue programmes for property
- Implementing effective capital project bidding, evaluation and selection processes and recommending decisions for formal approval
- Challenging, reviewing and monitoring the performance of the asset base in support of the aim for continuous improvement
- Ensuring that CMT and Cabinet are properly informed and consulted about the performance of the Council's property resources and future asset requirements
- Ensuring that corporate asset management information is effectively communicated to all stakeholders
- Monitoring and promoting the successful and effective interface between the client support function (based in the Corporate Asset Management Unit) and the Service based intelligent client functions
- Ensure Level 3 CPA key line of enquiry 'Use of Resources' compliance for asset management by 2006/07 (as required by LCC Corporate Asset Management Plan 2006)

- **Corporate Asset Management Working Group**

### **Composition**

Chaired by Head of Property Services and comprising lead officers from Asset Management, Estates Management, Construction and Design, Facilities Management, Corporate Finance and Service Area based Intelligent Client officers

### **Reports**

Reports to Corporate Property Steering Group

### **Terms of Reference**

To be responsible for:

- Preparing and producing the Corporate Asset Management Plan, the Schools Asset Management Plan and all other asset and facilities management strategies, plans and programmes for CPSG approval
- Implementing and maintaining the successful delivery of all approved asset management plans and policies
- Providing the information, reports, business cases and advice required for the Corporate Property Steering Group to be able to fulfil its corporate asset management remit and make the necessary decisions and/or recommendations for formal approval
- Delivering sound and effective asset management practices and procedures

- Implementing an effective interface between the centralised customer support function (based in the Corporate Asset Management Unit) and the Service based intelligent client functions

### **Linked Asset Management, Financial, Corporate and Service Planning**

Linkages between the key resource and service planning activities, as indicated in Figure 2 below, can be further re-inforced through:

- Co-ordinating yearly planning cycles and timetables
- Specifying that asset management be included in other key corporate and service planning documents
- Information sharing and document exchange between the resource management and service planning areas
- CPSG and CAMWG representatives to be joint members of other resource and service planning groups

## APPENDIX C

### COPROP PROPERTY MANAGEMENT INITIATIVE PROPERTY PERFORMANCE INDICATORS (PMI'S)

#### PMI 1A - D Condition and Maintenance Indicators

1A - Percentage of portfolio that falls into Condition Categories A - D

	A	B	C	D
03/04 Actual	16	31	23	29
04/05 Actual	18	29	27	26
05/06 Actual	19	34	25	22
06/07 Actual	19	28	31	23

1B(i) & 1B(ii) - Backlog Maintenance by cost as a total value in priority levels 1 - 3

	1	2	3
03/04 Actual	£1,180,600 (1%)	£51,690,366 (52%)	£46,334,652 (47%)
04/05 Actual	£495,052 (0%)	£51,378,987 (52%)	£47,635,349 (48%)
05/06 Actual	£509,392 (0%)	£52,266,286 (51%)	£50,221,187 (49%)
06/07 Actual	£550,720 (1%)	£60,100,107 (51%)	£56,057,751 (48%)

1B(iii) - Total cost of required maintenance

Building Cost Inflation

03/05 Actual	£99,205,618		
1/4/04	£107m <sup>2</sup>	+£303,770	
04/05 Actual	£99,509,388		04/05 + 6.70%
1/4/05	£104m <sup>2</sup>	+£3,487,477	
05/06 Actual	£102,996,865		05/06 + 7.31%
1/4/06	£106m <sup>2</sup>	+£13,710,713	
06/07 Actual	£116,707,578		06/07 + 4.21%
1/4/07	£118m <sup>2</sup>		
	£95,075,705 (81%) Schools		

1C - Annual percentage change to total required maintenance figure over previous year:

04/05 Actual	+ 0.3%	) 17% over 2 years
05/06 Actual	+ 3.5%	
06/07 Actual	+13.3%	

1D (i) – Total spend on maintenance in previous financial year.

£17,550,789 (All transaction from R. & M. Codes from FIS from 1/4/06 - 31/3/07)

1D (ii) – Total spend on maintenance per sq.m GIA.

£17.66 993,459 sq.m. GIA

1D (iii) – Percentage split of total spend on maintenance between planned and reactive maintenance.

68 Planned 32 Reactive	Based on value of orders for planned and reactive maintenance raised in that financial year using project codes and including Service Contracts (but not Estates Orders which are not classified = £420 k.p.a.
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**PMI 2 A - C Energy Water Consumption and CO<sub>2</sub> Emissions**

2A - Energy (to be reported for all operational properties including Schools, but excluding housing)

		<b>National Figures all Authorities Medium Figure</b>	<b>LCC 05/06 Data</b>
Energy Cost Total Spend	£8,072,335		
Energy Total Consumption	197,463,966 Kwh		
Energy cost per sq.m.	8.51£/m <sup>2</sup>	£7.88	£9.25
Energy Consumption per m <sup>2</sup>	209 Kwh/m <sup>2</sup>	£216.60	

2B - Water Consumption (to be reported for all operational properties including Schools, but excluding housing)

		<b>National Figures all Authorities Medium Figure</b>	<b>LCC 05/06 Data</b>
Water cost total spend	£1,414,419		
Water total consumption	591,735m <sup>3</sup>		
Water cost m <sup>2</sup>	1.52 £/m <sup>2</sup>	£1.45	£1.53
Water Consumption per m <sup>2</sup>	0.61 m <sup>3</sup> /m <sup>2</sup>	0.755	

2C - CO<sub>2</sub> Emissions (to be reported for all operational properties including Schools, but excluding hosing)

		<b>National Figures all Authorities Medium Figure</b>	<b>LCC 05/06 Data</b>
CO <sub>2</sub> Total Emissions	32,025 Tonnes CO <sub>2</sub>		
CO <sub>2</sub> Total Emissions/m <sup>2</sup>	0.35 Tonnes CO <sub>2</sub> /m <sup>2</sup>	0.055	0.073

**PMI 3 A & B Suitability**

		Actual 06/07	Target 07/08 set by Dept. Service Plan
3A	Percentage of operational buildings by GIA (Excluding Schools and Housing) for which a suitability survey has been undertaken in the last five years	80.6%	85%
3B	Number of properties for which a suitability survey has been undertaken within the last five years	314	328

**PMI 4 A - D Building Accessibility and (BV156)**

To be reported for all Operational buildings (excluding Schools and Housing).

		Actual 06/07	Target 07/08 set by Dept. Service Plan
4A	Percentage of portfolio by GIAm <sup>2</sup> for which an Access Audit has been undertaken by a competent person	32.7%	35%
4B	Number of properties for which a Access Audit has been undertaken within the last five years	98	105
4C	Percentage of portfolio by GIAm <sup>2</sup> for which an Accessibility Plan in place	2%	1.5
4D	Number of properties for which there is an Accessibility Plan in place.	14	10
BV156	Percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	77%	82

**Local Indicators: Industrial Estate**

PI Description	Leicestershire			Note
	Actual 05/06	Actual 06/07	Target 07/08	
Update the capital value of the Industrial Estate (excluding development land)	£ 9.292m	£ 9.872m	N/A	External valuation – Done
Increase the rental income to the Industrial Portfolio year-on-year, subject to adjustments within the Portfolio.	(2) £1,396,000	(3) £1,437,000 or more (£1,437,239)	£1,480,000	
Keep voids below 5% of the floor area and bad debts below 5% of the income receivable (these percentages to be reviewed annually in the light of market conditions)	5.0%  debts under 1.0%	7.5% (4.66%) debts below 5% (<1%)	<5%  <5%	Voids at Loughborough Technology Centre
Seek to gradually increase the rental surplus after deducting debt charges, head rents and other necessary outgoings and before the funding of capital projects and works of improvement	£555,000	£592,000 (£592,093)	£400,000 (budget forecast)	Works of improvement to be carried out
The total cost of managing the IPTA (including County Solicitor's and Financial Services costs) to be kept at below 12% of the chargeable income	14.75% v Target 15%	14.58% v Target 15%	15%	This includes contract staff charges plus external professional fees to be incurred as a result of the capital revaluation
The loss of rent relating to void periods to be maintained at below 5% (to be reviewed annually in the light of market conditions)	5.8%	10% (5.44%)	<5%	Following a very good year in 2005/2006 it is considered that the loss of rental relating to void periods may increase in 2006/07 in view of market conditions
An internal rate of return calculation to be carried out annually to enable comparisons to be made both internally and also with appropriate national and local indicators	11.24%	9%	>6%	

\* *Italics - Actuals from Members Information Report - September, 2007 (IH)*

**County Farms**

PI Description	Leicestershire			Note
	Actual 05/06	Actual 06/07	Target 07/08	
Increase the overall trading account surplus per hectare, year-on-year, exceeding inflation	£52.40 ha v £52.35 ha	£52.49 v £53.66	£54.06	But for problem with travellers and horses, the target would have been met.
Basic management costs – maintain or reduce level (real terms)	£124,000 v £99,780*	£124,805 v £126,480	£128,550	* Change owing to gross margin adjustment. Abnormal amount of time spent on removing travellers' horses
Generate sufficient Capital Receipts to meet the cost of the County Farms Improvement Programme from usable proceeds	£298,000 v £125,000	£2,482,701 v £125,000	v £125,000	
Exceed the national average rental of County Farms determined by reference to the CIPFA Annual Report	£227 v £190	*		* 06/07 stats will be available in October/November 2007

**Capital Projects Key Indicators****FRAMEWORK KPI/EPI's**

Individual scheme size and type may mean that not all are relevant for measurement.

- DQI Results
- Client Satisfaction: Product
- Client Satisfaction: Service
- Defects
- Predictability: Cost
- Predictability: Time
- Safety
- Construction: Cost
- Construction: Time
- Environmental Impact: Process
- Environmental Impact: Product
- Staff Turnover
- Employee Satisfaction
- Team Satisfaction/Performance
- Qualifications & Skills
- Water in Use: Construction
- Gas in Use: Construction
- Electricity in Use: Construction
- Waste
- Commercial Vehicle Movements
- Impact in Biodiversity
- Considerate Contractor Audit Score

## APPENDIX D

### Leicestershire Public Sector Property Forum Data Exchange Agreement

**This agreement is made between all the parties whose signatures are included at the end of this agreement who shall be called the Forum Members.**

#### **1. Purpose of this data exchange agreement**

To facilitate the sharing of information relating to property ownership and occupation, including historic, current and future intentions, together with issues of mutual interest in the fields of property and construction.

#### **2. Extent and type of information to be shared**

##### 2.1 Extent of and type of data to be shared

The information will generally be of strategic significance and will not relate / refer to individual persons or businesses. The information shared routinely will include:

- Property name
- Site plans including description of property
- Address
- Occupier type and use
- Utilisation
- Ownership (eg freehold, leasehold, lease terms etc)
- Future development / regeneration proposals
- Construction procurement methodologies and approaches

All contributing organisations will have access to the information, ideally through an extranet but in the interim will swap information on a monthly basis. Exact details will need to be determined and appended to this agreement.

It is not intended to share personal data, as defined by the Data protection Act 1998.

#### **3. How the information may be used**

- The information may only be used for discussion of key strategic proposals
- It may in future be used to take forward individual joint working proposals eg sharing accommodation, joint delivery of services etc
- All information supplied to the Forum members is strictly confidential
- No party will use information shared to gain advantage over another Forum member organisation or supply information to third parties.

#### **4. Appropriate Security Levels**

- 4.1 Forum will agree a standard and consistent level of security, bearing in mind the provisions of the Data Protection and the Freedom of Information Acts and other relevant legislation.

## **5. Breach of Confidentiality**

5.1 Each Forum member shall be responsible for the following within their own organisation:

- Any breach of agreement
- Internal discipline
- Monitoring security incidents
- Dealing with malfunctions

## **6. Indemnity**

Each Forum Member will keep each of the other partners fully indemnified against any and all costs, expenses and claims arising out of any breach of this agreement and in particular, but without limitation, the unauthorised or unlawful access, loss, theft, use, destruction or disclosure by the offending partner or its sub contractors, employees, agents or any other person within the control of the offending partner of any data obtained in connection with this agreement.

## **7. Subject Access Request**

Each Forum member shall be responsible for Subject Access Requests and procedures for obtaining third party consents within their own organisation in accordance with their own rules and procedures

## **8. Release of Information to Third Parties**

Where unpublished information (ie information not already available to the public) identifies specific Forum members or their organisations, that information shall not be communicated beyond the Forum membership without the consent of all members involved. This includes communicating the information to colleagues or others either verbally or through inclusion in written reports.

Under Freedom of Information legislation, it will be the responsibility of individual Forum Members to release information under FOI and should not be undertaken by other Members on their behalf.

## **9. Review of Data Exchange Agreement and General Operational Guidance**

9.1 Review

After 12 months the Forum members will review the agreement including:

- retention, weeding and destruction policies and procedures
- monitoring the agreement including compliance
- length of agreement
- future review timetable

## **10. Closure / termination of agreement**

- Termination and Completion of agreement
- What will happen if there is a serious breach of confidentiality
- Termination/notice penalty

Any Forum member can suspend the Data Sharing Agreement for 30 days, if they feel that Security has been seriously breached to their detriment. This would prohibit other Members of the Forum from using that data for the period of the suspension. The notification of suspension will be by email to all other Forum Members.

Termination of individual membership must be given in writing to the chair of the Forum with at least 30 days notice, and copies of the notice and acceptance will be circulated to all other Forum members. This is to give an opportunity to other members to withdraw from the Forum if they feel it is no longer appropriate to their needs.

**11. Signatories**

This agreement is signed by the Forum Members as follows:

NAME OF ORGANISATION: \_\_\_\_\_

NAME OF OFFICER: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

NAME OF ORGANISATION: \_\_\_\_\_

NAME OF OFFICER: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

NAME OF ORGANISATION: \_\_\_\_\_

NAME OF OFFICER: \_\_\_\_\_

TITLE: \_\_\_\_\_

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TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

NAME OF ORGANISATION: \_\_\_\_\_

NAME OF OFFICER: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

NAME OF ORGANISATION: \_\_\_\_\_

NAME OF OFFICER: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

NAME OF ORGANISATION: \_\_\_\_\_

NAME OF OFFICER: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

## APPENDIX E

### Memorandum of Agreement: Intelligent Client and Business Partner

#### 1. The Agreement

1.1. This agreement is made between:

Property Services

and

..... (the Service Area)

#### 2. Period of the Agreement

2.1. The Agreement shall become effective on.....and shall remain in force subject to reasonable provision for review, amendment or termination as agreed by Corporate Property Steering Group from time to time.

#### 3. Objectives of the Agreement

3.1. The Agreement sets out the operational, managerial and quality assurance arrangements that underpin the working relationship and lead responsibilities between the Service based Intelligent Client and the Property Services (Asset Management) Business Partner.

#### 4. Parties Obligations, required outcomes and targets

4.1. The responsibilities of the parties are set out below together with relevant outcomes and targets:

Business Partner	Intelligent Client	Outcomes and Targets
<b>Services</b>		
To act as the primary contact point for the Intelligent Clients' property related queries, needs and concerns and to ensure they are acted upon through the appropriate processes, mechanisms and teams in Property Services	To act as the Service Area's lead client and first point of contact for all property issues	High levels of customer satisfaction in Property Services' response times and quality of response  Effective communication – right information at the right time
To collect and maintain all necessary occupier information about land and properties used by the Service Area	To supply the Business Partner with all relevant occupier information about land and properties used by the Service Area	Asset management information systems are updated within one month of receiving new information, unless agreed otherwise
To support the Intelligent	To collate, communicate	100% of all property related

<p>Client in securing the advice and support that is available through Property Services to:</p> <ul style="list-style-type: none"> <li>• Make best use of retained assets</li> <li>• Endeavour to ensure that assets are fit for purpose</li> <li>• Meet with future property and property services' needs</li> <li>• Procure and deliver required/approved property and property services</li> <li>• Identify and promote opportunities to maximise the returns (financial and/or non-financial) of property assets</li> <li>• Obtain options appraisal, feasibility studies and necessary business case advice</li> </ul> <p>To commission the services required through Property Services on behalf of the Intelligent Client</p>	<p>and channel all Service Area's property and property services requirements through the designated Business Partner (Asset Management)</p>	<p>requirements are channelled through Property Services (except where schools choose to use own monies to contact directly with a third party)</p>
<p>To maintain up to date information and knowledge about the Service delivery and Corporate policy context for the Council's property resources</p>	<p>To ensure that the Business Partner is kept up to date and appraised of relevant service delivery requirements, changes, proposals, national and local policy drivers, partnerships, corporate plans and policies that may</p>	<p>Agree and implement a programme of knowledge development activities to enable the Business Partner actively understand Service drivers</p>

	have implications for property and property services	
To provide information and advice as required to the Asset Management Working Group	To act as the Service Area's representative as member of the Asset Management Working Group	
<b>Information Management</b>		
Provide, manage and maintain a centralised asset management information and data base	Support the Business Partner in collecting and supplying asset management information	The asset management information that is required to match users' and stakeholders' needs is readily accessible
<b>Consultation and Communication</b>		
Consult with Intelligent Clients to ensure that their Service area's views and requirements are effectively sought and utilised in the provision of asset management plans and services	Supply Service Area's views and requirements about property resources and property services to support the Business Partner	
Provide regular feedback to the Intelligent Client and to the Asset Management Working Group on strategic property matters	Ensure that Service area users and stakeholders are kept up to date with relevant strategic property communications and feedback	
<b>Financial Management and Control</b>		
With the exception of ring-fenced DCFS capital grants, to define and monitor property related capital and revenue programmes and budgets, keeping the Intelligent Client involved and informed about the development and delivery of these programmes and reporting exceptions to agreed financial tolerances	Identify priorities for capital funding and in that context work with the Business Partner in helping develop property related capital and revenue programmes	Monthly reports against agreed annual capital and revenue budget targets.  Project delivered against an agreed specification, to time and to budget

With regards to DCSF capital grant projects, to plan, manage and monitor the delivery of DCSF funded capital projects and to report exceptions to agreed time, cost and quality tolerances	To define and monitor the CYPs capital programme for DCSF funded projects and to report back to DCSF Commission specific projects from property services, defining cost, quality, time and other requirements Receive exception reports and take appropriate action	
Prepare regular capital and revenue monitoring reports	Receive regular capital and revenue monitoring reports.  Report as necessary to funding organisations	Effective financial management
<b>Projects</b>		
In consultation with the Intelligent Client to: <ul style="list-style-type: none"> <li>Identify capital project requirements</li> <li>provide advice and support on the subsequent project preparation, grant application, bidding and selection processes</li> <li>commission the input and additional services that may be required from Property Services to support the development of bids</li> </ul>	Lead on the identifications of capital project requirements, grant application and the development of bids for external funding, drawing on the knowledge and expertise of the Business Partner	
Commission approved capital projects for delivery	Initiate, develop and prepare client brief in	

through Property Services on behalf of the Intelligent Client.  The day to day management, monitoring and client reporting of capital projects is the responsibility of the project delivery team	consultation with stakeholders	
<b>Performance Management</b>		
Consult with and include the Intelligent Client in proposals and plans for continuous improvement in the performance of property assets	Work with the Business Partner to help secure the continuous improvement in the performance of assets utilised by the Service area	Positive benchmarking trends for the use and performance of assets
Report regularly to the Intelligent Client and Asset Management Working Group on the performance of the property resource	Communicate property performance reports to relevant users and stakeholders	
<b>Partnership Development and Maintenance</b>		
To work with the Intelligent Client in: <ul style="list-style-type: none"> <li>jointly developing and maintaining this Memorandum of Agreement</li> <li>maintaining a collaborative and effective partnership approach</li> <li>maintaining a strong and effective interface with the Intelligent Client</li> </ul>	To work with the Business Partner in: <ul style="list-style-type: none"> <li>jointly developing and maintaining this Memorandum of Agreement</li> <li>maintaining a collaborative and effective partnership approach</li> <li>maintaining a strong and effective interface with the Business Partner</li> </ul>	
In conjunction with the Intelligent Client to aim to resolve any disagreements	In conjunction with the Business Partner to aim to resolve any disagreements	

and disputes amicably and constructively. In the event that this is not possible, CPSG will be asked to set up an arbitration panel to resolve the dispute	and disputes amicably and constructively. In the event that this is not possible, CPSG will be asked to set up an arbitration panel to resolve the dispute	
<b>Governance and Management</b>		
To oversee the reporting and processing of asset management recommendations and issues through the Asset Management Working Group and Corporate Property Steering Group	Contribute service knowledge to support the Business Partner in developing and processing reports and decisions through the Asset Management Working Group and Corporate Property Steering Group  Secure the input and support that may be necessary from relevant Service area users and stakeholders about corporate asset management reports and decisions and keep them updated with progress and outcomes	Effective governance and scrutiny
To work with the Intelligent Client to identify how quality assurance systems may be developed and monitored with the Property Services' teams in relation to the services and outputs they provide to the Service area	To work with the Business Partner to identify how quality assurance systems may be developed and monitored with the Property Services' teams in relation to the services and outputs they provide to the Service area	Processes are in place for developing effective quality assurance systems for monitoring service and outputs delivered by Property Services
To work with the Intelligent client to identify and monitor risks and appropriate risk management strategies in relation to the services and	To work with the Business Partner to identify and monitor risks and appropriate risk management strategies in	Processes are in place for developing effective risk management systems for services and outputs procured from Property Services

outputs procured from Property Services	relation to the services and outputs procured from Property Services	
--	--	--

**5. This Agreement is signed on behalf of the parties:**

**Signed**.....  
**Head of Property Services**

**Date**.....

**Signed**.....  
**Head of (Service Area)**

**Date**.....

## APPENDIX F

### ASSET MANAGEMENT TEAM AREAS' OBJECTIVES, RESPONSIBILITIES AND TASKS

#### ASSET MANAGEMENT INFORMATION

##### Objectives

1. The Information Team will ensure that the information and data bases used by the Asset Management Team are as accurate and up to date as possible.

##### Responsibilities and Tasks

1. The data bases which the team will control are –
  - PMIS property index
  - Terrier
  - Horizon leases, licences, hirings etc
  - CAD – Plans, sections, RICS NIA plans and links to other data drawing providers
  - Asset Management Library and Reference material
  - Links to Utilities
  - Performance measurement, management and monitoring (asset management related)
  - Partners asset information
2. Data will be collected from:-
  - a. Capital and Revenue Strategy Manager (AM) – Commissions
  - b. Business Partners - Known alterations to assets; client Service Plans, objectives, policies, drivers, requirements
  - c. DPs - the new DP process needs to be initiated -
  - d. Design and Construction –
    - i. regarding all physical changes to buildings
    - ii. survey information including site feasibility/site investigation studies
3. All changes affecting properties will be placed on Workflow to ensure that data is as clean as possible
4. Periodic cleaning of the data bases will take place
5. **Asset Management Surveyor:-**
  - a. Carry out periodic training of staff in the use of PMIS
  - b. Maintain the PMIS data base, carrying out sanitation checks on the data and deal with all requests to make changes and improvements
  - c. Provide survey services to measure small alterations, mobiles etc
  - d. Assist on larger measuring projects
  - e. Assist in the Asset Challenge process
  - f. Extract information from various data bases to provide AMP with benchmarking data, running costs etc
6. **Asset Management CAD Manager :-**
  - a. Maintain, manage and create the Asset Management CAD plans including all updates, creation of drawings, floor plans etc
  - b. Be responsible for managing requests from other departments for plans and information.
  - c. Maintain the quality of the drawings and adherence to BS drawing convention
  - d. Update Asbestos and Legionella plans as required
  - e. Commence a program of linking RICS NIA plans to the CAD drawings
  - f. Continue with the linking of other CAD plans – (CTSU) to the Asset Management Plans
  - g. Store as built drawings provided by external consultants on the system
7. **Asset Management FM Co-ordinator / GIS Manager**
  - a. Maintain all LCC Land and Property records on PMIS property and Terrier system, carrying out periodic checks to cleanse data on all databases held in section.

- b. Maintain Horizon Rent Billing system carrying out periodic checks to cleanse data on all databases.
- c. Ensure the continuing development of the GIS system, working corporately to develop the spatial solutions for GIS and the sharing of data between services.
- d. Respond to requests from the AMP's team, Property Services and other departments for plans and information.
- e. Liaise with external partners to enable the sharing of LCC data.  
Currently working with the City and Melton.
- f. Provide a mapping and design service to the AMP's team, property services and other clients.
- g. Assist in the Asset Challenge process
- h. Ensure that PMIS records are accurate from the information supplied by DPs. (Cost Codes need checking/estates)
- i. Carry out training of all property staff in the use of Geomaps to reduce individual requests for plans
- j. Periodic training of staff in the use of GIS.

## **CAPITAL AND REVENUE PLANNING AND MONITORING**

### **Objectives**

The Capital and Revenue Planning and Monitoring team/manager is responsible for the overall strategic capital and revenue planning and programming for the Council's corporate property resource with the aim of ensuring that available capital and revenue resources are best matched to agreed asset management and property priorities

### **Responsibilities and Tasks**

1. Develop property related capital and revenue programmes in consultation with Business Partners (Asset management), Property Services, Finance and prepare reports for AMWG and CPSG
2. Oversee and monitor the delivery of capital and revenue programmes and report to AMWG and CPSG
3. Develop capital receipt plans/programmes in consultation with Business Partners (Asset management), Property Services, Finance and prepare reports for AMWG and CPSG
4. Oversee and monitor the delivery of capital receipt plans/programmes and report to AMWG and CPSG
5. Commissioning:
  - o Record client requests, enter into commissioning process and place with Business Partners for development
  - o Validate requests and potential commissions against capital and revenue plans/programmes
  - o Monitor delivery of agreed property and property services commissions against capital and revenue plans/programmes

## **BUSINESS PARTNERS**

### **Objectives**

To act as the primary contact point for the Intelligent Clients' property related queries, needs and concerns and to ensure they are acted upon through the appropriate processes, mechanisms and teams in Property Services

### **Responsibilities and Tasks**

As contained in *Memorandum of Agreement: Intelligent Client and Business Partner*

## Development Action Plan

### Asset Management Development Action Plan for May 07 – May 08

ACTIONS	HOW/WHO	TIMING	PRIORITY
<b>Information Collection and Management</b>			
1. Deliver outstanding IT systems improvements	<ul style="list-style-type: none"> <li>EC oversee review and rationalisation of IT improvements list and development of agreed delivery plan with IT</li> </ul>	<ul style="list-style-type: none"> <li>June 07(ongoing)</li> </ul>	1
2. Development and extension of Asset Challenge	<ul style="list-style-type: none"> <li>Merge Occupancy Agreement and Asset Challenge processes to form basis of Corporate Property Review system – JL; GV</li> <li>Roll out improved Asset Challenge Review – JL; GV</li> <li>Integrate above systems with PMIS – GV prepare and submit development request in conjunction with IT and EC oversee production of agreed delivery plan</li> <li>EC oversee proactive use of Corporate Property Review outputs to identify, report and activate asset management improvements, developments, reviews, plans/strategies, to be driven through the asset management framework (see below for further actions)</li> </ul>	<ul style="list-style-type: none"> <li>Jul 07</li> <li>Jul 07 - Oct 08</li> <li>Jul – Oct 07</li> <li>Jun 07 onwards</li> </ul>	1
4. Develop intelligent client functions and interface with AM unit	<ul style="list-style-type: none"> <li>EC oversee development and delivery of intelligent client workshops</li> </ul>	<ul style="list-style-type: none"> <li>Jul 07</li> </ul>	1
5. Review and clarify client consultation groups/fora	<ul style="list-style-type: none"> <li>EC; JL; GV; RM with intelligent clients</li> </ul>	<ul style="list-style-type: none"> <li>Aug 07</li> </ul>	2
<b>Corporate Asset Management Framework</b>			
6. Establish remaining corporate asset management groups in new framework (AMWG; Asset Management Team)	<ul style="list-style-type: none"> <li>Process mapping of asset management reporting and decision-making through new framework – EC to develop with JL; GV and RM, submit to PS Senior Management team for review and approval</li> <li>Initiate set-up meeting of AMWG and establish cycle of meetings for corporate asset management groups -EC</li> </ul>	<ul style="list-style-type: none"> <li>Jul 07</li> <li>Jul 07</li> </ul>	1 1
<b>Estate Strategy</b>			

7. Produce updated AMP	<ul style="list-style-type: none"> <li>• EC to oversee with JL; GV; RM driving through corporate asset management framework for approval</li> </ul>	<ul style="list-style-type: none"> <li>• Jul - Dec 07</li> </ul>	1
8. Identify and produce other service specific/topic specific strategies required over next 12 months	<ul style="list-style-type: none"> <li>• EC to oversee with JL; GV; RM, driving through corporate asset management framework for approval</li> <li>• EC oversee commencement of Office Accommodation Review Business Case</li> </ul>	<ul style="list-style-type: none"> <li>• Aug 07</li> <li>• Oct 07</li> </ul>	2 1
<b>Performance Management</b>			
9. Develop performance management in neglected areas	<ul style="list-style-type: none"> <li>• EC oversee with JL; GV; RM, including driving through corporate asset management framework for performance monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Jul 07 onwards</li> </ul>	1
10. Integrate PI data collection systems between asset management and other Service Areas	<ul style="list-style-type: none"> <li>• GV prepare and submit development request in conjunction with IT and EC oversee production of agreed delivery plan</li> </ul>	<ul style="list-style-type: none"> <li>• Aug 07 onwards</li> </ul>	1
<b>Capital and Revenue Programmes</b>			
11. Review, develop and introduce improved capital project identification, appraisal, selection and post evaluation processes	<ul style="list-style-type: none"> <li>• EC to oversee asset management team contribution to Property Services Review workstream (Working Practices and Procedures). Delivery to follow having agreed approach via AMWG and CPSG.</li> </ul>	<ul style="list-style-type: none"> <li>• Jul – Aug 07</li> </ul>	1
12. Review and develop processes for revenue and capital programme development, approval and monitoring	<ul style="list-style-type: none"> <li>• EC to oversee asset management team contribution to Property Services Review workstream (Working Practices and Procedures). Delivery to follow having agreed approach via AMWG and CPSG.</li> </ul>	<ul style="list-style-type: none"> <li>• Jul – Aug 07</li> </ul>	1
<b>Business Cases</b>			
13. Develop and establish business case development processes and practice	<ul style="list-style-type: none"> <li>• EC and JL to develop and improve upon option appraisal/feasibility analysis approaches in consultation with Finance</li> <li>• EC to oversee development of business case approach for future project and proposal evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Aug – Sep 07</li> <li>• Aug – Sep 07</li> </ul>	1 1
<b>Quality Control</b>			
14. Clarify asset management unit role and responsibilities in Quality Control and Risk Management procedures	<ul style="list-style-type: none"> <li>• EC to oversee clarification of asset management unit role in QC and Risk Management as part of Property Services Review</li> <li>• EC to oversee development of relevant practices and procedures where/if these responsibilities are to fall within the remit of the asset</li> </ul>	<ul style="list-style-type: none"> <li>• Aug 07</li> <li>• Aug 07 – Dec 07</li> </ul>	2 2

<b>Marketing of asset management function</b>	management unit		
15. Educate all contributors and users of IT	<ul style="list-style-type: none"> <li>• EC oversee production and delivery of phased education programme, delivery led by GV. To be developed in conjunction with planned improvements to existing systems (action 1) and new developments under Property Services Review</li> </ul>	<ul style="list-style-type: none"> <li>• July 07 onwards</li> </ul>	1
16. Presentation and explanation of updated asset management function	<ul style="list-style-type: none"> <li>• EC to oversee production and delivery of updated asset management presentation to:                             <ul style="list-style-type: none"> <li>○ CPSG and AMWG</li> <li>○ Cabinet</li> <li>○ Heads of Services</li> <li>○ Property Services staff</li> </ul> </li> <li>• Additional promotion and development of future asset management function via Property Services Review procedures eg:                             <ul style="list-style-type: none"> <li>○ Intelligent Client workshop (action point 4 above)</li> <li>○ Review and clarification of client consultation groups (action point 5 above)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Jul 07 – Aug 07</li> <li>• Jul 07 – Aug 07</li> </ul>	1  1

**PROPERTY SERVICES**

**INTERIM COMMISSIONING PROCESSES**

**Stage 1: Receiving and Scoping Customer Requests**

**SCOPING FORM**

This Form is to be used for all customer requests for property and property services, with the exception of Schools. Current procedures for receiving and dealing with Schools' requests will remain unchanged during this interim period but will be reviewed during Phase 2 of the Property Services Review later in 2008.

First draft to be completed and submitted by client (Service based Intelligent Client) to Asset Management (Business Partner)

Client (Service based Intelligent Client) and Asset Management (Business Partner) to jointly discuss and complete final version Scoping Form

<p><b>1. Brief description of property proposal and/or work required from Property Services</b></p>
<p><b>2. Links to Service Plan Objectives and Priorities</b></p>
<p><b>3. Authorisation or approval for proposal and/or work requested</b></p>
<p><b>4. Detailed clarification of requirements</b></p> <ul style="list-style-type: none"> <li>• Location</li> <li>• Size (if known)</li> <li>• Staff numbers and team structure</li> <li>• Use</li> <li>• Access</li> <li>• Hours of operation</li> <li>• Parking – staff and visitors</li> <li>• ICT requirements</li> <li>• Other operational/service delivery requirements</li> </ul>
<p><b>5. Timescales</b></p>
<p><b>6. Funding sources and codes</b></p> <ul style="list-style-type: none"> <li>• Capital and revenue</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Whole life cycle</b></li> </ul>	
<p><b>7. Any implications for other property assets?</b> eg replacing unsuitable asset which will be surplus to requirements and available for disposal</p>	
<p><b>8. Any alternatives?</b> eg rather than proceed with requested new lease, could upgrade existing accommodation to make fit for purpose or co-locate to nearby Partner premises</p>	
<p><b>9. Expected benefits to Service from proposal and/or work requested?</b></p>	
<p><b>10. Dis-benefits to Service if proposal and/or work requested does not proceed?</b></p>	
<p><b>11. Date of Submission</b></p>	<p><b>12. Intelligent Client (Service Area)</b> .....</p> <p><b>13. Business Partner (Asset Management)</b> .....</p>