

APPENDIX 1 - OUR CORPORATE LANDLORD APPROACH

Our Corporate Landlord Approach

The way the council manages its land and property assets is important. The council needs to ensure that its land and buildings are managed as corporate resources, the right stakeholders are involved, and decisions are made in the context of the council's priorities and objectives. Walsall Council has adopted a Corporate Landlord approach to the management of its land and buildings portfolio.

The Corporate Landlord model approach takes a more strategic approach to property and asset management across the council, bringing together property, facilities management and commissioning responsibilities into a key Enabling Service under the council's new functional model. This will ultimately enable the development and implementation of an estate that supports Walsall Proud Programme and the wider corporate objectives of the council.

The Corporate Landlord model approach ensures that Property shall be centrally managed and maintained as a corporate resource by the Corporate Landlord, with service directorates and maintained schools occupying corporate assets as 'Tenants'. This provides the best mechanism for driving a more strategic approach.

Walsall Council has agreed the definition for the Corporate Landlord model within the council which provides the new ways of working across Corporate Landlord Services: *"A corporate and strategic approach to the management of the council's estate, involving closer integration of property asset management and facilities management resources, and closer working with service directorates and partners on estate planning – supported by effective governance and decision-making.*

A fundamental principle is that all property is treated as a corporate resource such that decisions on the management, maintenance and funding of property assets must be taken in the interests of the council as a whole to ensure best value for the taxpayers of Walsall.

The overall aim is to enable more efficient and effective management of property, whilst optimising the estate and aligning it to the future delivery of council services"

The key principles of the Corporate Landlord model include:

Customer offering

- The ownership of an asset and the responsibility for its management, maintenance and funding is transferred from service departments to the Corporate Landlord, which is a centralised corporate body, with associated transfer of budget control.
- Adopting a greater strategic focus and business partner approach to work closely with service directorates and partners to better understand their asset needs.
- Alignment of the council's assets to enable service transformation and new ways of working, to supporting the council's economic growth priorities and drives income generation through an enhanced investment portfolio.

Processes

- Aligns to the end-to-end asset lifecycle with clearly defined accountabilities with responsibilities
- Contains sufficient controls to ensure that the council provides an estate that is healthy and safe, in compliance with statutory obligations and responsibilities.

Technology

- Single point of accountability for asset data /systems
- An asset management system that provides a single version of the truth on the council's estate

Information

- Enable robust data management to support effective strategic decision making across the estate
- Drive improved customer satisfaction through the definition of standards of service with effective performance management against Service Level Agreements

Organisation

- Integration of asset management, capital project and facilities management responsibilities and resources into a single business unit
- Increased strategic and project capacity and capability
- Help Property/ FM functions to be scalable and resilient to change
- Drive value for money in terms of internal resource and third party spend, with improved visibility and control of costs

People

- Retain, upskill and/or recruit the right people with the right skills and capabilities
- Retain a sufficient level of in-house expertise for intelligent supplier and contract management
- Retain a sufficient level of in-house expertise for planning, budgeting and programme management

Governance

- Adoption of a Corporate Landlord approach whereby 'all property is treated as a corporate resource such that decisions on property assets must be taken in the interests of the council as a whole to ensure best value for the tax payers of Walsall'
- Corporate capital/asset governance that supports effective decision making on council assets
- Corporate Landlord operates as a cost centre on an efficient basis with any surplus used to drive improvement in service delivery

Clarity

- Clearly set out responsibilities and expectations for all occupiers of council owned properties

The Corporate Landlord Model is an *Intelligent Client* model across Asset Management, Capital Projects and Facilities Management with a best-in-class supply chain supporting each functional area.

The Corporate Landlord strategic approach provides:

- A consistent, corporate and strategic approach in the way that the estate is managed
- Consolidation and better planning of property resources
- Elimination of duplications of effort
- Improved efficiency and better management of risks
- Clear and consistent policies and end to end processes for property
- Assurance that the property portfolio is safe and fit for purpose
- Consistently procured property related services
- Comprehensive understanding of the performance of the portfolio and its use to inform the strategic decision making

The Corporate Landlord's responsibility extends further to the acquisition, development and disposal of land and buildings.

The Corporate Landlord is responsible for asset planning, review, feasibility and options appraisal accounting for the needs of all service areas, but most importantly, making decisions based on overall corporate priorities.

In Walsall the Corporate Landlord is responsible for the following activities:

- Design and Project Management
- Statutory Compliance of Buildings
- Delivery of capital projects
- Energy Management
- Carbon Reduction within the property portfolio
- Management and Commissioning of Repairs and Maintenance
- Facilities Management (in relation to cleaning, catering, security, caretaking and area facilities officers)
- Estates and Valuation Services
- Strategic Asset Management Planning
- Planning and maximising the safe mode of occupation of our buildings in line with the office Accommodation Policy
- Management of the council's Investment Property

Occupation of Property

In order to achieve the policy objectives of the Strategic Asset Plan – to manage and maintain property effectively; and to promote joint working where it will provide benefit for service delivery and in securing efficiencies, Corporate Landlord will ensure that occupiers of property have a clear understanding of the basis of their occupation and the respective responsibilities and obligations on Corporate Landlord as building owner and the occupier.

Where council owned properties are occupied by third parties, Corporate Landlord will ensure that there is appropriate occupational documentation in place between the council and the occupier, including leases, licences or tenancies at will. These documents will clearly set out the terms of occupation and obligations on both landlord and tenant. Such documents will be prepared by either the council's conveyancing department or, where appropriate, external legal advisors under the instructions of Corporate Landlord.

Where a corporate building is occupied by either a council service directorate or a maintained school, it is not appropriate to document the occupation with a lease, licence or tenancy at will. Nevertheless, it is important that there is a clear understanding of the responsibilities of both parties in property terms. Accordingly, Corporate Landlord has prepared Responsibilities Documents for use with service directorates and maintained schools. These documents set out the respective requirements of "landlord" and "tenant" and can be found in Appendices 5 and 6.

This principle equally applies where council services are delivered from third party buildings. Corporate landlord will ensure that all such arrangements are appropriately documented to ensure clarity of responsibilities and to ensure the safety and wellbeing of council staff.

Scope of Corporate Landlord Model

The full range of Corporate Landlord responsibilities set out above applies to the council's operational buildings (excluding maintained schools). Corporate Landlord has prepared a Responsibilities Document for Service Directorates which clearly sets out the respective responsibilities and obligations of the Corporate Landlord and the occupier service directorate. This document template can be found in Appendix 5.

Schools

Due to the nature of schools funding, budgets for maintenance and statutory compliance are devolved to schools. Accordingly, the responsibility for undertaking this work is also devolved to schools. The detailed implications of this departure from the core Corporate Landlord model is set out in the Responsibilities Document for Schools (Appendix 6).

Land and Buildings held for Regeneration

The council purchases and owns some land and property in order to support its strategic regeneration aims for the borough. In such cases, the Corporate Landlord does take responsibility for the management of the property asset and it works closely with the Regeneration team in a client – advisor role to support their strategic activities and the delivery of the strategic purpose of the asset.

Due to the nature of regeneration projects, it is common for the asset to be held in the medium term during the delivery of the project. As part of the acquisition of such assets, the business case and financial modelling should include allowances for revenue holding costs of the asset during the life of the project.

Open Space and Operational Land

The responsibility for the maintenance and management of open space and operational land (eg parks and cemeteries) is vested in the respective operational service directorates (eg Bereavement Services, Healthy Spaces etc). Corporate Landlord provides advice and support to the responsible service directorate relating to estate management matters, including land encroachments, leasing and other disposals.

Buildings located within open spaces and operational land are managed by Corporate landlord working closely with the service area to ensure the maximisation of the utilisation of the buildings.

Specialist Assets

Historically, the scope of maintenance responsibilities for operational buildings has been limited to the core building and its standard plant and machinery. Where specialist plant and machinery is required to deliver service needs, the maintenance of these items has remained with the service directorate (eg swimming pools, crematoria). The Corporate Landlord model brings the maintenance of this specialist plant and machinery into the scope of the Corporate landlord through the continued use of specialist contractors where required.

Public Art and Sculpture Installations

Across the borough, there is a wealth of public art and sculpture installations located on council owned land, including parks and the adopted highway. Corporate Landlord maintains a schedule of these installations and is responsible for their periodic inspection and maintenance.

Maintaining our Assets

Maintenance and statutory liabilities are a major financial cost to the council and it is vitally important that we look after our assets and ensure that they are fully compliant and safe to use. Our overall strategy is to ensure that our finite and reducing maintenance resources are prioritised to appropriate buildings, where the money is needed most.

We are identifying these priorities by conducting a rolling programme of condition surveys which aims to understand maintenance requirements over a period of 10 years, with aspirations to complete lifecycle condition surveys on selected assets to cover a period of 25 years. This will enable a better-informed decision-making approach and maximise efficiencies by planning over a longer time horizon, instead of reacting to emergencies as they happen. Furthermore, the use of a planned maintenance approach allows the life of building assets to be enhanced through the incremental repair and replacement of building components rather than building replacement.

Our four key aims for Building Maintenance are:

1. To ensure our Buildings are safe and secure for the people who use them
2. To allocate funding to projects that will achieve the maximum positive impact
3. To achieve an efficient balance between planned and reactive maintenance work

4. Achieving maximum efficiencies in the way we procure building maintenance work

The responsibilities of Corporate Landlord for property maintenance are set out at Appendix 3.

Delivering Capital projects

Corporate Landlord is responsible for the delivery of all property related capital projects through the Commissioning Team and retained external advisers.

Corporate Landlord's approach to capital delivery projects is set out in the Major Projects Manual at Appendix 4.

NOT FOR APPROVAL

Walsall Council

Accommodation Policy



Walsall Council

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APPENDIX 3 - PROPERTY MAINTENANCE POLICY

WALSALL COUNCIL PROPERTY MAINTENANCE POLICY

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Executive Summary

This document establishes the Council's formal Corporate Property Maintenance Policy in line with the approved Corporate Landlord Model for all Corporate Properties excluding housing and schools.

It clearly sets out the key objectives of property maintenance policy (Section 2), and defines the Scope of Property Maintenance (Section 3). This will ensure a consistent approach to the maintenance of the Council's assets for effective delivery of services.

In addition a pro-active approach to establishment of standards and the assessment of property maintenance requests, works and allocation of limited resources is detailed in the Policy, Standards and Strategy (Sections 5, 6 and 7).

Each maintenance request will be scrutinised, assessed and given a rating based on the property; its condition, its priority and reason. This will ensure uniformity of maintenance repairs on a corporate basis and will be consistent with the objectives set out in aims and objectives (Section 2) together with the management of the Council's Risks.

In the Maintenance Strategy (Section 6.3), a rolling programme of condition surveys has been implemented detailing the condition of the Council's assets that will drive the planned maintenance programme on a yearly basis.

Maintenance of building assets will be supported by an efficient and effective Computer Aided Facilities Management package (CAFM).

The annual planned maintenance programme will outline how capital resources will be allocated to reduce the backlog of the highest priority maintenance work. The type of maintenance work that can be capitalised in accordance with CIPFA Capital Accounting Arrangements is also detailed.

Performance and reporting will be monitored, benchmarked and reported through the CAFM software for improvement and promoting best practice and improved customer satisfaction. (Section 7.2)

Property Maintenance Policy

1.0 Introduction

Walsall Council has a portfolio of over 750 land and building assets including approximately 366,530 sq m of built accommodation. These buildings are physical assets which need to be properly maintained to ensure that they continue to function as efficiently and effectively as possible in supporting the delivery of a wide range of services.

At the same time, the deterioration of buildings due to the lack of maintenance can lead to future financial burdens, pose health and safety, legal and other industrial relations issues and affect the delivery of services. Therefore, the maintenance of buildings is critical to the proper management of physical assets

and the overall management of capital to achieve council key policy objectives meet government requirements and provide a good environment for customers, staff and other users of council buildings.

A policy for the management of maintenance is required to provide a consistent approach to the planning, management and reporting of building maintenance integrated with the Capital Strategy from an organisation wide perspective.

This maintenance policy clearly specifies the guiding principles for the management and delivery of property maintenance for the council.

2.0 Aims and Objectives

The aim of this policy is to develop the maintenance management of council owned and leased building assets so that capital investment is protected, asset life cycle and service output costs are optimised, and service outcomes are achieved.

The policy document is to provide the guiding principles on the management framework for the maintenance and repair of council owned property assets to ensure compliance with the requirements of all legal obligations.

The key objectives of the Property Maintenance Policy are:

- To specify the minimum council requirements for the management of maintenance;
- To ensure that building assets are adequately maintained;
- To ensure that the risks to the council are effectively managed;
- To ensure that the health, safety and security objectives are met;
- To ensure effective maintenance at department level;
- To ensure that the council has the necessary information for monitoring the maintenance, condition and performance of building assets at an organisation level; and
- To ensure that there is adequate information at the operational level for undertaking maintenance including the ability to review policies and strategies, analyse life cycle costs, plan for replacements and upgrades, and improve the efficiency and effectiveness of maintenance.

The policy recognises and acknowledges the collaborative management relationships between all council operational services in regard to the maintenance of council owned and leased building assets.

3.0 Scope of Property Maintenance

BS3811 (1993) defines maintenance as, 'the combination of all technical and administrative actions including supervision, intended to retain an item or restore it, to a state in which it can perform a required function'.

This policy applies to the maintenance of all council owned or leased property assets. For clarity, a 'property asset' is defined as: -

“Any roofed structure enclosing space and intended for use as a shelter (for people, animals or property) or for recreational, educational, industrial, commercial or other functions and includes services and external infrastructure within the curtilage of the site”.

And ‘property maintenance’ activities are defined as: -

“All work on existing property assets, including utility services and external infrastructure within the curtilage of the site that is undertaken to achieve the following objectives”:

- To retain the asset in a condition in which it can perform its required function.
- To prevent deterioration and failure or extend the life of the asset.
- To restore to correct operation within specified parameters
- To restore physical condition to a specified standard
- To recover from structural and service failure
- To obtain accurate and objective knowledge of physical and operating condition including risk and financial impact for the purpose of maintenance
- Partial equivalent replacement of components of the asset”

Work excluded from maintenance includes:

- Improvements and upgrading to meet new service capacity or function;
- Refurbishment to new condition to extend the capacity of the asset;
- Capital replacement of major components to extend the capacity or useful life of the asset (e.g. works that are to be capitalised in accordance with council policy);
- Upgrading to meet new statutory requirements;
- Operational tasks to enable occupancy and use (e.g. cleaning, security, waste removal);
- Supply of utilities (energy, water and telecommunications);
- Construction of new assets; and • major restoration as a result of natural and other disasters.

A list of included and excluded maintenance items are included in appendix A (Scope of Building Maintenance).

For leased and rented buildings, responsibility for maintenance is subject to the terms and conditions of each lease agreement. Advice on maintenance liability in respect of any leased building should be obtained from the Asset Management team.

Further information on property maintenance activities is contained in the information paper: “*Scope of Property Maintenance*” attached in Appendix A.

4.0 Maintenance Policy

The maintenance of council property assets should be directed towards:

- Meeting department service delivery needs which are reflected in the standards to which assets are to be maintained;
- Priorities based on the impact of condition on service delivery and risk;
- Ensuring the most effective use of maintenance resources and
- Ensuring appropriate information exists at department and council levels.

The key outcomes to be achieved from undertaking maintenance are:

- Functional and operational requirements of the working environment are met;
- The physical condition and efficient operation of assets is kept to a standard appropriate to their service function and value to the community; and
- All statutory and technical requirements to ensure health, safety, security and reliability are met.

5.0 Maintenance Policy

Maintenance standards shall be established to ensure that property assets are maintained at an appropriate condition and in efficient operation to support council and departmental service delivery. These maintenance standards shall be implemented by Property Manager - Maintenance in accordance with the strategy and in line with legislative requirements, best practice within the industry and British Standards Codes of Practice.

Property Manager - Maintenance will develop and articulate the standards to which council property assets shall be maintained in order to meet corporate standards consistent throughout Service Areas in regard to physical condition, functional quality, and efficient operational performance. These standards and any associated performance indicators shall be part of any arrangements for the implementation of maintenance. The following Tables provide asset standard ratings that should be used to prioritise works and set maintenance requirements.

5.1 Table 1: Property Rating

This table classifies properties by order of importance. The decision on core / non-core services will be made by the Corporate Landlord.

Property rating	
S1	Core service, critical or high profile asset to be in best possible condition
S2	Core service, asset to be in good condition operationally and aesthetically
S3	Core service, asset to be in reasonable condition to meet operational and statutory requirements.

S4	Non-core service, operational property, condition needs to meet minimum operational and statutory requirements
S5	Non-core service, non-operational property maintained to meet statutory requirements only (i.e. Ancillary, or specified unoccupied or surplus assets)

5.2 Table 2: Condition Rating

This table informs on the condition of the building, using government approved rating system. The data is collected on site through Condition Surveys.

Condition rating	
A	Good – Performing as intended and operating efficiently
B	Satisfactory – performing as intended but showing minor deterioration
C	Poor – Showing major defects and/or not operating as intended
D	Bad – Life expired and/or serious risk of imminent failure

5.3 Table 3 : Priority Ratings

Informs on the degree of urgency and importance of the defect using the government approved rating system. The data is collected on site through condition surveys.

Priority rating	
P1	Urgent work that will prevent immediate closure of premises and/or remedy to serious breach of legislation and /or high risk to health & safety.
P2	Essential works required within two years that will prevent serious deterioration of fabric or service and /or remedy to minor breach of legislation and /or minor risk to health & safety.
P3	Desirable work required within 3 to 5 years that will prevent deterioration of fabric or service and /or address a low risk minor breach of legislation and/or minor risk to health & safety.

5.4 Table 4 : Reason Rating

Informs on the nature of the defect. Where a defect covers more than one of the following reasons the more serious reason would increase its priority level. Where there are competing schemes with the same priority consideration would be made by taking account of those with additional reason ratings. The data is collected on site through condition surveys.

Reason rating	
R1	Health and Safety/Legislation Breach
R2	Total or partial loss of service
R3	Deterioration of Fabric
R4	Security Implications
R5	Disabled Access Requirement

These standards will be reviewed in conjunction with the review of this policy document or at other times deemed necessary by the Corporate Landlord.

6.0 Maintenance Policy and Implementation

The purpose of this strategy is to reflect the Councils' approach to maintenance and support the strategic asset management plan and maintenance policy established by the Corporate Landlord so that the stated maintenance objectives are achieved.

The property maintenance strategy for the council will be achieved by the implementation of the following: -

6.1 Risk Management Approach

Risks associated with maintenance will be managed in the following order of priority:-

1. Maintenance in respect of health and safety issues;
2. Statutory maintenance requirements; security, fire, gas, electrical and access systems;
3. Structural maintenance for all council owned property assets;
4. Building fabric maintenance for all council owned building assets except unoccupied assets, assets identified for disposal and ancillary assets; and
5. Maintenance of unoccupied assets, assets identified for disposal and ancillary assets.

6.2 Technical Definition

Maintenance activities are to be undertaken as follows:

- **Planned Maintenance** (Condition-Based) is to be used to comply with statutory requirements and for building fabric, structural components and renewal of time expired plant. The aim is to prevent major failure and reduce total maintenance costs over time. Undertaken as a result of an asset's condition and driven by a condition assessment or inspection process. This will

apply to all building structures, fabric, mechanical and electrical services and site improvements.

•Planned Preventive Maintenance (Preventative, Cyclical, Servicing or Time Based) is to be used to comply with statutory or manufacturer's requirements and for building services. Undertaken at predetermined time intervals as required by statutory, technical or operational reliability considerations. This may be applied to building structures, fabric, services and site improvements but is used predominantly for the maintenance of mechanical and electrical services.

• Reactive Maintenance (Corrective, Day-to-Day or Zero-Based) is minor unplanned maintenance used for assets experiencing breakdown, failure or vandalism of a component and for maintenance of those assets identified for disposal. Apart from statutory requirements, no maintenance action is undertaken until breakdown or the asset quality falls below the minimum standard specified for the asset. Reactive maintenance may be used for minor non-critical assets and those assets planned for refurbishment, replacement or disposal.

•Backlog Maintenance is maintenance which has been deferred on a planned or unplanned basis usually due to lack of funds. Backlog maintenance should be re-evaluated at least annually in terms of priority and considered for inclusion in the Maintenance Work Programme as part of the Maintenance Planning process.

6.3 Condition Assessment

A database of building asset condition shall be maintained on the Corporate Landlord CAFM. The process for monitoring property asset condition is shown in Appendix C. This process requires feedback from the maintenance programme and capital and revenue funded projects, which although not part of the maintenance programme could still affect the condition of the building asset. All relevant information shall be input on to the CAFM by contract monitoring officers managing these projects to ensure accurate and up to date property asset condition records.

The condition of all council corporate property assets will be assessed in detail by means of a condition survey at least once every five years undertaken by competent and suitably qualified surveyors and a formal condition assessment report for each property asset surveyed is to be produced in electronic format and stored on the Corporate Landlord CAFM system.

Interim condition checks shall be undertaken annually by the Corporate Landlord Hard FM team.

This structured programme of condition assessment will provide consistent, quantitative and qualitative information relating to asset performance in terms of condition and associated risk allowing adequate information to be gathered for management and planning purposes. The information received from the condition surveys and checks shall be input on to the CAFM system by the Corporate Landlord Hard FM team.

A rolling programme of condition surveys has been developed by the Hard FM Team so that the condition of each council corporate property asset is assessed in detail at least once every five years. This programme shall link with the normal council planning and budget cycles and will be completed annually. Implementation of this programme will be managed by the Corporate Landlord Team.

The Asset Management team shall ensure that properties purchased and those leased with repairing obligations are presented to the council with full condition assessment reports so that condition assessment details can be input onto the CAFM system.

6.4 Maintenance Planning

Planning for maintenance shall be undertaken on an annual basis based on information from: -

- The CAFM Software Package;
- The condition survey programme and interim condition checks;
- Existing programmes and historical data;
- Faults and repairs notified by building users;
- Feedback from Corporate Landlord Hard FM team;
- Feedback from servicing, repairs and improvements in progress;
- Feedback from maintenance and supply chain partners;
- Legal requirements e.g. lease or repair covenants and
- Review of departmental Service Delivery plans, Council, Capital Investment and Strategic Asset Plans.

Advice from the Asset Management Team in respect of the disposal programme shall be taken into account when planning the maintenance programme to ensure that resources are directed towards retained property assets.

Planning horizons shall be to three years ahead with the objective to identify activities for each year in the planning period, for the purpose of developing annual maintenance work programme and budget allocations. The plan should detail as a minimum: -

- Planned maintenance priorities;
- Term maintenance requirements;
- Backlog maintenance priorities;
- Major repairs or replacements that may need to be considered for capitalisation; and
- Recommendations for disposal or upgrading of assets based on life cycle, functional or condition factors.

In order to implement the Building Maintenance Policy outlined in this document and link it to the Corporate Asset Management Plan and Property Strategy, the capital and revenue resources that are required to implement the property maintenance strategy over a 3 year period will be identified.

6.5 Maintenance Work Programme

A maintenance works programme for all council property assets are to be formulated on an annual basis based on the requirements detailed in the maintenance plan and within the available budget.

Maintenance categories to be used shall reflect the requirements detailed below:

Category	Sub Category	Definition
Planned Maintenance	Term Maintenance	The actions performed to prevent failure by providing systematic inspection and monitoring to detect and prevent incipient deterioration or failure and includes testing to confirm correct operation
	Planned Maintenance	Maintenance work performed, as a result of significant deterioration or failure, to restore an asset to its required condition standard
	Backlog Maintenance	Maintenance that has been deferred on a planned or unplanned basis
Reactive Maintenance	Routine and Breakdown Maintenance	Unplanned and reactive maintenance actions performed to restore an asset to operational condition, as a result of an unforeseen failure
	Incident Maintenance	Unplanned maintenance actions to restore an asset to an operational or safe condition as a result of property damage resulting from storms, fire, forced entry and vandal damage.

In the development of Maintenance Works Programmes, the Corporate Landlord team shall focus on service delivery obligations, maintenance priorities, allocation of resources and performance management.

To deal with additional maintenance works identified during a financial year a Procedure will be developed. This will be used to determine whether or not a scheme is a planned maintenance item and if it can be undertaken during the current financial year or if it should be deferred to a later year. This 'Additional Planned Maintenance Request' will be accessed using the maintenance standards and priorities established in this report.

6.6 Maintenance Information and Systems

To achieve consistency and to facilitate benchmarking and performance Improvement, maintenance expenditure should be captured against appropriate maintenance categories.

The maintenance of building assets must be adequately supported by an efficient and effective CAFM System to facilitate operational maintenance work scheduling and control, planning, resource allocation, programme management and reporting.

The CAFM system shall be used for maintenance planning and implementation and the maintenance information recorded in this information system must meet:

- Council Reporting requirements;
- Departmental and operational requirements for maintenance implementation.

7.0 Strategic Maintenance Plan

A Strategic Maintenance Plan shall be developed to support the council's output and outcome requirements. This plan is to form the basis for the maintenance component of the 'Corporate Asset Management Plan'. On this basis, it is to take into consideration capital and disposal plans and identify the level of funding required annually to meet the maintenance standards established to support council service delivery outcomes.

The Strategic Maintenance Plan is to incorporate Strategic Asset Management principles and utilise life cycle planning and asset performance. It will have due regard for the service area delivery and asset management plans, the age, condition, value, deferred maintenance and functional quality of the assets, as well as new assets and any emerging issues which may impact on their service potential.

The purpose of the Strategic Maintenance Plan is to look at the maintenance needs of each Service Area's portfolio of building assets over the immediate, medium and long term and how these may change as a result of potential changes to the way that Walsall Council deliver its services to customers.

8.0 Maintenance Performance

8.1 Key Performance Indicators

Appropriate key performance indicators (KPIs) are to be monitored to assist in the management of maintenance and council building assets generally. These KPIs, are to be incorporated into a formal procurement instrument.

Performance indicators are to be established to monitor performance, in the Management and delivery of maintenance works. The performance review should consider aspects relating to:

- Maintenance service delivery performance;
- Maintenance service quality performance;
- Maintenance management performance;
- Maintenance cost performance; and
- Client/tenant/occupier satisfaction.

8.2 Customer Satisfaction

This shall be assessed through internal customer satisfaction surveys at individual project level. The surveys will collect information on Contractor and Corporate Landlord staff performance. An example of the 'Customer Feedback Form' is given in Appendix E (Customer Feedback Process).

9.0 Review

This Policy shall be reviewed annually by the Corporate Landlord and updated in accordance with best industry practice and any new legislation.

APPENDIX A

Scope of Property Maintenance

1.0 Purpose of this Document

The document establishes a process for the maintenance of Walsall Council assets under Corporate Landlord control to ensure consistency in the planning, implementation and reporting of maintenance. The purpose of this document is to establish a uniform guideline that will assist identification of the assets that are to be classified as property and to ensure that property maintenance is identified and undertaken.

Consistency in service delivery is an important aspect of the process as it allows Walsall Council to monitor, benchmark and improve performance.

2.0 Scope

This document defines property assets for the purposes of the Corporate Landlord responsibilities. It helps to distinguish the components which form part of a property from those parts which do not. There may be areas in which sharp lines of demarcation are not feasible and a degree of objective interpretation would be required. Guidance is also provided in this document in relation to some activities which may be considered as property maintenance, as distinct from building user operations.

Definition

Property Maintenance - The repairs, maintenance or servicing of existing property or the associated agreed assets to maintain in a good working order and/or good condition.

Statutory Testing – The service and inspection of all property/equipment where it is deemed a legal requirement to service, inspect and certify that buildings and equipment are to an agreed standard.

Capital maintenance / investment – The installation of new or improvement to existing property/equipment or replacement of a large building element that will be a long term investment and increase the property value. Where new elements are added the revenue costs shall be included for future maintenance.

3.0 Property Assets

This section focuses on the physical assets that are to be considered as property. Property is defined as any roofed structure enclosing space and intended for use as a shelter (for people, animals or property) or for recreational, educational, industrial, commercial or other functions and includes services and external infrastructure within the cartilage of the site.

For the purpose of maintenance, property and property-related assets (collectively referred to in this document as ‘property’) are broken down to elemental levels.

Non-property assets are shown as exceptions under the relevant section. These are highlighted in *italics* for ease of identification. Non-property assets should also be maintained, but are not to be considered as part of the property or under the

maintenance management of the corporate landlord team. These elements of works and services shall be arranged by the property user through the appropriate department within the organisation.

3.1 Property

Property Elements

Using a standard method to subdivide building structures into smaller elements helps to provide a consistent approach for identifying the parts of the building structure and services to be maintained by the corporate landlord team.

All excluded items in *Red Italics* are not covered by the corporate land lord service provision.

(a) Substructure - the structurally sound and watertight base upon which to build.

Includes: Basement and foundation excavations; piers, piles, pedestals, beams and strip footings; foundation walls; drop aprons; hardcore filling; work slabs and damp proofing or other membranes; floor structures; sub-soil drainage; ducts, pits, bases and service tunnels; entrance steps, ramps and their finishes; steps and ramps in the one floor level; structural screeds and toppings; internal swimming pools; all other work up to but excluding the lowest floor finish.

(b) Superstructure

Columns - The upright supports to upper floors and roof forming part of a framed structure.

Includes: internal and external columns from tops of column to bases; column casings; all protective **non-decorative coatings**.

Upper floors - floor structures above that at the lowest level.

Includes: all beams; concrete, precast and in-situ floors; waffle slab and filler block floors; metal floors; computer floors; timber framed floors; structural screeds and toppings; concealed insulation; balconies; overhangs and sun hoods integral with floors; steps and ramps in the one floor level; all protective non-decorative coatings.

Staircases - the structural connections between two or more nominal floor levels or to roof, plant rooms and motor rooms together with associated finishes.

Includes: landings; ramps between floor levels; fire escapes; supporting framework; access ladders; spiral staircases; tread, riser; string and soft finishes; balustrades and handrails.

Roof - to provide a structurally sound and watertight covering over the property.

Includes: portal frames; roof construction; gable and other walls in roof spaces; parapet walls and roof balustrades; thermal insulation; roof lights and dormers with their sun screenings; eaves, verges and fascias; rainwater goods; internal storm

water drainage runs; awnings and open lean-to roofs; all protective non-decorative coatings.

External walls - the vertical enclosure around the building other than 'Windows' and 'External Doors' from 'Substructure' to 'Roof'.

Includes: structural walls; basement walls and tanking above lowest floor finish; spandrel, curtain and window walls; external shop fronts; glazed screen walls; columns and isolated piers to non-framed (load bearing) structures; gallery and balcony walls and balustrades; solar screen walls; plant room air flow screens; all insulation to external walls; all external finishes to all columns, slab edges, beams, projecting overhangs and walls; lintels and flashings at openings; ring beams and stiffening beams not integral with floor, ceiling or roof slabs.

Windows - openings in 'External Walls' to provide light and ventilation. Includes:

fly screens; louvers; guard grilles; remote control gear; sun protection to windows; window sills and linings; hardware and decoration.

Excludes: curtains; blinds, track and pelmets

External doors - the access ways into the building both for pedestrians and vehicles.

Includes: frames; linings; glazing; architraves; hardware; panels and highlights over; fly doors; roller shutters; garage doors; fire doors; grille and chain wire doors; gates; service cupboard doors and thresholds and decoration.

Internal walls - permanent division of internal spaces into separate room or to enclose duct and other non-usable areas.

Includes: walls and piers; internal columns and isolated piers to non-framed (load bearing) structures; lintels; damp courses and bearing strips; stiffening beams not integral with floor, ceiling or roof slabs; part height solid walls glazed over to ceiling; un-ducted air flow grilles; firewalls and smoke screens.

Internal screens and borrowed lights - to screen off or temporarily divide internal spaces into separate compartments and to allow the transfer of light through 'Internal Walls'.

Includes: proprietary type office partitioning; glazed screens; internal shop fronts; fold away and operable walls; overhead framework and supporting beams; chain wire and grille screens; toilet partitions and screen walls; borrowed lights; balustrades and rails not associated with staircases; all finishes and decorations.

Internal doors - passage ways through 'Internal Walls', internal screens and partitions and to provide access to service cupboards and ducts.

Includes: frames; linings; glazing; architraves; pelmets; hardware and door grilles; chain wire and grille doors; toilet doors; cell and strong room doors; fire doors;

roller shutters; service cupboard doors; duct access panels; fanlights and panels over and linings to blank openings and decoration.

(c) Finishes

Wall finishes - to provide a satisfactory finish to all interior faces of 'Columns', 'External, Walls' and 'Internal Walls'.

Includes: finishes to internal faces of external walls and columns; acoustic wall linings; face and coloured blocks and off form concrete; splash backs; dados and regulation wall vents.

Floor finishes - to provide a satisfactory finish to 'Upper Floors' and 'Substructure' for walking on.

Includes:- balcony floor finishes; skirtings; screeds; timber floor finishes; dividing strips; mats and mat wells; duct and pit covers; carpeting used as a permanent floor finish; timber and other finishes to concrete floors; finishes to steps in the one floor level.

Ceiling finishes - to provide a satisfactory finish to all internal soffits of 'Upper Floors' and 'Roof' over rooms and external soffits over unenclosed covered areas.

Includes: suspended false ceilings; proprietary suspended ceiling systems; acoustic ceiling linings; linings to roof lights; ceiling access points; framing to bulkheads and cornices.

(d) Fittings Fitments - maintain the property with built-up fitments and fixed items.

Includes: benches; fitted cupboards; seats; counters; wall hatches

Excludes: notice boards; signs and nameplates; coat rails and hooks; mirrors; shelving; racks; lockers

Loose furniture is considered as a non-property asset. These are the items of furniture that are not built in and are easily relocatable such as tables; chairs; desks; lounges; freestanding cupboards and shelving, and filing cabinets.

Special equipment/services - items of equipment of unitary, commercially available type and/or of a type not covered by other elements.

Includes: boiling water units; sink heaters; sanitary macerators, window cleaning and circulating fans.

In circumstances where equipment has been provided for a purpose-built building, the equipment should be considered as part of the property. This applies when equipment is built in, affixed to or installed in such a manner that the installation costs will be substantial and could include special foundations, or extensive restoration works after the equipment has been removed (e.g. spray painting

booths, incinerators, autoclaves, sterilizers, bakery equipment, kitchen equipment, laundry equipment and cranes).

Non-building plant and equipment can be defined as equipment that can be easily removed after erection or installation. In this context, the primary consideration of the building should be that of a shelter. Therefore, non- building plant and equipment are those that can be disconnected, dismantled and removed without significant impact on the property in terms of:

- *Damage to the building structure, including internal partitions;*
- *Affecting the function of the building as a shelter; and*
- *The need to restore, change or upgrade the property after removal.*

For ease of reference, the following sub-categories have been used to identify those items that are to be considered as non-building plant and equipment.

Portable and attractive equipment is considered to be in the category of non-property asset. These assets are generally smaller items of equipment that are usually stand-alone, hand-held, or plug-in. Examples of portable and attractive equipment include:

- *Portable tools*
- *Cameras*
- *Calculators*
- *Portable power tools and*
- *Battery clocks.*

Plug-in "white goods" and general office equipment are considered to be non-property assets. These assets are generally plug-in electric items of equipment, usually included as office facilities. Examples of plug-in 'white goods' and general office equipment include:

- *Urns (plug-in)*
- *Fridges/freezers*
- *Clothes washers*
- *Computer terminals and printers*
- *Facsimile machines*
- *Photocopying machines*
- *Shredders,*
- *Microwave ovens.*
- *Dishwashers*
- *Hand driers*

Production and business equipment that can be easily removed is considered to be a non-property asset. These assets are generally used for carrying out the core business and activities (e.g. production, training, testing, and research) of the occupant. Examples of production and business equipment include:

- *Scientific equipment*
- *Wood working equipment*
- *Metal working equipment*

- Sewing machines
- Welding machines, and
- Biological safety cabinets.
- Sports equipment
- Motor vehicle repair/maintenance equipment

Ancillary equipment is considered to be a non-property asset. This type of equipment is generally used for routine operational purposes. Examples of ancillary equipment include:

- Motor vehicles and tractor
- Trailers
- Boats
- Ride on mowers
- Pool cleaning and servicing equipment
- Cleaners' equipment, and
- Garden hoses, sprinklers.

(e) Services

Sanitary fixtures - to maintain normal fixtures connected to the soil and waste plumbing systems and all associated ancillaries.

Includes:- council suites; urinals; basins; sinks and tubs; troughs and runnels; drinking fountains; slop hoppers; showers; shower trays; terminal outlets integral with fixtures; flusherette valves; soap and toilet paper holders; towel rails and hand driers.

Sanitary plumbing – to ensure the disposal of all waste and soiled water from fixtures and equipment out to the external face of external walls.

Includes: - stacks and vents; all loose traps; floor wastes; internal sewer drainage runs, pumps and ejectors; acid resisting pipes and drains; box ducting and paintwork.

Water supply - systems to supply water from point of building entry to the points of consumption.

Includes:- storage tanks; pumps; water treatment plants; water heaters and coolers; reticulation pipe work including pipeline components; terminal outlets not integral with fixtures and/or equipment; controls other than those associated with water consuming items of equipment; box ducting; insulation; sheathing; painting and identification; building and electrical work forming part of the water supply.

Gas services - to supply town, natural, simulated natural and liquefied petroleum gas from point of building entry to points of consumption.

Includes:- booster compressors; manifolds and regulators; box ducting, painting and identification; building and electrical work forming part of the gas service element; reticulation pipe work and pipeline components; terminal outlets not integral with fixtures and/or equipment and gas detection systems.

Space heating - to heat the interior of the property by means of convection, radiation or any other form of heating.

Includes:- unitary heaters; reticulated steam, hot water or hot oil systems; warm air systems; electric floor or ceiling heating systems; fireplaces, hearths or associated work in chimney stacks; boiler plant; insulation and painting; controls and associated electrical work.

Ventilation - to ventilate buildings by means of supply and/or exhaust systems,

includes:- mechanical ventilators; non-mechanical roof ventilators; supply and/or exhaust fans; ducted systems; exhaust hoods; ducting, plant, controls and associated electrical work.

Evaporative cooling - to cool air within a building by evaporative processes; the system can include ancillary heating.

Includes: - evaporative coolers; rock bed regenerative systems and ancillary heating devices; ducting, insulation, painting and associated electrical work.

Air conditioning - to maintain and control temperature, humidity and quality of air within predetermined limits within buildings.

Includes: - package air conditioners; systems for cooling only; ductwork, plant (chillers, cooling towers, air handling units, pumps etc.), controls and associated electrical work and air conditioning grilles.

Fire protection - to detect and/or extinguish fires.

Includes:- sprinklers and other automatic extinguishing systems; fire indicator panels; manual and automatic fire alarm installations; firefighting equipment; hydrant installations and hose reels and cupboards, hand appliances.

Electric light and power - to provide all light and power and emergency light and power from and including main distribution board to and including power outlets and light fittings.

Includes: - main distribution board; sub-mains and distribution boards; emergency lighting systems; power sub-mains to mechanical equipment and sub-mains and/or sub-circuits to other equipment and/or final sub-circuits.

Communications - to provide audio and video communication within a building.

Includes: - emergency warning and door intercoms or bell, TV antenna and closed circuit TV.

Excludes: - all telephone cabling, internal telephones, public address, telephone equipment, data cabling, ICT related equipment, public announcement systems, ticket or counter call systems.

Transportation systems - to transport personnel and/or goods from floor to floor or area to area.

Includes: - lifts, hoists and conveying systems; escalators; all associated equipment and work other than structural building work.

Excludes: - Personal DDA lifting equipment (toilets, shower rooms or swimming pools)

Special services - to provide services or installations not covered by other elements.

Includes:- monitoring systems; cool rooms; special conditioned rooms; compressed air; security systems; lightning protection; laundry, heat and water reclaim systems.

Excludes: - medical and industrial gas systems; dust extraction systems; stage lighting and theatre equipment; reticulated soap dispenser systems; medical cleaning units

(f) External services

External storm water drainage - to dispose of rain and surface water from site.

Includes: - pipe runs from the external face of buildings; inspection pits; sumps; runs from pools and fountains; outfalls and head/walls;; connections to existing runs and pits.

Excludes: - road/drive gullies; culverts; box drains; grated trenches; agricultural and sub-soil drains

External sewer drainage - to dispose of soil and waste water from the site.

Includes: - pipe runs from the external face of buildings; grease gullies; inspection pits and manholes; septic tanks; collection and holding wells; pumps and ejectors; connections to existing runs, pits and mains.

Excludes: - acid resisting and special drains; dilution pits; petrol and plaster arrestors; absorption trenches; transpiration areas

External water supply - systems to supply water up to the external faces of buildings and up to other major consuming points such as swimming pools, fountains, artificial ponds, irrigation and ground watering outlets.

Includes:- storage tanks; water towers; pumps; water heaters and coolers; reticulation pipe work including components; terminal outlets not integral with fixtures and/or equipment; insulation; sheathing; painting and identification; meters and meter enclosures; building and electrical work forming part of the water supply.

Excludes: - water treatment plants; water bores; irrigation and ground watering systems;

External gas - to supply town, natural, simulated natural and liquefied petroleum gas up to the external faces of buildings and other consuming points.

Includes:- meters and regulators; meter enclosures; reticulation pipe work and pipeline components; building and electrical work forming part of the external gas supply.

Excludes: - storage cylinders and tanks

External electric light and power - to supply electric power to main distribution boards of buildings and to provide lighting and power to external site areas.

Includes:- connections to source of power supply; consumers mains; sub-station equipment; emergency generating plant; main switchboard; underground and overhead cables; pylons and all trenches for cabling; area lighting; illuminated signs and building flood lighting.

Excludes: - public highway lighting; car park lighting; lighting with highways asset tags

External communications - to provide external communication cables to terminating frames of buildings and to provide communication systems between buildings and to external site areas.

Includes: - closed circuit TV

Excluded: - pylons; connections to existing cables; external speakers; hooters; clocks; bells; community antenna systems; underground and overhead cables; Infra-red red or Wi-Fi communication systems; specialist communication equipment.

External special services - to provide external service or installations not included in other elements.

Includes: - external connections to special services; service tunnels

Excluded: - ducts or conduits in connection with external reticulation of services elements; dust extraction plant; incineration plant; bulk storage for medical and industrial gases.

Other External Elements

Other external elements provide the infrastructure support for property and service delivery functions.

(a) Roads, footpaths and paved areas - trafficable areas between and around buildings for vehicles and pedestrians.

Included: - building car parks (minor pot holes, filling of small section less than 10m²); pavements around property (minor rectification only)

Excluded: - playgrounds; access drives; public car parks; kerbs; crossovers; bollards; steps and associated balustrades.

(b) Walls, fencing and gates - to enclose or define the extent and portions within the site.

Included: - all walls, fences and gates associated with building security; fencing on vacant land.

Excluded: - all fencing, gates and anti-incursion protection for large of extended distances (excess of 10m linear dimension)

(c) Outbuildings and covered ways - small buildings supplementary to the main building/s and covered areas or bridge links for pedestrian or vehicular site circulation.

Included: - garages; bicycle sheds; stores; sheds; stair blocks; all electrical, mechanical and other services in connection therewith.

Excluded: - incinerator buildings; residential and gatekeepers cottages; garbage shelters; workshops; chapels; detached covered ways not alongside buildings

(d) General improvements - to improve the appearance of the site and provide incidental site facilities for the use of the occupants.

Excluded: - seats; fountains; petrol bowsers (pumps) and tanks; sculptures; flagpoles; signs and notices.

Temporary site improvements are considered to be non-property assets. These are assets that are erected on site on a temporary basis, are generally for specific events and for a short duration such as temporary signs (e.g. cloth banners); displays and fete stalls.

Landscaping is considered to be a non-property asset. Landscaping is normally any vegetation and associated improvements provided to improve the aesthetic appearance of the site such as lawns; gardens, vegetable plots; shrubs, and plants; sports ovals; and ornamental pools.

Statutory Fees

Statutory fees such as those required to comply with legislation, are considered to be part of building maintenance.

Included: - Town and County Planning fees; Building Regulations fees;

Maintenance Cleaning

Maintenance cleaning is considered to be part of property maintenance if it relates to those activities required to preserve, protect or to improve the appearance of the asset. Examples include:

- Removal of hazardous or contaminated waste e.g. following an oil spill.
- High pressure water blasting and washing down of building exteriors; and
- Removal of dust and dirt from heater batteries.

Exclusions include:

- *Removal of waste from non-operational sites e.g. following vacation by travellers or squatters.*
- *Removal of algae from paths where it presents a slip hazard.*
- *Removal of waste following fly or illegal waste tipping.*

Day-to-day hygiene-type cleaning is an operational activity and is not considered to be part of building maintenance. Hygiene-type cleaning includes general cleaning of walls, windows and floors; washing down; vacuuming; polishing; sanitary bins; un-secure carpets or matting; shampooing.

Grounds Maintenance

Some ground maintenance works are considered to be part of property maintenance if they relate to those activities necessary to prevent damage to the property.

Examples include:

- Mowing and clearing of vacant sites to minimise vermin problems;

Examples Excluded:

- *The lopping of trees/branches to prevent leaves clogging gutters;*
- *Removal of roots that are threatening foundations and underground services;*
- *Maintenance of firebreaks where an area forms a protective barrier against the spread of fire from adjacent sites that are heavily covered with vegetation and trees; and*
- *Activities associated with erosion control.*

Day-to-day landscaping related activities necessary to maintain aesthetics such as grass mowing/slashing; pruning and trimming of trees, shrubs and plants; caring of gardens, vegetable plots; and the removal of horticultural waste are considered as building operational activities.

Property Users Operational Activities

Property user operational activities are routine functions undertaken for hygienic, aesthetic and security purposes. These activities relate to keeping the building in a habitable and usable condition, but are not to be considered as building maintenance activities.

Pest Control

Pest control is considered to be a building operational activity.

Excluded: - activities associated with the regular pest control such as the treatment and eradication of spiders; cockroaches; ants, wasps, flees, dust mites; lice; mosquitoes; dogs; cats; rats and mice.

Security Services

The maintenance and service of security systems are classed as a property maintenance works.

Included: -

- Service and Repairs
- Battery changes

The services provided for the monitoring and operation of a security system should be considered as building operational activities. Examples include:

- *Alarm monitoring*
- *Alarm monitoring phone line rentals; But exclude unless specifically associated with planned maintenance works false alarm charges;*
- *Supply of new alarm fobs*
- *Alarm system re-programming*
- *Mobile security patrols;*
- *Security audits; and*
- *Provision of security personnel.*

Refuse and Waste Services

The collection and disposal of general refuse and other waste is considered to be a building operational activity. Examples include:

- *Removal of general refuse;*
- *Removal of sharps;*
- *Removal of confidential waste and shredded material;*
- *Emptying grease traps/septic tanks;*
- *Cleaning acid traps;*
- *Providing sanitary services; and*
- *Removal of trade waste.*

Operational Personnel

In circumstances where personnel are provided for the operation of buildings, the service should be considered as a building operational activity. Examples include:

- *Caretakers;*
- *Gardeners; and*
- *Security staff.*

Operational Consumables

The supply of operational consumables is considered a Property user operational activity. This includes the provision of operational consumables used for the delivery of a service areas delivery. Examples include:

- *Pool chemicals;*
- *Material for water purification or treatment purposes;*
- *Bottled water;*
- *Bottled gas;*
- *Lubrication material;*
- *Fuel for engines and generator sets;*
- *Office consumables such as dish washer tablets, first aid kits;*
- *Any form of material used to neutralise disposed acidic wastes;*
- *Fluorescent tubes, incandescent bulbs;*
- *Air and fuel filters;*

Summary

This policy identifies items that should be considered part of a property for the purposes of the maintenance budget identification. It also provides information on specific areas where some clarification may be necessary as to the types of activities that should be regarded as property maintenance.

Service areas will need to consistently and accurately identify property maintenance activities to ensure reliable cost reporting. This will support consistent planning, implementation and reporting of maintenance and improve the quality of benchmarking.

Quick Reference Building Maintenance Chart		
Description of work	Included	Not Included
Foundations, Walls, Roofs all Structural Elements internal and External	✓	
Windows including grills, hardware	✓	
Window coverings, blinds curtains, tracks or pelmets		✓
External Doors all elements	✓	
Internal Permeant structural walls	✓	
Internal permanent dividing walls or room separators	✓	
Internal Doors all elements	✓	
Sanitary fixtures - toilets, urinals sinks, shower trays and hand driers	✓	
Sanitary Plumbing - repairs, blockages	✓	
Water Supplies including storage and distribution pipework	✓	
Gas services including pipework, boilers, ducting	✓	
Building Heating systems	✓	
Ventilation systems	✓	
Cooling and air Conditioning systems	✓	
Fire protection including alarms, sprinklers, inogen and extinguishers	✓	
Electric power and lighting, distribution	✓	
Door intercoms and bells	✓	
telephone/data cabling and equipment		✓
Lifts, personal hoists escalators	✓	
DDA lifting equipment		✓
Lightning Protection, fall arrest systems	✓	
Medical/industrial gas systems, dust extraction, stage lighting		✓
Internal Finishes and Decoration to a satisfactory level	✓	
Ceiling including plastered, timber and suspended ceilings	✓	
Fixed building fitments, counters, benches, fitted cupboards and wall hatches	✓	
Notice boards, signs, coat hooks, mirrors shelving racks or lockers		✓
Loose non-fitted furniture		✓
Special Services/equipment water boilers, macerators and window cleaning	✓	
Non Building related plant - service specific		✓
Portable or decorative good and equipment		✓
White goods, fridges, freezers, dish washers or similar		✓
Production or business equipment		✓
Ancillary Equipment cleaning equipment, pool cleaning, mowers sprinklers		✓
External building drain pipes, sump pumps, fountains	✓	
Road/drive gullies, culverts/drain boxes for soak aways		✓
External sewerage systems, dilution pits, petrol arrestors		✓
External water supplies, taps	✓	
External communications, closed circuit TV	✓	
External Wifi, underground or over ground cabling, speakers, other communication equipment		✓
Paths, car parks or paved areas <10m ²	✓	

As Above >10m ² , playgrounds, access drives, public car parks, kerbs steps and balustrades		✓
Walls and fencing, gates linked to security, fencing on vacant land	✓	
Fencing, gates and anti-incursion protection >10m		✓
Out Buildings including garages, bicycle sheds	✓	
Residential or gate keepers lodges, workshop[s], chapels, incinerator buildings		✓
General site improvements		✓
Temporary site improvements		✓
Temporary works in general		✓
Landscaping, including containers and planters		✓
Maintenance cleaning following oil spillage	✓	
Maintenance cleaning for squatters, travellers, waste removal, algae from paths		✓
General ground maintenance, grass cutting, tree maintenance		✓
Grass cutting Redundant buildings	✓	
Pest Control		✓
Security System maintenance and battery changes	✓	
Security Alarm monitoring, key holding, phone lines, new fobs, re-programming		✓
Waste and refuge services		✓
Operational staff and consumables		✓

APPENDIX B

Use of Property, Condition, Priority and Reason Ratings

Property, Condition, Priority, Reason Rating System

The four examples on the following pages show how these rating factors are used to determine priorities within the building maintenance works programme.

Property rating	
S1	Core service, critical or high profile asset to be in best possible condition
S2	Core service, asset to be in good condition operationally and aesthetically
S3	Core service, asset to be in reasonable condition to meet operational and statutory requirements.
S4	Non-core service, operational property, condition needs to meet minimum operational and statutory requirements
S5	Non-core service, non-operational property maintained to meet statutory requirements only (i.e. Ancillary, or specified unoccupied or surplus assets)

Condition Rating	
A	Good – Performing as intended and operating efficiently
B	Satisfactory – performing as intended but showing minor deterioration
C	Poor – Showing major defects and/or not operating as intended
D	Bad – Life expired and/or serious risk of imminent failure

Priority rating	
P1	Urgent work that will prevent immediate closure of premises and /or remedy to serious breach of legislation and /or high risk to health & safety.
P2	Essential works required within two years that will prevent serious deterioration of fabric or service and /or remedy to minor breach of legislation and /or minor risk to health & safety.
P3	Desirable work required within 3 to 5 years that will prevent deterioration of fabric or service and /or address a low risk minor breach of legislation and /or minor risk to health & safety.

Reason rating	
R1	Health and Safety/ legislation Breach
R2	Total or Partial loss of service
R3	Deterioration of Fabric
R4	Security Implications
R5	Disabled Access Requirement

Example 1

Core service high profile asset: Element in poor condition and a minor health and safety risk.

Property = S1, Condition = C, Priority = P2 (essential work within two years to prevent serious deterioration) Reason = R3 (Deterioration of fabric)

Property & Condition

	Condition			
Property	D	C	B	A
S1	Red	Red	Red	Amber
S2	Red	Red	Amber	Amber
S3	Red	Amber	Amber	Green
S4	Amber	Amber	Green	Green
S5	Amber	Green	Green	Green

Priority & Reason

	priority		
reason	1	2	3
R1	Red	Red	Amber
R2	Red	Amber	Amber
R3	Red	Amber	Green
R4	Amber	Amber	Green
R5	Amber	Green	Green

Total score

Property & Condition	Priority & Reason		
	Red	Amber	Green
Red	Red	Amber	Amber
Amber	Amber	Amber	Green
Green	Amber	Green	Green

Example 2

Non-core service operational property: Element in poor condition and a minor health and safety risk.

Property = S4, Condition = C, Priority = P2 (essential work within two years to prevent serious deterioration) Reason = R3 (Deterioration of fabric).

Property & Condition

	Condition			
Property	D	C	B	A
S1	Red	Red	Red	Amber
S2	Red	Red	Amber	Amber
S3	Red	Amber	Amber	Green
S4	Amber	Amber	Green	Green
S5	Amber	Green	Green	Green

Priority & Reason

	priority		
reason	1	2	3
R1	Red	Red	Amber
R2	Red	Amber	Amber
R3	Red	Amber	Green
R4	Amber	Amber	Green
R5	Amber	Green	Green

Total score

Property & Condition	Priority & Reason		
	Red	Amber	Green
Red			
Amber		AA	
Green			

Example 3

Core service asset to be in good condition: Element in satisfactory condition but in serious breach of legislation.

Property = S2, Condition = B, Priority = P1 (urgent work to prevent closure) Reason = R3 (deterioration of fabric)

Property & Condition

Property	Condition			
	D	C	B	A
S1				
S2			A	
S3				
S4				
S5				

Priority & Reason

reason	priority		
	1	2	3
R1			
R2			
R3	R		
R4			
R5			

Total score

Property & Condition	Priority & Reason		
	Red	Amber	Green
Red			
Amber	AR		
Green			

Example 4

Core service high profile asset: Element in bad condition but work not urgent.
 Property = S1, Condition = D, Priority = P3 (desirable work required within 3 to 5 years)
 Reason = R3 (Deterioration of fabric)

Property & Condition

Property	Condition			
	D	C	B	A
S1	R			
S2				
S3				
S4				
S5				

Priority & Reason

reason	priority		
	1	2	3
R1			
R2			
R3			G
R4			
R5			

Total score

Property & Condition	Priority & Reason		
	Red	Amber	Green
Red			RG
Amber			
Green			

Key for B&W printouts: -

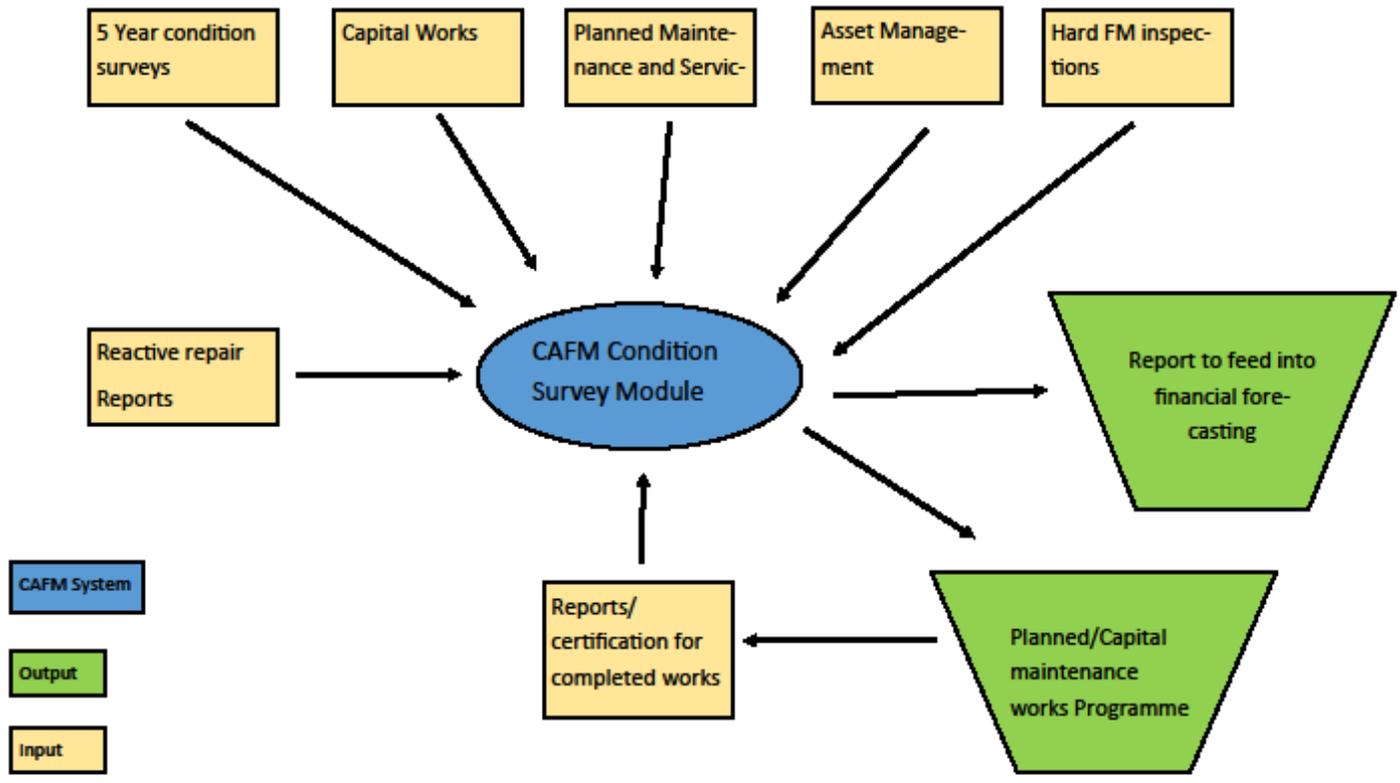


From the above examples the prioritisation for inclusion in the maintenance programme under limited resources would be as follows: -

- Case 1 (Red/Amber) and Case 3 (Amber/Red) would be top priorities.
- Case 2 (Amber/Amber) would be considered next.
- Case 4 (Red/Green) would be considered last.

APPENDIX C

Building Asset Condition Monitoring Process



Building Condition Monitoring and Work Identification Process

APPENDIX D

Capitalisation of Building Maintenance Works

Capitalisation of Maintenance Work

Those works that can be considered an **enhancement** of an asset can be capitalised.

Meanings of enhancement:

- Lengthening substantially the useful life of the asset.
- Increasing substantially the open market value of the asset.
- Increasing substantially the extent to which the asset can or will be used for the purposes of or in connection with the functions of the local authority concerned.

Typical examples of works falling within this definition are: -

Major works which can be included:

- Re-roofing
- Structural maintenance of roads/paths Retaining walls: Provision of / re-building Cold water storage tanks and services Total rewiring
- Boiler replacements
- Central heating provision or replacement
- Thermal insulation of roofs
- Replacement or double glazing of all windows Access for disabled and elderly persons Means of escape in case of fire
- External cladding of buildings
- Foundation works (underpinning)
- Major external structural works to a building
- Major damp proof course works

APPENDIX E

Customer Feedback Process

Customer Satisfaction Surveys

Customer satisfaction surveys to measure the service provided by the Corporate Landlord repair and service team will be offered to the Council service areas and third parties users to measure the quality and effectiveness of the service provided.

The customer satisfaction forms will be sent and return in an electronic format, the response will be recorded and reviewed on annual basis. Any areas identified by the service users as not reaching the agreed high standards will be reviewed and any service improvements identified will be implemented.

The customer satisfaction forms will be in two categories, one undertaken annually to review the repair and maintenance service provided. And the second form will be issued on completion of any minor or small projects.

Examples of the forms are included in this document.

Contractors who have been procured to deliver the service and maintenance works will offer their own customer satisfaction forms as part of the service. Building managers or other senior managers are requested to fill these in on request, as they enable the corporate landlord team to monitor the service of the contractors and the service provided.

The contractor's performance is monitored at regular meetings and customer feedback is a vital part of this ongoing contractor review.

CORPORATE LANDLORD CUSTOMER SURVEY CARD



Client:

Address:

Date:

In order to help us improve the quality of the service provided to you it would be very helpful if you would fill in the questionnaire below. Thank you for your assistance.

Please indicate how satisfied you are with the service provided, using a scale of 1-10 where:

- 10 = Totally satisfied**
- 5 = Neither satisfied/dissatisfied**
- 1 = Totally dissatisfied**

How did we rate in regards to understanding and meeting your needs?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

How well has the contractors performed in the repair and maintenance of your property?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

How well were you kept informed of progress by the Contract Monitoring Officer?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

How satisfied were you that the Contract Monitoring Officer was approachable and were your concerns accommodated?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

Were you satisfied with the level and quality of resources allocated?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

Please rate the ease of reporting faults on the IFM report a problem link

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

How closely was the service delivered to the agreed timescales?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

Any other comments:

**Please return to Ian Lister, Walsall Civic Centre, Zone 2A, Darwall Street, Walsall, WS1 1TP
e-mail ian.lister@walsall.gov.uk**



CORPORATE LANDLORD SMALL WORKS SURVEY CARD

Project Title:

Project Number:

Client:

Project Officer:

Date:

In order to help us improve the quality of the service provided to you it would be very helpful if you would fill in the questionnaire below. Thank you for your assistance.

Please indicate how satisfied you are with the project, using a scale of 1-10 where:

- 10 = Totally satisfied**
- 5 = Neither satisfied/dissatisfied**
- 1 = Totally dissatisfied**

How did we rate in regards to understanding and meeting your needs?

Scoring 1 2 3 4 5 6 7 8 9 10
 Please circle

Comments:

How well was the brief adhered to in terms of design and specification of the project?

Scoring 1 2 3 4 5 6 7 8 9 10
 Please circle

Comments:

How well were you kept informed of progress by the Project Officer?

Scoring 1 2 3 4 5 6 7 8 9 10
 Please circle

Comments:

How satisfied were you that the Project Officer was approachable and your concerns accommodated?

Scoring 1 2 3 4 5 6 7 8 9 10
 Please circle

Comments:

Were you satisfied with the level and quality of resources allocated to the project?

Scoring 1 2 3 4 5 6 7 8 9 10
 Please circle

Comments:

How do you feel the project was managed on site?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

How closely was the project delivered to the agreed programme?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

Was the project delivered within budget?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

How satisfied are you with the delivery of the overall Project?

Scoring 1 2 3 4 5 6 7 8 9 10
Please circle

Comments:

Any other comments:

**Please return to Ian Lister, Walsall Civic Centre, Zone 2A, Darwall Street, Walsall, WS1 1TP OR E Mail
ian.lister@walsall.gov.uk**

Major Projects Manual
Client Department Process Version

Index

RIBA STAGES

Process 1 – Client Brief and Feasibility

Process 2 – Design Development

Process 3 – Planning and Building Control

Process 4 - Tendering

Process 5 – Contract Award

Process 6 – Construction Phase

Process 7 – Completion and Building in Use Review

Process 8 – Governance

Generally

Walsall Council has financial standing orders, contract rules and approvals systems in place, it is not the intention to simply insert them or recreate them as part of this document.

In a similar way there are considerable statutory instruments, such as health and safety legislation, planning, building regulations, coal mines etc. and these will not be reproduced here.

There are also considerations for external funders and their requirements, such as environmental protection, education building bulletins. Where appropriate an appendix will be provided with a precis of the appropriate standards provided for the assistance of client departments.

Many of the preceding requirements are subject to regular change and to avoid any confusion Corporate Landlord (CL) will reference the published online current requirements at the commencement of each scheme to ensure compliance by Walsall staff and consultants.

The council is working toward a set of standard offers for key works such as accommodation, educational facilities etc. The purpose of which is to ensure uniform provision across Walsall's estate.

Walsall Council has experienced and competent technical staff who appoint external project managers who can demonstrate experience and track record of achievement for projects of a similar nature to manage the operational aspects of the project. Project managers procure sub consultants as required for the project in hand

Walsall currently delivers its capital schemes by the use of consultants controlled by via project managers.

All projects will follow the RIBA work stages and work plans, brief description as outlined below, please see appendix i for detailed description.

RIBA Stages

Stage 0	-	Strategic Definition	Client Requirements and Business Case
Stage 1	-	Preparation and Briefing	Project brief, feasibility, design team appointment high level costs programme, procurement strategy.
Stage 2	-	Concept Design	Architectural design signed off by client with outline specification and revised cost plan, signed off stage report and revised project timescales.
Stage 3	-	Spatial Coordination	coordination of architectural and engineering information, building control review, prepare and submit planning application.
Stage 4	-	Technical Design	All design information required to manufacture and construct the project, building regulation application. Procure and appoint contractor, planning conditions.
Stage 5	-	Manufacturing and Construction	Manufacturing, construction and commissioning complete, operating manual, health and safety file, practical completion and defects list, planning conditions.
Stage 6	-	Handover	Initial after care, instructions on building systems, maintenance schedule.
Stage 7	-	Use	Feedback from building in use, update building manual and health and safety file as required.

It is the intention of this section to align with requirements of Walsall Council standing orders and the relevant RIBA stages rather than simply restate the details of the RIBA stages

Process 1 RIBA Stages 0-1 Client Brief and Feasibility

Client Department, RIBA stage 0

The client department will decide on need and establish the business case for the implementation of the need.

The client department will provide an outline brief to the CL.

The outline brief must:

- Outline the need for the project
- If a location is available or land/accommodation is to be found
- The accommodation required
- Funding source
- Current budget available
- Provide a business case approved by Strategic Investment Board (SIB), if required Third Party Spend Board may also need to approve where the project is likely to result in a duplication for example a computer software system.

RIBA stage 1

- In the even SIB approve only the initial detailed brief, including feasibility a revised business case must be re-presented to SIB for approval to proceed

Corporate Landlord will:

- Appoint a project managers who can demonstrate a track record for delivering similar schemes.
- Procure a design team via the project managers suitable experienced and qualified to design and manage the project as detailed in the outline brief.
- CL, Client Department and the consultant will work together to produce a detailed brief.
- If land or additional building/space is required which is not under the control of the council, CL will advise on the required process for the acquisition of the land required in accordance with the Strategic Asset Plan Disposals, Investment and Acquisitions Policy.
- If a new land or building acquisition is required than an accurate estimate of the cost must be ascertained, purchase of any asset must go through CL, there are no exceptions to this element.
- The consultant will provide a feasibility for the proposed scheme which should include as applicable but not limited to the following and commensurate with the project to be undertaken:

- Site Plan
 - Location Plan
 - A if applicable more than one option may be required
 - Coal Mining Search
 - Coal Mining Report from the Coal Authority
 - Historic Land Use, Contamination
 - Statutory Service locations
 - Flood Risk Assessment
 - Environmental Impact Assessment
 - Stage 1 Ecological Assessment
 - Stage 1 Ground Investigation
 - Noise Assessment
 - Air Quality Assessment
 - Arboriculture Assessment
 - Rights of Way
 - Restrictive Covenants
 - Pre-planning Advice
 - High Level Highways Impact Assessment
 - Carbon reduction proposals with cost comparisons
 - Outline Costs, must be realistic for the delivery of the scheme including abnormal costs, design costs and all fixtures and fittings, it should also include for temporary accommodation where this is required
 - No exclusions to costs are allowed
 - As part of the feasibility CL will provide information held upon request
- End user input is required to ensure proposed designs are acceptable
Outline a proposed timescale, this must be realistic taking into account Walsall's processes, the complexity of the scheme, client and end user engagement, any requirement for public consultation, the planning process, tendering process and the construction period and complexity of the build. The average time from brief and approval to proceed to start on site will vary dependant on the nature and complexity of the project and will be provided by the project managers.
 - Following the feasibility a cabinet report will be required to approve the scheme and funding which will be prepared jointly by the client department and CL.

Process 2 RIBA Stages 2 – 4 Design Development

This phase of the project is carried out by CL and the client department to achieve an agreed design compliant with the brief.

The client will provide:

- The business case
- The brief
- The cabinet approval
- The feasibility and any reports referenced within
- The total budget including costs incurred to date

Change Control:

- If there is a deviation from the brief, unless this is minor and does not change the scope of the brief, the client must produce a revised business case for approval at Strategic Investment Board, this will include but not limited to increases in size of the scheme, increased cost etc.
- When it becomes evident a change to the brief is requested or required then CL project managers will advise on risk, programme impacts, cost increases increased professional fees etc. to adequately inform the client
- If during detailed design and site investigation and or planning/legislative process changes increase costs beyond the approved budget CL will make recommendations for value engineering to correct the situation. If this is not possible a revised cabinet report will be required for approval of the increased spend to be prepared jointly by the Client Department and CL.

Design Team Appointment (Traditional Route)

- CL will provide a range of competent and experienced architects/designers to the client from the operational partnership arrangement for review and agreement.
- CL will appoint the agreed architect/designer to commence the detailed design works, the appointment may be direct or as a sub consultant dependant on the project.
- CL will appoint experienced project managers for each scheme
- A fee, based on the design brief, will be provided by the architect/designers for their fee with a schedule of resources for approval. It should be noted that this fee quoted will make assumptions on number of meetings, time frame, complexity of the scheme etc. If additional meetings, deviation from brief etc. are required then cost will increase.
- CL will appoint a principal designer to assist with the CDM requirements of the design
- CL will provide all other consultant services, with costs for approval by the client, sufficient to allow detailed design and the submission of a planning application and provide details for a tender purposes.

RIBA Stage 2 Detailed Design

- Architect/designer will provide a elevations drawings and layouts agreed with client consistent with the approved brief and the outputs agreed with the client and CL
- Pre-planning application will be undertaken to ensure any required design changes are incorporated into the project
- Building control application will be made as part of the process. Building control will give general advice and report fully on the design when it is agreed by the client, they may request changes which must be incorporated.
- The finally agreed plans must be reviewed by Walsall's Fire Risk Assessment officer. They may request items that go beyond the building regulations,

additional signage is typical and the relocation of manual door releases for mag-locks etc.

- In some instances there will be an external funder's design standards that must be complied with. Schools have a range of building Bulletins, and similarly the Environment Agency may have specific requirements affecting the design.
- Designing out crime should be considered where applicable to a project
- All surveys required to inform design, such as geotechnical, arboriculture, ground investigations as advised by the design team will be arranged via the project manager consistent with the scheme being designed, pre-planning advice and reflected in the scheme budget.
- Architect will provide a range of finishes for the client 's review including samples, sample boards, colour pallets and illustrations based on the plans, in some cases a 3D cad model may be produced.
- Finishes, colours schemes etc. must be agreed as part of the detailed design. And will be limited to the works contained within the brief.
- Technical team will provide mechanical and electrical detailed specifications
- Architect and design team will provided detailed material and performance specification and performance specifications
- Structural engineers will provide detailed foundation and frame design details and calculations sufficient for building control.
- Drainage engineers will design drainage systems.
- Where applicable room data sheets will be provided to capture end user requirements
- Depending on the project, responsibility for the applying for all statutory services upgrades and or connections/disconnections, phones, internet and other services may rest with CL, the building user or a combination of both, this will be determined at the earliest stage by the project manager and built into the project plan to ensure correct control and coordination
- Design team meeting schedule will be provided
- It is essential the client and end user representatives are part of the design team
- When an outline design is agreed the quantity surveyor will provide a revised cost estimate from the feasibility stage to confirm if predicted outturn costs are within target budget
- Once a detailed design is agreed the Quantity surveyor will revise the previous build cost estimate for the proposed design and known constraints
- If these estimated costs exceed the approved budget the client and CL will decide whether to undertake a value engineering exercise to take place or to seek further approval for additional expenditure, this will likely be a revised request to cabinet.
- The client will confirm agreement approval of the design and the budget for the scheme at project board and will transfer to CL.

It must be noted that at this stage the input from the client and end user for design will cease, CL will now control the process moving forward. They will however remain involved through contractor selection and appointment and construction stages.

CL will provide a monthly schedule of meetings to advise the client of progress, they will also attend the governance/programme board of the client department to report on progress.

Process 3 RIBA Stage 2-4 Planning and Building Control

- During the detailed design stage meetings will have been held with the Local Planning Authority and design changes advised by these should have been incorporated.
- The architect will submit a planning application having due regard to the Local Planning Authority's published requirements.
- Once the application is submitted the Local Planning Authority will review the application and may seek additional information.
- The architect/designer will answer all queries and advise CL
- If there is a requirement from a statutory consultee that was not allowed for this will be progressed and reported to the client as a design and cost change required by a statutory consultee. This is usually Sport England, Coal Board or statutory suppliers requiring a revision to the design
- If it is felt that representation at Planning Committee is required CL or designers will attend and if required a request to the client for a representative to attend planning committee will be made requested.
- CL will only proceed to planning committee if the scheme is recommended by the Local Planning Authority. During the pre-planning application process any amendments should be made to gain support. It is possible that a statutory consultee objects and therefore planning cannot be granted, this is normally unlikely as revisions will have been made to ensure compliance.
- When planning is granted it is usual to have conditions attached, the project manager will co-ordinate the discharge and timing of these conditions with consultants and contractors as required.

Process 4 RIBA Stage 3-4 Tendering

- CL will lead the tendering lead the tendering process however procurement control the process.
- If a partnering arrangement is in place then the contractors from that arrangement will be used.
- For larger schemes it is likely a full open tendering exercise will be undertaken.
- The architect and project manager will prepare the technical specification and drawings in a format that is compliant with Walsall's procurement standards.
- For an open tender process procurement will add Walsall Council's standard tendering documents and publish the tender through intend portal.
- Procurement will control the tendering process, any clarifications or communications with the tendering contractors will be routed through procurement.
- When tenders are received an evaluation panel will be established to review the quality aspects of the tenders. The cost element will be separated and

reviewed by independent quantity surveyors appointed by CL but controlled by procurement.

- The quality and cost scores are combined and a winning contractor identified, these weightings may be different from project to project to achieve best value.
- A recommendation to award report will be provided by procurement.
- Procurement will have involved legal services or external legal advisors with regard to contracts etc.
- The results of the tendering process will be reported to the client.
- If the cabinet report delegated authority to the executive director of the client department to enter into a contract then their approval is required.
- If cabinet did not grant delegated authority to enter into the contract then the client department must report back to cabinet and seek permission to enter into the contract.

Process 5 RIBA Stage 4 Contract Award

- When the relevant approvals are granted the contract will be awarded to the contractor
- Procurement will advise legal services or the legal representative appointed to this project
- The appointed project managers will prepare the contract documentation, the form of contract to be used will have been determined by the project managers as part of the procurement process referenced in the ITT.
- The prepared documents will be sent to legal services for sealing.

Process 6 RIBA Stage 5 Construction Phase

- The client department will provide the budget to cover the tendered cost of the project including ICT costs, service upgrades not included in the contract, all professional fees and contingency. This is the budget for the construction phase.
- The client will transfer this budget to CL Services and financial control for this element rests with CL.
- All communications with the site will be via CL and the appointed project manager. The project manager will be the single point of contact to avoid any miscommunications.
- CL will have a pre-commencement meeting with the contractor and consultants, all meetings will have a single point of contact, the project manager, to ensure consistency of communication and sharing of data.
- The project manager will ensure the Contractor is appointed as the principle contractor.
- The project manager will ensure the principle designer and contractor agree any information and controls required under the construction design and management regulations.
- A programme of works will be required from the contractor.

- Standard monitoring documentation such as financial control, project manages instructions, risk, health and safety, contractor's reports and format, change control process etc.
- Standard format report suite will be agreed by the project manager for report update the client, to include progress to date cost profile,
- Any changes to either design or materials will be reported to the client for agreement under the change control process.
- Set up monthly contracts meetings.
- Attend client governance board to report the progress of the scheme, end users should be represented at these meetings, however they will not be party to cost reports.
- Changes within the cost of the projects for technical matters during construction where no design changes are required will be reported to the client at the next available meeting and are the responsibility of CL.
- Building end users will not attend contractor meetings or be party to costs of construction, savings are not an opportunity to ask for enhancements. Savings are supplied back to the corporate pot for use on other projects.
- CL will arrange a weekly update meeting with the site users during the construction phase to ensure they know what works are planned over the next week and to ensure any site issues are addressed rapidly. There will be a representative of the contractor present. These are the weekly onsite contract meetings. This may be varied depending on the project.
- Site users will not be able to instruct works or restrict access so as to delay project, if there are concerns this must be brought to the project manager's attention or CL. The resident site manager will address any immediate health and safety issues.
- Where site users are requesting a change to the agreed designs this must be through the client department, any changes must be accompanied by a business case.
- CL will ensure that site users are briefed on the works, the potential for noise and disruption, the working hours, any potential access to area/s outside of the construction enclosure and ensuring access is not restricted.

Change Control

- Only the project manager can instruct the contractor, in the project manager's absence CL lead for the project can issue an instruction to the contractor however this must be confirmed by the project manager.
- All project manager's instructions must be costed provided by the QS as either an actual cost or estimated cost. This may, by necessity, be an estimated cost however in most cases changes can be accurately costed.
- Where an estimated cost is used this should be confirmed with the contractor as early as possible and included in an additional PMI referencing the original PMI.
- End users of the building cannot instruct changes, they must request this through the client department. The client department will ask CL for a cost for the changes.

- CL will reject changes that are outside of the original brief and agreed design, other than minor operational changes unless an approved business case is provided.
- Cost control rests with CL, contingencies are included in the contract to facilitate unforeseen items related to the agreed design, such as unknown ground conditions, material delays necessitating alternatives, they are not for addition's to the original design. Cost savings cannot be used to facilitate works that were not part of the original approval.
- CL will propose operational changes such as material changes due to unavailability or delays, any such changes will be of equal specification and a colour as close to the original as possible and presented to the client for approval.
- Each scheme will have a profile for payments, every request for payment from the contractor will be reviewed by the CL appointed quantity surveyor and where practical should be agreed with the contractor's quantity surveyor. CL's cost report will be relied upon for all payments and will support the payment certificate.
- Where it is deemed the requested contractor valuation is an overstatement of completed works and the contractor will not agree to the assessed amount a certificate for the amount certified by CL's QS will be issued and a pay less notification sent to the contractor.
- Monthly statements of account will be provided to the client and finance for reference.
- A list of all instructions issued on the contract will be provided to the client department for information.

Process 7 Contract completion and building in use review

Contract Completion

CL will arrange for a snagging of the project prior to practical completion, representatives from the contractor, client, end user, architect and CL will attend and agree a snagging list.

An agreed practical completion date will be agreed and CL will take possession on behalf of the client. Handover to the client can be different however all efforts will be made to ensure practical completion and handover occur on the same date.

The client will have a minimum of 1 months' notice of intended completion date and will have an estimated date 3 month prior to practical completion.

CL will issue all documentation.

CL will ensure a safety file is available and that a maintenance schedule for the building is provided.

CL will arrange for the contractor to provide training in the use of the systems in the building for the end users.

RIBA Stage 7

Review of Contract

- Two months after the handover CL will arrange meetings with the building users and client to discuss any issues in the initial stages of use.
- CL will arrange a meeting with the client and consultants to review the contract with an aim to understand what went well and why, similarly what went wrong and how to improve processes.

Building in Use Review

- At the end of defects liability period CL will arrange a meeting with the end users, client group and consultants to review how the building has performed in use and to see where improvements can be made and to ensure good elements are maintained in new designs.

All recommendations will be considered at the annual review of design manuals.

Process 8 Governance

Corporate Approvals, Spending Authorities and Governance

The first section is approvals and governance. It is important to understanding the basic requirements to satisfy financial standing orders, contract rules and legal requirements. It is not intended to detail these documents and procedures as these are standalone documents and are revised independently of this manual, the location of the documents are in the reference section at the end of the document

Corporate Approvals Required and Timings

- Corporate approvals and timings must be taken into account when deciding timescales within projects

Value	Authorising Authority	Time required
Up to £50,000	Officer level	One week
£50,000 to £500,000	Executive Director	Two weeks
Over £500,000	Cabinet	Where ever possible on the forward planner, but generally 8 weeks lead to allow for Strategic Investment Board and Cabinet reporting process. All decisions can be called into scrutiny so 5 working days standstill applies
Over £500,000	Delegated if delegated by Cabinet to Executive	2 weeks

	Director responsible for the report	
--	-------------------------------------	--

- This must not be mistaken for authorisation limits once the contract/s are approved and in progress, authorisation limits for officers are contained in the financial standing orders
- Individual officers may have different levels commensurate with departmental spends and programme. All requests are now electronic and as such automatically are directed to the officer with appropriate approval levels.
- The premise for a robust Capital Project management is to clearly define and establish the governance structure.
- The diagram below sets out the governance structure which oversee of the delivery of any project within in the context of the councils wider activities ensuring this is aligned with the strategic aims and objectives of the council and utilizes the resources available to the most effective and advantageous routes to achieving the strategic objectives whilst recognizing need that may affect the strategic plan.
- This structure has been developed to enable the council to control the development and delivery of all projects, with clear standardised monitoring and reporting.
- It will also ensure developments are necessary, appropriate to the identified need, cost effective and delivered in a consistent way from strategy compliance through to delivered project. It ensures that changes are appropriate, meet current standards not only of the council but of external agencies and where ever possible complies with best practice and national standards.



Approvals are required for each stage as follows:

- Outline brief and business case is provided by the client department to the Strategic Investment Board for approval
- Detailed brief will be compiled with the assistance of the strategic partner to advise on options to achieve the council's strategic objectives and be involved in stages 0-1 of the RIBA work plan, which in specific terms is to ensure any department wishing to carry out capital works produces a brief which is in compliance with the council's strategic needs and objectives and works within standards set by external bodies.
- To ensure clarity of function a strategic partner will not be a delivery partner, this is necessary to avoid a potential conflict of interest to arise and to ensure the council will stand up to any external scrutiny, official or public.
- Following the detailed brief a cabinet report will be produced by the client department to request approval to proceed based on the estimated costs and brief with the chosen option. The report will recommend that Cabinet delegates authority to the Executive Director for Resources and Transformation to enter into a contract/contracts up to the approved amount.
- Following approval from cabinet the client department instruct CL, to commence the design stage, providing the brief, business cast cabinet report and budget.
- Following tender a tender report is provided for approval by the executive director, if delegated authority forms part of the cabinet report
- If delegated authority did not form part of the cabinet report or the returned tender costs exceed the budget a supplementary report must be submitted to cabinet requesting approval for the revised amount.
- Following approval of the tender amount the client instructs CL to proceed to contract commencement.
- The client department provides the budget for the construction phase to CL. This essentially simplifies the day to day operation of the contract and financial reporting and approvals for this phase of the project.
- CL controls the construction phase and maintains the terms of the brief and agreed design, if changes are requested via the end user of the building via the client department, the design change and cost must be accompanied by a business case.
- CL will provide a detailed final account to the client on completion of the works.
- CL's accountant will liaise with the client department accountant to provide timely and comprehensive information.

Project Board

- The Project Board, will be led by a Director from the relevant department, this is an essential part of project management and is the key governance body within the project structure.
- The function of the Project Board is to take responsibility for the strategic direction and management of the project, both time and financial

- An effective Project Board can make the difference between a successful project and failure, equally a project board can hinder a project if an inconsistent approach, deviation from the brief or requirements that are not necessary are imposed.
- The Project Board is responsible for providing a clear and definable brief consistent with the needs of the departmental strategy which is incorporated in the wider council strategy approving budgetary strategy for the project, achieving the benefits contained in the business case, monitoring risks, quality, setting and monitoring timeliness, making resourcing decisions, and assessing requests for changes to the scope of the project.
- The Project Manager is responsible for the day-to-day management of the project; the Project Board is ultimately responsible in the delivery of project outcomes/benefits.
- The Project Board will bring together key stakeholders and other areas of the council to ensure the project runs effectively, by:
 - Agreeing the project plans and documentation (e.g. Project Brief, Feasibilities, costs, approvals, stakeholder engagement, public consultation Register).
 - Providing overall strategic direction for the Programme.
 - Ensuring that the project's scope aligns with the requirements of the stakeholder groups and the council's strategic need.
 - Monitoring progress against the programme and agreeing any revisions necessary as the project progress whiles maintaining the brief.
 - Assisting in problem solving, (e.g. to help the project manager resolve scope and objectives that are not clear).
 - Identifying and managing risks.
 - Agreeing any re-prioritization of work or reallocation of resources necessary to ensure milestones are achieved and risks managed effectively.
 - Keep the project scope under control as emergent issues force changes to be considered.

At each meeting, the Project Board will:

- Take a report from the CL supported by the project manager as required.
- Review the project programme, the risk registers and the issues log.
- Approve or reject change requests, financial or material changes not covered in the original design.
- Project Board members will not delegate attendance at meetings unless unavoidable. Where deputies are sent, they will be expected to have full authority to make decisions and, where appropriate, commit resources.

The Project Board is responsible for:

- Approving Programme Identification/Definition, signing off or arranging for signing off, of relevant documentation or equivalent.
- Agreeing all programme level major plans.
- Confirming and communicating the Programme.
- Authorizing any major deviations from the agreed Programme plans including providing business case.
- Communicating information about the Programme/Projects internally and externally as necessary.
- Ensuring that the required resources are available.
- Agreeing Programme/Project value engineering for time, quality and cost.
- Monitoring programme timescales.
- Monitoring the risk(s) associated with the Programme including those escalated from Project level.
- The quality assurance for the Programme and its associated Projects.
- Approving end Project reports including lessons learned reports.

Reporting

- Programme progress and financial reports will be prepared monthly by the CL's Project Manager and Quantity Surveyors for consideration by the Project Board The CL will provide the completed information and format as agreed with the Client Lead Representative constant with best practice.
- The financial responsibility for the project rests with the instructing department.
- The financial responsibility for the construction phase of a project is delegated to CL who are responsible for maintaining the project within the delegated budget for the approved design.

APPENDIX 5 – RESPONSIBILITIES DOCUMENT – SERVICE
DIRECTORATES

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1. Introduction

Walsall Council operates a Corporate Landlord model for the management of its land and property assets. Under the corporate landlord model, property assets are managed as corporate resources and decisions around the management of those resources are made in the context of the Council's priorities and objectives.

This document is produced to provide a clear understanding of the respective responsibilities of the Corporate Landlord Service and occupying service directorates when dealing with Corporate Properties. This document has been subject to cross directorate consultation prior to its approval by Strategic Investment Board and Cabinet and has the full support of the Corporate Body.

This document applies to all operational corporate buildings, whether the Council is the freeholder or leaseholder. For the purposes of the occupation of operational buildings, **Corporate Landlord Service (CLS)** will act in the role of 'Landlord', with the **Service Occupiers** as 'Tenants'.

Where an operational property is held by the Council under a lease, all communications between the Council and the landlord of the property must be through CLS unless explicitly agreed to the contrary between respective Heads of Service.

Vacant or vacated space within corporate buildings will be managed by CLS and allocated to an appropriate Service following consideration by CLS taking account of the **Office Accommodation Policy** and known occupational space requirements.

Where Service Directorates require additional operational property, for the expansion of operational activities or new operational activities, the acquisition or allocation of additional space will be managed by CLS. Details of the process for taking additional floor space, whether in council-owned or third party owned property are contained in the **Accommodation Policy**. Under no circumstances should Service Directorates enter into negotiations or agreements with third parties for additional property.

For each building, there is a nominated Head of Service from the lead service in occupation of the building. The Head of Service is the primary contact with CLS and is the responsible person for ensuring that periodic statutory compliance processes are followed (see paragraph 3.3). A schedule of nominated Heads of Service is maintained by CLS.

Where multiple service areas occupy a corporate building, each service area will nominate a named lead individual who will be the primary point of contact between CLS and the occupying service areas.

The floor space occupied by Services and therefore subject to their responsibilities under the following terms will be as per data collated under the Space Audit and will be agreed upon; any variation will be recorded by the Head of Corporate Landlord Services and agreed with the responsible person as representing the Service.

2. Corporate Landlord Service ('Landlord')

CLS holds the following responsibilities, subject to budgetary control and the implementation of the principles of good estate management:

2.1 Repairs

CLS is responsible for repairs to the fabric and integral mechanical and electrical installations of the building. Repairs are defined as works required to return a failure of the building fabric or fixed service to an acceptable state of operation, to the reasonable satisfaction of the Property Manager.

Repairs and maintenance is categorised as follows:

2.1.1 Routine Maintenance

Work undertaken on building systems in accordance with a predetermined schedule in order to achieve optimum performance for age. For the avoidance of doubt, such systems are detailed below:-

- i. Heating and Hot Water Systems
- ii. Ventilation and Air Conditioning Equipment (excluding IT server and Tenant installed systems)
- iii. Fire Alarm and Emergency Lighting Installations
- iv. Security Systems
- v. Lift Installations
- vi. External Drainage Systems
- vii. Maintenance of external envelope of building, to include roof, external works, doors, windows, rainwater goods.

2.1.2 Planned Maintenance

Work periodically undertaken on the building fabric to prevent failure of a component within its design life.

2.1.3 Life Cycle Replacement

Work undertaken to replace life expired components of the building fabric or fixed services to return the building to an acceptable state of operation.

2.2 Inspection and Testing

Work undertaken on a periodic basis to meet statutory requirements or to address a health and safety risk. For the avoidance of doubt, such works are detailed below:-

- i. Inspection of fixed electrical installations
- ii. Inspection of firefighting equipment
- iii. Inspection of lightning protection installations
- iv. Glazing risk assessment

2.3 Facilities Management

Work undertaken to ensure acceptable standards are maintained within the building for Service Occupiers. For the avoidance of doubt, such works are detailed below:-

- i. Office cleaning including waste management
- ii. Internal redecoration and renewal of floor finishes within communal areas
- iii. Window cleaning
- iv. Maintenance of chilled water dispensing equipment
- v. Security / Caretaking

2.4 Corporate Management

Work undertaken as part of corporate strategy managed by CLS. For the avoidance of doubt, such works are detailed below:-

- i. Asbestos Management
- ii. Legionella Management
- iii. Access Audits
- iv. Energy Efficiency

2.5 Outgoings

CLS is responsible for the payment of property related outgoings from centralised budgets for the following:

- i. Rent
- ii. Service Charge
- iii. Business Rates

2.6 Grounds Maintenance

Ground Maintenance, to include soft and hard landscaping, inclusive of car parking and boundaries serving the corporate asset. Ground Maintenance to be agreed between CLS and Clean and Green.

3. Occupying Service (“Tenant”)

The Occupying Service has the following responsibilities and obligations:

3.1 Internal Repair / Maintenance

The occupying Service is responsible for the following:

- i. Carpets
- ii. Decoration
- iii. Furniture
- iv. IT Equipment etc.
- v. Storage shelving

3.2 CLS Repairs

The Occupying Service must report any items of disrepair that are noted to CLS at the earliest opportunity.

3.3 Occupying Service Management

The Occupying Service is responsible for undertaking the following and maintaining the required documentation and certification:

- i. Asbestos awareness
- ii. Fire Procedures & management, to include Fire Testing and Emergency Lighting
- iii. DDA – Accessibility Plan
- iv. PAT Testing
- v. Legionella prevention requirements
- vi. Arrange and monitor key holders and security. In delivering on this item, relevant occupying Services will act in accordance with the Policy for the Protection of Unoccupied Buildings, which is contained within the Accommodation Policy.
- vii. Complying with good practice as per the Energy Policy in terms of Energy Efficiency – see [link to Energy Policy].

The Occupying Service is to comply with and update CLS in dealing with 3.2.i -3.2.vii.

3.4 Alterations

The Occupying Service must not make any alterations to the property, whether to the building fabric or furniture layout. Any requirements for such alterations must be submitted to CLS with a justification or business case for approval.

3.5 Sharing of Space

The Occupying Service may not share the allocated space with any other party without the approval of CLS. If a requirement for sharing accommodation with a third party arises, then CLS will engage directly with the third party to ensure that the occupation is appropriately documented.

3.6 Good Practice

Occupying Services are required:

- i. To observe the occupational requirements of the Accommodation Policy [Link].
- ii. To not act in any way which could impact on the Council's insurance policies or the use of the building by other occupiers

4. Capital Funding

The stock condition survey data allows appropriate annual budgets for routine and planned maintenance and lifecycle replacement works to be considered and set on a forward planning basis. The prioritisation of such works will take account of the ongoing condition of the estate in the context of available budgets, value for money and good estate management practice.

All service directorate requests in respect of works to the Corporate Office Accommodation will be submitted to the Corporate Landlord to be considered in accordance with these principles.

5. Contacts

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APPENDIX 6 – RESPONSIBILITIES DOCUMENT – MAINTAINED SCHOOLS

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1. Introduction

Walsall Council operates a Corporate Landlord model for the management of its land and property assets. Under the corporate landlord model, property assets are managed as corporate resources and decisions around the management of those resources are made in the context of the Council's priorities and objectives.

Due to the nature of schools funding, budgets for maintenance and statutory compliance are devolved to maintained schools. Accordingly, the responsibility for undertaking this work is also devolved to schools. The detailed implications of this departure from the Council's core Corporate Landlord model is set out in this document.

This document is produced to provide a clear understanding of the respective responsibilities of the Corporate Landlord Service and maintained schools when dealing with the Schools estate. This document has been subject to cross directorate consultation prior to its approval by Strategic Investment Board and Cabinet and has the full support of the Corporate Body.

This document applies to all maintained schools, whether the Council is the freeholder or leaseholder. For the purposes of the occupation of maintained schools, **Corporate Landlord Service (CLS)** will act in the role of 'Landlord', with the **Maintained School** as 'Tenant'.

Where a school property is held by the Council under a lease, all communications between the Council and the landlord of the property must be through CLS unless explicitly agreed to the contrary with the Head Teacher.

Vacant or vacated space within school sites will be managed by the school and education related uses will be identified for that space. The school will seek approval from CLS to proposed changes of use of buildings within the estate. No occupational agreements may be entered into with third parties without the express consent of CLS (see below).

Where schools require additional operational property, for the expansion of operational activities or new operational activities, the acquisition of or allocation of additional space (within council property) will be managed by CLS. Where a need for additional space arises, a school should consult with the Children's Services Head of Access to agree whether the proposed additional activities are supported in terms of school places provision. If the principle of taking additional space is supported, a financial business case will be required to demonstrate how the occupational costs of the additional space will be funded. Under no circumstances should schools enter into negotiations or agreements with third parties for additional property.

For each school, there is a nominated individual from the school who is the primary contact with CLS and is the responsible person for ensuring that periodic statutory compliance processes are followed.

2. Corporate Landlord Service ('Landlord')

CLS holds the following responsibilities, subject to budgetary control and the implementation of the principles of good estate management:

2.1 Repairs

CLS is responsible for Life Cycle Replacement works which are defined as works undertaken to replace life expired components of the building fabric or fixed services to return the building to an acceptable state of operation.

2.2 School Expansions

CLS is responsible for the planning and delivery of school expansion schemes. CLS will work with the Children's Services Access Team and the School to deliver approved expansion schemes in accordance with the CLS Capital Delivery Handbook

2.3 School Suitability

In some cases works are required to a school in order to resolve physical suitability issues within the school complex, and those works are funded through the Capital Maintenance Programme. CLS is responsible for the planning and delivery of such suitability works in accordance with the CLS Capital Delivery Handbook.

2.4 Caretaker's Houses

Where the school caretaker is directly employed by CLS and resides in a school caretaker's house under the terms of a service tenancy, CLS will be responsible for the repair and maintenance of the property.

In this scenario, the rent paid by the caretaker is retained by CLS to fund the maintenance required.

3. The School ("Tenant")

The School has the following responsibilities and obligations:

3.1 Repair

Due to the devolution of maintenance budgets to schools, schools are responsible for all repairs with the exception of Life Cycle Replacement works. The repairing obligations can be broken down in the following non-exhaustive categories.

3.1.1 Routine Maintenance

Work undertaken on building systems in accordance with a predetermined schedule in order to achieve optimum performance for age. For the avoidance of doubt, such systems are detailed below:-

- i. Heating and Hot Water Systems
- ii. Ventilation and Air Conditioning Equipment (excluding IT server and Tenant installed systems)
- iii. Fire Alarm and Emergency Lighting Installations
- iv. Security Systems
- v. Lift Installations
- vi. External Drainage Systems

- vii. Maintenance of external envelope of building, to include roof, external works, doors, windows, rainwater goods.

3.1.2 Planned Maintenance

Work periodically undertaken on the building fabric to prevent failure of a component within its design life.

3.1.3 Internal Repair / Maintenance

The School is responsible for the following:

- i. Carpets
- ii. Decoration
- iii. Furniture
- iv. IT Equipment etc.
- v. Storage shelving
- vi. Fixtures and fittings

3.2 Statutory Compliance

Work undertaken in accordance with the Council's Health and Safety policy to ensure that the property is fully compliant with all statutory requirements. The School is responsible for undertaking the following, maintaining the required documentation and providing copy documentation to CLS to demonstrate compliance.

- i. Asbestos Management
- ii. Legionella Management
- iii. Fire Procedures & management, to include Fire Testing, Emergency Lighting and inspection of firefighting equipment
- iv. Inspection and testing of fixed electrical installations
- v. Glazing risk assessments
- vi. DDA – Accessibility Plan
- vii. PAT Testing
- viii. Complying with good practice as per the Energy Policy in terms of Energy Efficiency – see [link to Energy Policy].

3.3 Facilities Management

Work undertaken to ensure acceptable standards are maintained within the building for pupils, staff and visitors. For the avoidance of doubt, such works are detailed below:-

- i. Cleaning including waste management
- ii. Internal redecoration and renewal of floor finishes
- iii. Window cleaning
- iv. Maintenance of chilled water dispensing equipment
- v. Security / Caretaking

3.4 Outgoings

The School is responsible for the payment of property related outgoings from devolved budgets for the following (where applicable):

- i. Rent
- ii. Service Charge
- iii. Business Rates
- iv. Utility costs

3.5 Grounds Maintenance

Ground Maintenance, to include soft and hard landscaping, inclusive of car parking and boundaries serving the School.

3.6 Alterations

The School must not make any structural or non-structural alterations to the property, without prior written approval of CLS.

3.7 Planning Applications

The School must not submit any planning application relating to the property without prior written approval of CLS.

3.8 Sharing of Space

The School may not share occupation of any part of the property with any other party without the approval of CLS. If a requirement for sharing accommodation with a third party arises, then CLS will engage directly with the third party to ensure that the occupation is appropriately documented.

3.9 Good Practice

The School is required to not act in any way which could impact on the Council's insurance policies or the use of the building by other occupiers.

4. Capital Funding

The stock condition survey data allows appropriate annual budgets for routine and planned maintenance to be considered and set on a forward planning basis.

The prioritisation of Corporate Landlord Service funded lifecycle replacement and suitability works will take account of the ongoing condition of the estate in the context of available budgets, value for money and good estate management practice.

5. Contacts

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APPENDIX 7 - DISPOSAL, INVESTMENT AND ACQUISITION POLICY

1. Introduction

This document sets out the council's policies for the disposal of, investment in and acquisition of land and property. The scope of the policy includes sales, grant of leases, licences, occupation agreements and SLA linked property use and change of use.

The policy is set out in three parts:

- Corporate and Legal context and definitions
- Decision making and delegation
- Implementation - procedures and guidance on disposal, investment in or acquisition of assets

2. Corporate and Legal Context

2.1. The council's powers to acquire, appropriate and dispose of land are governed by statute.

2.1.1. Acquisition

Section 120 of the Local Government Act 1972 permits the council to acquire by agreement any land whether situated inside or outside its area for the purpose of any of their functions under that or any other enactment or for the benefit, improvement or development of their area.

Under Section 121 that Act the council may be authorised (subject to specified restrictions), for any purposes for which they are authorised by that or any other public general act to acquire land, by the minister concerned with that purpose, to purchase land compulsorily within or outside their area.

2.1.2. Appropriation

Under Section 122 of the Local Government Act 1972 the council may (subject to certain procedural requirements relating to common land and land forming part of an open space) appropriate for any purpose for which they are authorised by that or any other enactment to acquire land by agreement to appropriate its land which is no longer required for the purpose for which it was acquired. Apart from these general provisions, Acts conferring specific functions on authorities normally confer specific powers of acquisition of land and where a specific power is given it is usual for that power to be used rather than any more general power.

2.1.3. Disposal

2.1.3.1. Best Consideration

Section 123 of the Local Government Act 1972 defines how principle councils may dispose of land and states that "a principle council may dispose of land held by them in any manner they wish. Except with the

consent of the Secretary of State, a council shall not dispose of land under this section otherwise than by way of a short tenancy, for a consideration less than the best that can be reasonably be obtained”.

In 2003, the Secretary of State issued The Local Government Act 1972: General Disposal Consent (England) 2003 (the General Disposal Consent). The General Disposal Consent applies to land disposed of otherwise than by a short tenancy and it applies where two conditions are satisfied, namely:

- a) the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;
 - i) the promotion or improvement of economic well-being;
 - ii) the promotion or improvement of social well-being;
 - iii) the promotion or improvement of environmental well-being; and
- b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

This Consent is not, however, designed to override s123 but simply limit its effect. Paragraph 6 of the accompanying Circular states:

“Generally it is expected that land should be sold for the best consideration reasonable obtainable. However, it is recognised that there may be circumstances where an authority considers it appropriate to dispose of land at an undervalue. Authorities should clearly not divest themselves of valuable public assets unless they are satisfied that the circumstances warrant such action. The Consent has been issued to give local authorities autonomy to carry out their statutory duties and functions, and to fulfil such other objectives as they consider to be necessary or desirable. However, when disposing of land at an undervalue, authorities must remain aware of the need to fulfil their fiduciary duty in a way which is accountable to local people.”

2.1.3.2. Sale to a named party

S123 of the Local Government Act imposes on Councils a primary duty to obtain Best Consideration (see paragraph 2.1.3.1 above). Case law has confirmed that this duty is overriding although statute does not stipulate how Best Consideration is to be established. The safest way of establishing Best Consideration is, however, to run an open market disposal process.

The principle of “a bird in the hand is worth two in the bush” is an accepted commercial consideration for the purposes of s123, and can be applied in circumstances where it is appropriate, but it does not override the need to satisfy the Best Consideration test, it merely forms a part of it.

Case law has established that although no procedure is expressed by statute, in practice it is essential for councils to (i) consider all offers received; (ii) have an up to date valuation of the land, on file; and (iii) to openly market the site to establish a competitive value. There is no statutory requirement that a site is marketed, nor is a council required to accept the highest monetary offer (applying the bird in the hand principle) however, "The council is in the position of a trustee in relation to land which it holds on behalf of the community. S123 requires them to obtain the best consideration reasonably obtainable."

As such, any process which does not include open and transparent marketing in order to draw out bids and establish the commercial value of a site poses a risk to the council of challenge.

A sale to a named party will only normally be appropriate where there is a special purchaser, which might be a tenant or adjoining owner and where:

- The special purchaser may outbid the market.
- The special purchaser is the only party able to deliver a particular scheme, potentially due to their legal interests in adjoining land.

Accordingly, there are only two categories of circumstances where a Council may feel justified in excluding the wider market by transacting with a named party:-

1. Where working with a private landowner creates a site that couldn't be developed in isolation. This approach should be caveated further by saying that simply owning adjoining land that could add value to the council's property is not necessarily sufficient as it would depend on whether other owners might be able to enhance the council's value also. If this is the case then it would be prudent to introduce a competitive approach to negotiations with the respective owners for transparency.
2. Where the land-use that would result can only be achieved by working with a specific party at a specific location.

There are therefore a very limited number of situations where a council might be considered to have acted reasonably in excluding the market by negotiating property disposals direct with named parties and these are heavily dependent on the circumstances in each case.

In the event that either of the above circumstances is met to allow the Council to consider a sale to a named party, that sale must be conducted on terms that reflect best consideration. This is, in itself problematic as the lack of exposure of the site to the market means that the only way to certify best consideration is through the use of valuation advice which does not preclude a challenge from a party not invited to bid who claims that they would have offered a higher price.

Where properties are offered for sale and negotiations are with a single party, the council should ensure that:

- Appropriate legal advice has been obtained to ensure that the proposed arrangement satisfies the council's responsibilities for financial prudence and the risk of challenge to the chosen disposal route is understood.
- A third party valuer has been instructed to:
 - provide a valuation of the property to reflect the circumstances and inform the level of value which represents best consideration,
 - conduct negotiations on the council's behalf, if required
 - confirm recommendations as to the proposed disposal

2.2. Within its legal constraints, Walsall Council holds property in order to carry out its functions, meet its corporate objectives and to deliver services. The policy should be considered alongside the Strategic Asset Plan and the Capital Strategy / Capital Programme which together set the overall framework within which the council manages its asset portfolio. The property portfolio is held in accordance with the Strategic Asset Plan the objectives of which are:

1. To plan and manage property as a corporate resource for the benefit of the people of Walsall
2. To provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future
3. To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities from the rationalisation and disposal of land and buildings
4. To use land and buildings to stimulate development and growth, together with supporting local business needs and encouraging new business to the area
5. To promote joint working where it will provide benefit for service delivery and in securing efficiencies

2.3. The council should only hold property to support the achievement of the goals and objectives set out in the Corporate Plan. Consequently property will be held in one of the following classes:

Operational Assets

These properties are held, occupied, used or contracted to be used on behalf of the council to provide services, whether statutory, discretionary or to meet the corporate objectives of the council.

Non-Operational Assets

These properties are held in order to support development or strategic regeneration schemes

Investment Assets

Investment (commercial) assets are held, where legally permissible, for the purpose of generating rental income and/or capital appreciation.

2.4. The council will consequently seek to dispose of property, where legally permitted, which:

- Will provide land to support corporate strategies,
- Will secure capital that will contribute towards the council's General Fund to support the Capital Programme,
- Can no longer accommodate the delivery of services in an economically, environmentally or culturally sustainable manner,
- Constitute significant future risk to the council, e.g. through accrued liabilities,
- Are longer required for delivery of a partnership programme, or
- Offer no real potential for long-term realisable capital appreciation.

2.5. The council will seek to invest in improvements to property where this satisfies the objectives in paragraph 2.2 above, and where:

- Investment will enable the property to accommodate or deliver services in an economically and environmentally sustainable fashion;
- Investment in the property offers the optimum solution in terms of value for money and service delivery; or
- Expenditure will improve the asset's performance through improved income return, reduced running costs and / or improved capital growth.

2.6. The council will seek to acquire property for operational purposes where this satisfies the objectives outlined above, and where:

- There is no alternative property readily available within the council or a partner agency's portfolio; or
- Acquisition offers a more advantageous solution than conversion or refurbishment of property already held within the portfolio; or
- The land is required to facilitate highways, education development and expansion needs that result in a need to acquire land and property by way of negotiation or CPO (see separate policy for CPO)
- The property is to be acquired as part of a partnership programme.
- There is a defined operational requirement for the property.
- There is an approved business case to support the operational requirement.
- There is agreed funding for the acquisition and associated on-costs.

2.7. The council may seek to acquire property for non-operational purposes to support strategic regeneration schemes where there is / are:

- benefits that the council can add that the market cannot or will not
- an absence of private sector demand for the property which will prevent or delay the property being brought into beneficial use
- evidence of market failure
- identifiable outputs – eg job creation / investment levels / land reclamation / development of floor space or housing units
- evidence of demand from end users
- the availability of funding to support the intervention / acquisition
- a clear exit strategy for the council
- alignment with existing spatial strategies
- the ability to assemble a larger site

2.8. All proposals for retention, disposal, investment and acquisition of property assets should be submitted for initial consideration to the Corporate Landlord Board.

3. Decision Making and Delegated Authority

3.1. No acquisition, disposal or investment shall be progressed unless the proposal fully accords with the council's Financial Rules and scheme of delegations. It will also be necessary that any proposed disposal at an undervalue shall comply with the consent provisions set out in s123(2) LGA 1972 and any exceptional expenditure not otherwise justified shall be within the council's statutory powers under either s137 LGA 1972 or s2 LGA 2000 or with approval from the Secretary of State where less than best value applies. It should be noted that a disposal of a land or property asset at an undervalue should only be considered in special circumstances.

Disposal

3.2. Where an asset has been declared surplus to the council's requirements (see paragraph 4.1 below) Asset Management will make a recommendation to CLB about the disposal of the asset in the context of the Disposals Strategy. The recommendation will include proposals for the timing and method of sale. If CLB agrees with the recommendation for disposal, it will report the decision to SIB to enable the capital receipts projections to be noted, and Asset Management will seek the approvals to proceed in accordance with the council's Finance Rules and progress the disposal process.

3.3. In cases where a disposal is reasonably expected to have a capital value exceeding £500,000, or a rental value is exceeding £50,000 in any one year, Cabinet approval is required before the commencement of marketing.

3.4. Where Cabinet approval is not required, the decision can be taken under delegated authority by the Executive Director for Resources and Transformation.

3.5. Where the terms of a transaction are significantly different from the approved terms or where the consideration falls outside budgetary parameters, the matter

should be referred back to Cabinet (or Executive Director where the decision was taken under delegated authority).

3.6. As stipulated by s123 of the Local Government Act 1972, a disposal at less than best consideration requires Cabinet approval and must only be pursued in special circumstances and when the requirements of the General Disposal Consent (England) 2003 have been satisfied (see paragraph 2.1.3 above).

3.7. A sale to a named party will only normally be appropriate where there is a special purchaser, which might be a tenant or adjoining owner and within the parameters set out in paragraph 2.1.3.2 above and where the sale achieves Best Consideration.

Acquisition

3.8. Proposals for property acquisition will be submitted to the Corporate Landlord Board for preliminary consideration and, if CLB considers the proposal is within the terms of this policy, it will make a recommendation to Strategic Investment Board, including the required level of business case, depending on the value of the proposed project. SIB will make recommendations to Cabinet (where the council's Constitution requires) or seek an officer decision under the appropriate delegated powers.

3.9. In cases where an acquisition is reasonably expected to have a capital value exceeding £500,000, or a rental value is exceeding £50,000 in any one year, Cabinet approval is required before the submission of an offer.

3.10. Where Cabinet approval is not required, the decision can be taken under delegated authority by the Executive Director for Resources and Transformation.

3.11. Where the terms of a transaction are significantly different from the approved terms or where the consideration falls outside budgetary parameters, the matter should be referred back to Cabinet (or Executive Director where the decision was taken under delegated authority).

Investment

3.12. Proposals for investment in assets will be submitted to the Corporate Landlord Board, for preliminary consideration and, if CLB considers the proposal is within the terms of this policy, it will make a recommendation to Strategic Investment Board, including the required level of business case, depending on the value of the proposed project. SIB will make recommendations to Cabinet (where the council's Constitution requires) or seek an officer decision under the appropriate delegated powers.

3.13. Where the proposal involves expenditure over £250,000, Cabinet approval is required.

- 3.14. Where Cabinet approval is not required, the decision can be taken under delegated authority by the Executive Director for Resources and Transformation.
- 3.15. Notwithstanding the above, where Heads of Terms agreed for a transaction are significantly different from the initial proposal or where the consideration falls outside budgetary parameters, the matter should be referred back to Cabinet (or Executive Director where the decision was taken under delegated authority).

4. Implementation

4.1. Identifying Assets for Disposal

- 4.1.1. Assets may be identified as potentially surplus by service areas in the course of normal business and through the Asset Challenge process.
- 4.1.2. Where an asset is identified as potentially surplus by a service area, the service area will report to Asset Management through its Directorate Asset Review Group.
- 4.1.3. Asset Management will liaise with other service directorates through their Directorate Asset Review Groups to ascertain whether the property can accommodate existing or future operational requirements within other service areas.
- 4.1.4. Where this consultation identifies an alternative operational use for a property, that service area should provide a business case to support the use of the building.
- 4.1.5. Asset Management will consult with relevant stakeholders, including the Leader and Deputy leader of the council regarding potential alternative uses for the property.
- 4.1.6. Following this consultation, the Property Manager will report to the Capital Asset Review Group setting out proposals for the disposal (or retention) of the asset in sufficient detail to enable the group to make a decision on the proposal. The report will (as a minimum) provide a brief description of the asset, the current ownership, the reason for it becoming surplus, the current use, details of any proposed alternative operational use (including the relevant business plans for those uses), an assessment of value, the link to corporate objectives, anticipated capital receipt (if applicable) and a recommendation on disposal or retention.
- 4.1.7. Where the proposal recommends retention for long-term investment or disposal at a later date, e.g. where development potential is not yet realisable but will be available in the foreseeable future, the report should also include:
 - An analysis of investment return or long term capital appreciation,
 - A summary of holding costs,

- A plan for securing capital appreciation including relevant planning and land assembly considerations,
- An indicative timetable to disposal where relevant, and
- Details of payback periods in respect of the invested amount against income or revenue savings.

4.1.8. CARG will consider the available options for the asset and decide whether an alternative use should be pursued or the asset is declared surplus. Where an asset is confirmed as surplus, the Disposal Strategy (Appendix 8) will be used to determine whether the asset is added to the disposal programme and the priority of the asset within the programme.

4.2. Identifying Assets for Acquisition

4.2.1. Potential property requirements may be identified in a number of ways including:

- By services in the course of normal business,
- By Asset Management and Service Departments during the Asset Management Planning process,
- By partnership programme managers, and
- By the Strategic Investment Board.

4.2.2. Once a property requirement has been identified this should be notified to the Capital Asset Review Group with a business case and basic specification to enable this requirement to be considered against surplus properties and the existing portfolio.

4.2.3. If the delivery of the property solution requires either capital expenditure on an existing building or the acquisition of property, the business case will be considered by Strategic Investment Board.

4.2.4. If approved by SIB, Asset Management will then refine the specification with the Service Area / Partner and undertake searches both within the council's portfolio and on the open market on receipt of the relevant recharge code.

4.2.5. Asset Management will report to Cabinet in sufficient detail to enable the Cabinet to make a decision on the proposal. The report will include:

- A brief explanation of the new requirement
- A summary of the specification and the key characteristics of a suitable property
- A report on suitable properties within the portfolio, if any and in the open market (including asking prices).
- The Capital and Revenue budgets required for the acquisition, to include the purchase cost, alteration / fitting out works, relocation costs and running costs.
- Confirmation of the funding source for the acquisition and impact on the council's Capital Programme.

4.2.6. Cabinet approval should be sufficiently detailed and robust:

- To allow the council to compete in the open market enabling those with delegated authority to make decisions at speed where required.
- To set clear parameters outside of which further reference to Cabinet is required.
- To enable democratic oversight without compromising the council's response to commercial situations.

4.2.7. The Capital Programme is prepared annually and any investment identified will be put forward through the capital programme bidding process which takes place in autumn each year. The Capital Strategy is agreed, usually in February of each year as part of the budget approval process.

4.3. Methods of Disposal and Acquisition

4.3.1. Asset Management will make recommendations to the Executive Director for Resources and Transformation who, in consultation with the Leader of the council will determine the most appropriate method of disposal for each asset, taking into account the nature of the asset, market conditions and the corporate objectives. This may include, but not be limited to the following:

- Auction,
- Private treaty,
- Private treaty with a named party (special purchaser),
- Private treaty followed by either a closed formal or informal tender,
- Community Asset Transfer

4.3.2. The disposal recommendations will include the following:

- The approach to alternative development where this is appropriate.
- Whether there would be sufficient merit to warrant applying for planning permission before disposal, and
- The method of disposal and anticipated time taken to dispose together with any significant holding costs/risk.

4.3.3. A sale to a named party will only normally be appropriate where there is a special purchaser, which might be a tenant or adjoining owner and where:

- The special purchaser may outbid the market.
- The special purchaser is the only party able to deliver a particular scheme, potentially due to their legal interests in adjoining land.

4.3.4. Where properties are offered for sale and negotiations are with a single party, the council should ensure that:

- Appropriate legal advice has been obtained to ensure that the proposed arrangement satisfies the council's responsibilities for financial prudence and the risk of challenge to the chosen disposal route is understood.
- A third party valuer has been instructed to:
 - provide a valuation of the property to reflect the circumstances and inform the level of value which represents best consideration,
 - conduct negotiations on the council's behalf, if required
 - confirm recommendations as to the proposed disposal

4.3.5. Where the proposal recommends disposal at less than best consideration this should be supported by a detailed business case identifying:

- The corporate objectives supported by the proposed disposal,
- The rationale for disposal at less than best consideration,
- The shortfall against best consideration and the consequential value foregone, and
- The value of the benefit in kind to the council in terms of revenue savings or added social value

4.4. Heads of Terms and Final Approval

4.4.1. Once Heads of Terms have been concluded for any transaction Asset Management should report to the relevant delegated authority:

- Confirming detailed Heads of Terms are agreed between the parties
- Reporting any departures from the indicative Heads of Terms anticipated in the initial proposal (where appropriate)
- Confirming the recommendation to proceed and the anticipated timetable.

4.4.2. Where the negotiated terms are significantly different from those originally reported the matter should be referred back to the original decision making for approval with a supporting statement.

4.5. Community Asset Transfer

4.5.1. As identified in the Quirk Review 1 in 2007, there are occasions when transfer of assets from councils to Third Sector Organisations can draw down funding and bring benefits to local communities in terms of local management arrangements and community empowerment.

4.5.2. Where surplus assets are being considered for disposal, and there is an identifiable and sustainable requirement for property from the community sector, a community asset transfer can be utilised for the disposal of the asset.

4.5.3. The council has an adopted Community Asset Transfer Policy which defines the process, and can be found at [\[insert link to CAT policy\]](#).

APPENDIX 8 - DISPOSAL STRATEGY

1. Asset Management Policy

1.1 The objectives of the Asset Management Policy are reproduced below.

1. To plan and manage property as a corporate resource for the benefit of the people of Walsall.
2. To provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future.
3. To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities from the rationalisation and disposal of land and buildings.
4. To use land and buildings to stimulate development and growth, together with supporting local business needs and encouraging new business to the area.
5. To promote joint working where it will provide benefit for service delivery and in securing efficiencies.

1.2 Through the delivery of these objectives, there will be an incremental change to the council's property portfolio, driven by asset challenge and changing operational and service delivery requirements.

2. Identifying Surplus Assets

2.1 The Disposals, Investment and Acquisition Policy (Strategic Asset Plan Appendix 7) sets out the process for assets to be declared surplus to operational requirements:

1. Assets may be identified as potentially surplus by service areas in the course of normal business and through the Asset Challenge process.
2. Where an asset is identified as potentially surplus by a service area, the service area will report to Asset Management through its Directorate Asset Review Group.
3. Asset Management will liaise with other service directorates through their Directorate Asset Review Groups to ascertain whether the property can accommodate existing or future operational requirements within other service areas.
4. Where this consultation identifies an alternative operational use for a property, that service area should provide a business case to support the use of the building.

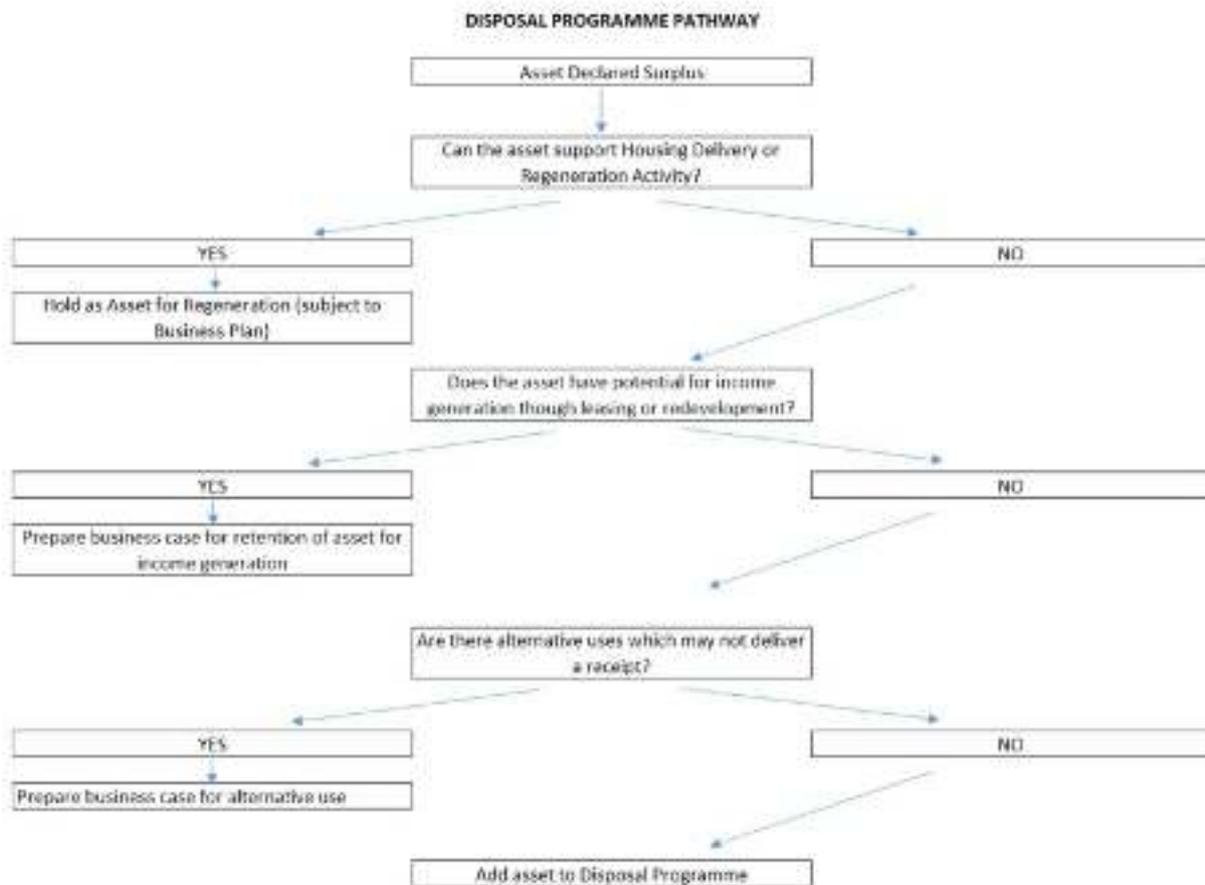
5. Asset Management will consult with relevant stakeholders, including key Portfolio Holders, regarding potential alternative uses for the property.
 6. Following this consultation, the Property Manager will report to the Capital Asset Review Group setting out proposals for the disposal (or retention) of the asset in sufficient detail to enable the group to make a decision on the proposal. The report will (as a minimum) provide a brief description of the asset, the current ownership, the reason for it becoming surplus, the current use, details of any proposed alternative operational use (including the relevant business plans for those uses), an assessment of value, the link to corporate objectives, anticipated capital receipt (if applicable) and a recommendation on disposal or retention.
 7. Where the proposal recommends retention for long-term investment or disposal at a later date, e.g. where development potential is not yet realisable but will be available in the foreseeable future, the report should also include:
 - An analysis of investment return or long term capital appreciation,
 - A summary of holding costs,
 - A plan for securing capital appreciation including relevant planning and land assembly considerations,
 - An indicative timetable to disposal where relevant, and
 - Details of payback periods in respect of the invested amount against income or revenue savings.
 8. CARG will consider the available options for the asset and decide whether an alternative use should be pursued or the asset is declared surplus. Where an asset is confirmed as surplus, the Disposal Strategy will be used to determine whether the asset is added to the disposal programme and the priority of the asset within the programme.
- 2.2 Assets are most commonly declared surplus as a result of changing service delivery needs which can lead to different occupational requirements, in terms of size, location and / or specification. In addition to altering requirements, the asset challenge process aims to incrementally improve the quality of the council's property estate through investment and, in some cases, disposal which will lead to properties which do not meet the requirements being declared surplus.

3. Disposal or Retention of Surplus Assets

- 3.1 It is important to carefully consider the available options for surplus properties in the context of the objectives above. The appropriate outcome for a surplus asset is not necessarily a freehold disposal. There are other options that should be considered before a decision is made to dispose, including:
- Use of asset to support housing delivery
 - Use of asset to support regeneration activity
 - Redevelopment to create an investment asset

- Leasing to generate an income stream
- Alternative uses which may not deliver a receipt

3.2 These options may lead to surplus assets being retained within the portfolio for future alternative uses rather than being added to the disposal programme. The process for determining whether a surplus asset is disposed of or retained is set out in the chart below.



4. Disposal Programme

- 4.1 The disposal programme must be prioritised in order to ensure that the council's revenue and capital requirements are met within the workload capacity of the Asset Management team and external partners. It is also important to recognise that the council's disposal programme is finite, and therefore the ability to generate financial receipts from surplus assets is also finite.
- 4.2 There are a number of issues / influences which have an impact on the strategic approach to disposals which are listed below. These points can assist with the prioritisation of surplus assets for disposal to ensure that the council's financial, operational and regeneration aims are met:

- Costs associated with holding the asset – eg maintenance, security
- Risks associated with holding the asset – eg fire, public liability
- Value / size of potential capital receipt
- Complexity of disposal
- Cost of disposal - eg site investigations, planning
- Potential non-financial outcomes from sale – eg regenerative benefits
- Loss of income streams
- The council’s strategic aims – eg housing delivery / self-development

4.3 These influences must be carefully considered when deciding the priority of disposals and maintaining the disposal programme. The scoring matrix below has been created to inform the prioritisation of the disposal programme.

	Rating type	1 / Low	2	3 / Medium	4	5 / High
Holding Cost	1-5	£0 - 5,000	£5,001 - £10,000	£10,001 - £20,000	£20,001 - £30,000	Over £30,000
Risk of Holding Asset	H/M/L	Low		Medium		High
Cost of disposal as % of Capital receipt	Calculated score (high % low score)					
Complexity / time required for disposal	H/M/L	Up to 6 months		6-12 months		Over 12 months
Local Factors	H/M/L	Low		Medium		High
Non-financial benefits	H/M/L	Low		Medium		High
Total Score						

4.4 Asset Management will prepare a draft disposal programme using the matrix above which will be considered by Corporate Landlord Board and SIB Funding Sub Group before being presented to Strategic Investment Board for approval. Following approval by SIB, the programme will be reported to ASG.

4.5 Progress against the approved disposal programme will be reported regularly to SIB and ASG.