

Cabinet – 22 October 2008

Corporate Asset Management Plan 2008 - 2013

Portfolio:	Councillor Andrew – Deputy Leader and Regeneration
Service:	Property Services
Wards:	All
Key decision:	Yes
Forward plan:	Yes

1. Summary of report

The purpose of this report is to introduce the Corporate Asset Management Plan 2008-2013 (CAMP).

The CAMP sets out the key principles for the management of the Council's property portfolio. The plan builds upon the previous CAMP reported to Cabinet in October 2006 and includes the Property policy, strategy and objectives.

The CAMP identifies the full extent of the portfolio and the structures in place for making decisions which affect it. The CAMP details the key drivers and various initiatives and processes that help deliver the strategy, such as the Corporate Property Group, Directorate Property Board.

The CAMP identifies how Property assets can enable Business transformation and Regeneration in the Borough

2. Recommendations

That Cabinet approves the Corporate Asset Management Plan 2008 - 2013

3. Background information

- 3.1 The CAMP 2008-2013 is the latest in a series of plans which commenced with the introduction of the Government's Single Capital Pot Initiative in 2001. This plan builds on the progress made under the 2006-11 document and looks to further embed the Council's approach to the strategic management of property assets. Whilst the obligation to produce annual plans has gone, the Council recognises the increasing benefits of the corporate approach to property and has made a commitment to continue the development of the process.

- 3.2 Since the last Corporate Asset management plan in 2006, there are key new drivers for the management of assets. The first is the Government Comprehensive spending review 2007 (CSR 07) which identified 3 key areas, Business Transformation, Procurement and Asset Management. The second is the Local Area Agreement (LAA) where asset management will have a key supporting role in achieving national performance indicator targets. The support provided by Asset Management to LAA will be primarily community investment achieved, where appropriate, through asset transfer to the community, as identified in the Quirke review.
- 3.3 Property occupation is not the first priority of the Council, however, it is one of the key corporately owned resources and the provision of high quality facilities and best use of resources will support the delivery of the Corporate Plan and the Council's Services

4. Resource considerations

4.1 Financial:

The CAMP seeks to ensure the efficient and effective use of all property assets, clearly linking the need to hold property with agreed service delivery models. By doing this, the Council will target financial resources at locations which best support service delivery.

4.2 Legal:

Delivery of the objectives requires input and support across all levels of the Council, from Cabinet setting the strategy, through to officers within the directorates engaging with their respective property boards to identify issues and solutions. This structure is supported by the teams within Property Services, offering support for the development of a more strategic approach and the professional expertise to deliver projects.

In developing the strategies, due regard is had to the Council's statutory obligations in terms of health and safety and employment law, to ensure that its property portfolio is fit for purpose.

4.3 Staffing: There are no staffing implications in this report

5. Citizen impact

By linking the need to hold property to service delivery, the Council is seeking to ensure that investment is made at key locations so that customers and staff have access to fit for purpose accommodation.

Property is a key factor in the regeneration of the borough, and the Council is looking to continue its well established approach of using its portfolio to attract investment in a range of commercial and community facilities and the development of high quality residential schemes.

6. Community safety

The planned disposal of surplus assets shall minimise voids, resulting in fewer incidences of vandalism and anti-social behaviour. Security issues shall be addressed at both the options appraisal and design stages for new projects

7. Environmental impact

The CAMP includes a climate change action plan for property to minimise the CO2 emissions from the Property portfolio

Fit for purpose, well maintained properties will make a positive contribution to the street scene. The CAMP promotes the collection of condition and suitability data, which in turn seeks to deliver such accommodation. Minimisation of voids should attract fewer incidences of vandalism

8. Performance and risk management issues

8.1 Risk:

Each of the workstreams supporting the objectives in the CAMP will include risk assessment as part of the option appraisal process

8.2 Performance management:

The use of resources is a key element of the Comprehensive Performance Assessment. The CAMP supports this by promoting strategic property thinking which is owned and driven by Members and senior managers. This will provide valuable evidence of the efficient use of resources.

The rolling 5-year strategic plan will minimise the risk of inappropriate investments and property defects. Planned disposals of property and better strategic management shall provide reliable financial information, enhancing short, medium and long-term budget planning.

National performance measures are included in the CAMP and Property Services is a member of the West Midlands Asset Management Benchmarking Club, which enables sharing of performance data and best practice.

9. Equality implications

The CAMP will include an Equality impact assessment in 2008/09. Equality issues are given due regard at both the options appraisal and detailed design stages for projects.

10. Consultation

The foundation of the CAMP is the information produced through Directorate Asset Management Planning (DAMP) this is coordinated by Property boards in each Directorate

Each property board produces DAMPs annually, highlighting key strategic issues affecting their respective portfolios and identifying action plans for the use of property in support of service delivery. Information from these DAMPs is then fed into the CAMP to form a corporate overview of property issues.

The DAMP process and the National Property Performance Indicators require services to undertake suitability surveys in respect of all locations, which will involve managers and staff in identifying property-related issues which impact on the ability to deliver the service.

The CAMP encourages partnership working, building on existing relationships with LNPs, New Deal, NHS and Walsall Housing Group amongst others. In the case of the NHS, Council officers from Property Services attend their Property Board, to ensure communication on all property matters.

Background papers

Corporate Asset Management plan 2008 - 2013

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A blue ink signature, appearing to read 'Tim Johnson', written on a white background.

Tim Johnson
Executive Director
Regeneration & Performance

22 October 2008

A blue ink signature, appearing to read 'Adrian Andrews', written on a white background.

Councillor Adrian Andrews
Portfolio Holder
Regeneration & Enterprise

22 October 2008

Corporate Asset Management Plan

2008-2013



Walsall Council

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FOREWORD

The Council's property assets have always made a positive contribution to the way in which services are delivered to the Borough. A number of innovative ideas have been developed over the last few years which have enabled the Council to improve these facilities; the development of this strategy builds upon this, to provide a foundation on which we can make further progress.

We want the users of our buildings and all stakeholders to find accommodation which meets their needs, gives a sense of pride in the delivery of high quality services, and is convenient for use and provided in the most cost effective manner. We want our staff to feel that the working environment provided enables them to deliver their services in the best possible manner, from good quality accommodation in which they can feel a sense of pride in belonging to the Council. We need to ensure that the real costs of owning and operating the property resource are recognised at all levels of the organisation. We want innovation and imagination applied to the management of these resources, which will lead to their more effective use and maximise the opportunities for the benefit of the whole community.

We need to ensure that our property assets are utilised to maximise regeneration potential in the Borough and promote real transformational changes in service delivery

The strategic approach to asset management can only lead to an increasing improvement of quality and cost effectiveness which will make a significant contribution to the Council's objectives.

Councillor Adrian Andrew

Cabinet Member Regeneration

Tim Johnson

Executive Director Regeneration & Performance

INTRODUCTION

The Corporate Asset Management Plan (CAMP) 2008-2013 is the latest in a series of plans which commenced with the introduction of the Government's Single Capital Pot Initiative in 2001. This plan builds on the progress made under the 2006-11 document and looks to further embed the Council's approach to the strategic management of property assets. Whilst the obligation to produce annual plans has gone, the Council recognises the increasing benefits of the corporate approach to property and has made a commitment to continue the development of the process.

The CAMP is intended primarily as a source of information for Council Officers, Members and partner organisations, bringing together the various plans and initiatives relevant to the portfolio. It is seen very much as a tool to promote strategic thinking on property investment and for raising the profile of the property resource.

Since the last Corporate Asset management plan in 2006, there are key new drivers for the management of assets. The first is the Government Comprehensive spending review 2007 (CSR 07) which identified 3 key areas, Business Transformation, Procurement and Asset Management. A key activity which spans all three of these subjects will be office rationalisation as part of the agile working and business transformation agendas. The second is the Local Area Agreement (LAA) where asset management will have a key supporting role in achieving national performance indicator targets. The support provided by Asset Management to LAA will be primarily community involvement achieved, where appropriate, through asset transfer to the community, as identified in the Quirke review. This will support the activity in ensuring safer and stronger communities and the local economy and environmental sustainability. Another key driver for the plan is the Use of Resources under Corporate Performance assessment CPA, this has been assessed by the Audit commission at a level 3

The Council owns over 800 properties which are used to deliver a wide range of different services. Approximately 95% of the Council's services rely on one or more of these properties to be effective. The Council currently holds properties with a value of some £775,400,000 in the following categories:

Category	Number
Operational - Direct Service	362
Operational - Indirect Service	298
Operational - Office/Administration	59
Non-operational - Investment	126
Non-operational - Surplus/Vacant (excludes land)	2

Property occupation is not the first priority of the Council. However, it is one of the key corporately owned resources and the provision of high quality facilities will support the delivery of the Corporate Plan and the Council's services.

Each year the Council set targets for managing its property assets. These targets reflect service priorities. The property portfolio is subject to continual review to ensure it meets service needs. As property cannot be modified or traded instantaneously, this process of improvement requires long term planning and co-ordination to reduce the risk of service performance being harmed.

This document sets out the vision and objectives to ensure that facilities make a positive contribution to the Council's service delivery.

THE COUNCIL'S PROPERTY POLICY

The Vision for Property Assets:

“ To ensure that the Authority's capital assets make the most effective contribution to the Regeneration of the Borough, Business transformation and the provision of high quality, value for money accommodation to facilitate the delivery of effective, responsive and improving public services to the people of Walsall and at the same time provide a good quality working environment for employees of the Council”

To enable this vision:

- ◆ All property assets will be held as a corporate resource
- ◆ Property will only be held to support service delivery)
- ◆ Property makes the most effective contribution to service delivery
- ◆ Executive Directors will account for assets used to deliver services.
- ◆ Property will be appropriate, efficient and fit for the purpose required
- ◆ Property will minimise costs over the whole life of the asset
- ◆ Facilities will comply with relevant legislative requirements
- ◆ Property will not be retained where it is no longer effective or required.
- ◆ New and existing property will minimise its impact on climate change
- ◆ Non-operational property will be subject to annual review.
- ◆ The Council will maintain investment into its property infrastructure subject to available resources and will consider life cycle costs
- ◆ Partner organisations in the public and private sectors will be encouraged to share accommodation to promote joint working and reduce costs.
- ◆ Property users have an obligation to reduce running costs
- ◆ New buildings will have high quality building design standards

THE PROPERTY STRATEGY

Governance :

- ◆ The Cabinet Portfolio Holder for Regeneration has overall responsibility for all property matters
- ◆ The Corporate Property Group (CPG) has responsibility for the strategic management of the Council's property assets
- ◆ The Corporate Property Officer is the Executive Director for Regeneration and Performance and provides the strategic lead for property
- ◆ Directorate Property Boards are responsible for developing Directorate asset management plans
- ◆ Property Services will manage the assets

Objectives :

Objective 1 :

To make the best use of property assets to achieve corporate and regeneration objectives and challenge occupation and accountability.

Objective 2 :

To be an enabler of change including business transformation, modernisation of procurement, ownership, and management of assets.

Objective 3 :

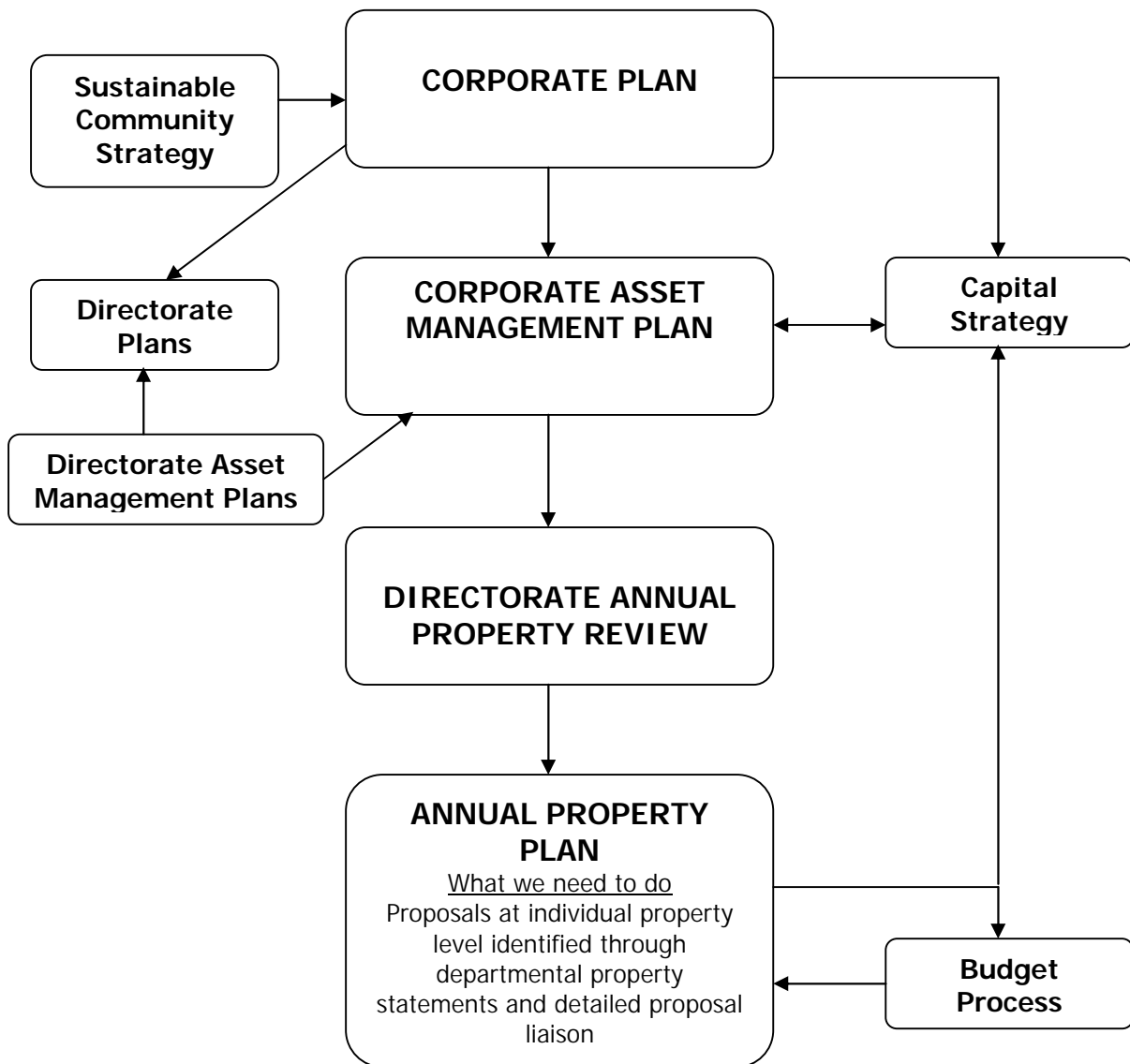
To manage investment, maintenance and improvements and set clear criteria for the use and management of operational property

Objective 4 :

To develop partnerships with other stakeholders and promote joined up service provision and better use of resources.

THE PROPERTY ASSET MANAGEMENT PROCESS

The diagram below identifies the relationship between the elements of the Corporate Asset Management plan and Corporate plans.



Objective 1 :

'To make the best use of property assets to achieve corporate and regeneration objectives and challenge occupation and accountability.'

Directorates are required to produce an annual asset management plan for property they occupy, or have influence over. This will include a list of properties, and data on suitability, sufficiency, and surplus capacity for potential release and importantly identifying current and future service needs which will generate a property requirement together with an annual investment strategy.

The Directorates are:

- Neighbourhood Services
- Children and Young peoples
- Social Care and Inclusion
- Regeneration & Performance

Directorates are required to report their Asset Management Plans annually setting out the property needs identified in service plans.

In 2008/09, Property Services will commence an asset challenge process for all properties not currently under review. The methodology will consist of a questionnaire for each property completed by service managers with the support of Property Services. It will question the following :

- Does the property meet space standards?
- Does it comply with DDA requirements?
- Are there more appropriate uses?
- Are there opportunities for intensification of use?
- Does the property meet current and future needs?
- Is the property in its right location?
- Are there partnering opportunities?
- Is it energy efficient and sustainable?

Form this information properties will then be classified as follows :

- Continued maintenance
- Better utilisation
- Major investment required
- Long term development
- surplus

The list of property types for each Directorate is included in appendix 1. The service needs identified in the 2008/09 asset management plans for each Directorate with a property requirement are as follows :

1. NEIGHBOURHOOD SERVICES

◆ Community associations

Community association leases and assets are being reviewed to identify possible transfer of assets to support community investment, as identified in LAA. This approach is under consideration in response to the proposals of the Quirke Review.

◆ **Leisure Centres**

A strategic review of Leisure centres is underway in 2008/09. This involves an options appraisal to identify property solutions, delivery vehicles and overall viability. This planning stage is due for completion in April 2009

◆ **Libraries Modernisation**

The modernisation programme will continue in 2008/09 with the development of Bloxwich Library following receipt of lottery funding

◆ **Chapels**

A review of Chapel accommodation has been completed and investment needs and potential uses identified. A property plan will be developed in 2008/09

◆ **Walsall Arboretum**

The procurement process for the development of Walsall arboretum will take place in 2008/09 following award of Heritage lottery funds. This will include a number of new and refurbished buildings

◆ **Norfolk Place Depot**

A full options appraisal was undertaken in 2007/08 to identify the needs of services currently operating out of the Norfolk Place depot. This activity was necessary to identify solutions to improve Health & safety. The appraisal followed the Treasury Green book methodology and resulted in a proposal for the relocation to a new site and release of capital assets from the current site. The project is on hold following the downturn in the property market in 2008 and a medium term action plan has been developed to remain on the current site

◆ **Highways maintenance**

The Highways Maintenance Service will be sourced via an external provider from 2009. This provision will require use of Council property and land for the service.

2. SOCIAL CARE & INCLUSION

◆ **Older People's Services**

A contract was signed with a private provider - Housing 21- in April 2008 to provide new facilities for the provision of adult care. The properties will be provided, owned and managed by Housing 21 and will be introduced from 2009. This programme will release some of the existing Council Adult care accommodation and land for disposal or reuse for other Council services. The first release will be in October 2008. A prospectus for these properties will be developed to identify other Council uses prior to disposal

◆ **Learning Disabilities Services**

A comprehensive review of all residential and day service facilities has been undertaken to enable a modernisation programme to be developed for the replacement of large buildings with more individualised services.

◆ **Review of Assessment and Care Management**

This review is taking place in 2008/09 and will require changes in office accommodation need and location. This will be part of the office review identified elsewhere in the plan

3. CHILDREN & YOUNG PEOPLE

◆ **Schools**

The balance between the supply of and demand for school places is monitored annually in the light of updated forecasts of pupil populations. Changing demography offers an opportunity to review the pattern of existing provision and develop proposals which will result in improvements in learning environments for pupils in Walsall.

◆ **Secondary Schools**

The total number of pupils on roll in the secondary sector peaked in January 2003 at 21,836 and has since fallen to 20,752 in 2007; numbers are projected to fall gradually to 19,115 in 2014. This reduced demand for places reflects the transfer of smaller cohorts from the primary sector. Following the closure of a secondary school in August 2006, no secondary school has 25% or more surplus places.

◆ **Primary Schools**

In the primary sector, the total number of pupils on roll is forecast to decrease slightly over the next few years and by 2009/2010, projections indicate a pupil population of 22,815, slightly below the current total of 22,911. This is a slowing down in the rate of decrease in pupil numbers. Projections indicate a small increase (approx 300) in numbers from 2010/11; however, the extent to which this will be sustained is not clear at this time. There remains an imbalance in the demand for and supply of school places in some areas of the borough and further strategies will be developed to address this. The extent to which this will be affected by regeneration strategies is being explored as proposals are developed.

Good progress has continued to be made in addressing the surplus places issue and the most recent elements of this have included the amalgamation of three primary schools (replaced by one) and by the closure of two other primary schools and the consequent dispersal of pupils to other local schools.

The number of Walsall primary schools with 25% or more surplus places fell by half over the last year to 9. The development of Children's Centres at three schools and the relocation of another school into a new building will remove four schools from this category.

◆ **Nursery Provision**

Almost all primary and infant schools have places for 3 and 4 year olds in a nursery class; in addition, there are eight nursery schools. There has been some rationalisation of provision through the reorganisations in the primary sector as detailed above.

◆ **Building Schools for the Future (BSF)**

This major national initiative will support the transformation of education in the secondary sector. In order to underpin these educational developments, school buildings used by this

sector will be rebuilt or refurbished over a 15 year period. The current expectation is that Walsall will join the Programme in 2011/12 but this timescale will be included in a national review.

The Council will enter wave 6a of the BSF programme in 2008. As part of this a strategy for change will be produced, this not only highlights educational vision but also identifies links to the Regeneration of the Borough and links to other service provision, including the community asset agenda.

The provision of secondary school places will be closely examined as part of this in order to ensure that the balance of provision meets the Borough's needs.

◆ **Primary Capital Programme**

The Primary Capital Programme, as BSF will for the secondary sector, seeks to bring about a similar transformation in schools catering for primary-age pupils. However, the scale of investment will not be as great, with approx 50% of schools expected to benefit from a rebuild / significant redevelopment over a 10 year period

Walsall's Strategy for Change for the implementation of this programme was submitted to the Department for Children, Schools and Families (DCSF) in June 2008 and funding of £11 million will be available from 2009 to 2011. This strategy will take account of a comprehensive assessment of the demand for school places in the various localities in the borough and a range of other school data as required by the DCSF (including deprivation, standards, and the condition, suitability and sufficiency of school buildings) and will include priorities for investment. Proposals for inclusion in the 2008 Capital Programme will be developed in the light of this Strategy.

Walsall's proposals for both BSF and PCP are being developed in collaboration with all stakeholders.

◆ **Children's Centres and Extended Schools Services**

The Government has announced a Phase 3 Children's Centres programme, and this will be developed over the period 2008/2010 and there will also be a further programme of extended schools developments over the next three years.

◆ **Education links with Regeneration agenda**

Major regeneration programmes are being developed for various parts of the borough and these, together with existing programmes, will impact significantly on the provision of education.

Education is a key strand of any regeneration initiative and major investment in school buildings will continue to contribute significantly to this. The establishment of close links with the Council's Regeneration Team will ensure that education plays a full role in developing and delivering the regeneration agenda.

It is possible that residential developments in some areas of the borough could result in such a significant increase in demand for school places in the primary sector that it may be necessary to open an additional school.

◆ Maximising Resources

Capital resources are inevitably limited and therefore every opportunity will be taken to secure additional resources in order to implement strategic developments and to improve the school estate generally.

The Department for Children, Schools and Families has recently announced capital allocations for Walsall schools totalling approx £60 million over the 3-year period from 2008/9. This will be supplemented by section 106 developer contributions and funding from other sources which might be available to the Council and schools.

Partnership funding of schemes will continue to be the norm as it enables schools and other stakeholders to have 'ownership' of the proposals. Such funding cocktails enable scarce resources to be used more effectively and maximise investment opportunities by enabling more schemes to be taken forward, thereby enabling the greatest possible number of children to benefit from improved learning environments.

Education Summary

Managers will carry out assessments of each individual property within the schools portfolio as part of the development of proposals for the Primary Capital Programme and Building Schools for the Future Programme.

The Strategy for Change was submitted to the Department for Children, Schools and Families (DCSF) in April 2008 as part of the Primary Capital Programme proposals for Walsall. The DCSF plans to approve Strategies in autumn 2008 and it is proposed to commence work on a number of high priority schemes during the 2008/09 financial year, in advance of the release of funding from April 2009. Every opportunity will be taken to 'join up' funding in order to maximise the benefit from this investment.

This work will build on the significant developments of the last few years which have included the provision of a new primary school building, the single-siting of a new primary school and major improvements to accommodation at other schools.

In the special school sector, achievements include the provision of a new school (scheme due to complete August 2008) and significant improvements to the accommodation at 4 other schools.

In the secondary sector, work to prepare for the Building Schools for the Future programme and other initiatives will continue and investment in the interim will take account of emerging proposals.

Youth Centres

The youth service has 12 buildings. There is an opportunity for lottery funding in 2008 to enable investment in facilities. A review of the facilities is planned to commence in 2009

Children's Homes

There are 6 homes, the newest of which was completed in 2006. Other sites will be undergoing refurbishment works in 2008/09. It has been established that works are required at 2 further homes to ensure the national minimum standards for children's homes are met -. Capital funding will be requested for these. One home has been identified for closure in 2008, and plans are being considered for a new home to be included in the SRF. See 4. Regeneration below area in Moxley.

It is likely that there will be finance made available by the government in 2009/10 specifically for improving services for disabled children which gives the opportunity for the Council to increase the residential respite provision available in Walsall which will require a suitable building and existing Council building will be investigated for this purpose.

4. REGENERATION & PERFORMANCE

♦ Office accommodation/Agile working/Business Transformation

A long term strategic plan for office accommodation will be developed during 2008/09. This includes a 20% reduction in town centre occupation by April 2012 and an elimination of the occupation of leased accommodation.

The long term plan will embrace 'agile working' which includes the use of IT, and flexible working to minimise the need for physical space. Office environments will be designed to improve the staff working environment and customer experience. A pilot flexible working space has already been introduced in the Civic Centre Model Office and the performance of this will be measured to inform the long term plan. The strategy will explore sharing of accommodation with partners and the use alternative ownership and procurement arrangements.

There will be short term challenges with the existing office stock in terms of condition, sufficiency and suitability and the short term demands from Directorates implementing service changes.

The release of leased accommodation will generate year on year revenue savings of £175,000 in 2008/09, £200,000 in 09/10

Office accommodation has been registered as a corporate project and is monitored accordingly

♦ Regeneration

Within Walsall Town Centre, the Council is working with Walsall Regeneration Company (WRC) to deliver 8 transformational projects that will create new businesses and employment by taking advantage of Walsall's location. Since 2005, over £796 million of investment has been secured in Walsall Town Centre, including £180 million Walsall Waterfront, £100 million Business & Learning Campus, £35 million St. Matthews' Quarter Phase 1 and the £170 million redevelopment of Walsall Manor Hospital. Further work is planned over the next few years, including £88 million Walsall Gigaport/Walsall Office Corridor and, £80 million St. Matthews Quarter Phase 2,

In Walsall's District Centres, the Council and its partner, Walsall Housing Group (WHG), have jointly established the pioneering Strategic Regeneration Framework (SRF). The SRF identifies projects, which will act as exemplars for regeneration outside the WRC area. These include the regeneration of Pleck and Bentley Local Centres, which are delivering 370 new mixed tenure properties, improving local shopping centres and improving public services, e.g. Bentley Library; Goscote Lane Corridor, which is replacing 600 monolithic, pre-war ex-council properties with over 1500 new high quality, mixed tenure homes. The partners are currently considering the procurement of a developer partner(s) to establish a joint venture, or local asset backed vehicle, through which significant regeneration and renewal activity will flow.

The Strategic Corridors and Gateways Initiatives have sought to channel development activity along transport corridors and towards gateway locations. This initiative will create new jobs, improve transport connections, and attract new investment to develop brown field sites and strengthening existing communities. Since 2005, two Urban Design Frameworks have been completed for A454 and A461 Corridors and others are planned.

Overall, by 2015, the Council and its partners will have:-

- levered £1.5 billion private sector investment into Walsall
- built over 9000 new homes
- created 7500 new jobs
- reclaimed 100 Ha land for development

This planned regeneration activity will play a major role in defining priorities within the Corporate AMP and Property Strategy and will significantly impact on the Council's property portfolio and asset base across the borough, e.g. through continued strategic acquisitions and disposals in key locations.

Objective 2:

'To be an enabler of change including business transformation, modernisation procurement, ownership, management and disposal'

◆ Business Transformation

Property Assets will be used to maximise regeneration outcomes in the Borough and to drive business transformation as part of the Agile working project

◆ Procurement

The Council's construction procurement has been modernised to reflect the Governments 'Rethinking Construction' agenda

From 2008/09, all maintenance procurement will be delivered through long term framework arrangements with contractors. This will significantly improve customer satisfaction, quality, time & cost certainty and health and safety. All of the contracts will be performance measured.

All large construction contracts will be delivered thorough national frameworks or single project partnerships, and collaborative frameworks with neighbouring authorities will be explored in 2008

The Building Schools for the future programme will require the Council to develop a Local Education Partnership to deliver the construction programme. This is a procurement vehicle which the Council will have a 10% holding. The Government procurement advisor 4Ps will be working with the Council in 2008 to develop this model

◆ Ownership & Management

A number of building programmes have required different ownership and management models. Housing 21 will be providing facilities and retain ownership and management and Building Schools for the future will construct new schools on the PFI model with new facilities owned by the provider. Alternative ownership and management models will also

be investigated as part of the Leisure centre and office accommodation review. Option appraisals will be carried out to identify best value for the Council

The borough already has an established Academy and is currently exploring two further opportunities to attract external sponsorship to secondary schools.

◆ **Disposal**

Buildings and assets will be included in the Single Regeneration Framework plans to maximise the Councils impact on creating regeneration.

A redundant buildings disposal strategy will embrace the backlog of vacant buildings and enable timely sale or demolition of future surplus buildings

Objective 3 :

'To manage investment, maintenance and improvements and set clear criteria for the use and management of operational property.'

This objective will be supported by the following activity:

1. Collecting property data :

The foundation for the management of the property assets is the collection of base data. Property Services maintains the Corporate Asset Register. This information is collected for all properties and includes:

- a. Core data
 - ◆ size
 - ◆ location
- b. Secondary data
 - ◆ Use
 - ◆ Suitability
 - ◆ Sufficiency
 - ◆ Condition
 - ◆ Statutory testing
 - ◆ Energy consumption
 - ◆ Plans

The Council has procured an asset management database where all of this data will be stored and managed, and it is anticipated that all key data will be on the system in 2009. UNI-form is used for managing multiple property holding records of all property ownerships, assets and leased premises, with each asset assigned a Unique Property Reference Number (UPRN).GIS will also be used to map property activity in the Borough.

2. Managing condition

Improving the condition of the Council's buildings is a key goal. It is estimated that the backlog of repairs across the non-education portfolio is approximately £60 million. Prioritised lists of condition data are produced in the planned maintenance programme for annual capital bids. School condition is also prioritised and it is anticipated that this condition backlog will be incorporated in the Building Schools for the Future programme and the Primary Capital Programme.

For non-Education buildings, the planned programme includes general maintenance, and management of legionella and asbestos. The budget for these works in 2008/09 is £1.95m

Investment has enabled the planned to reactive maintenance ratio to be 74% planned and 26% reactive. The target is 80/20 in favour of planned works. This will be achieved by planned investment and disposal.

In 2008/09 there will be a programme of Condition Surveys for non-Education properties including the Civic Centre/Council House and the commencement of a rolling programme for Primary schools.

3. Generating capital receipts

The generation of capital receipts will support the capital programme. Alongside funding from the Single Capital Pot, this will provide the bulk of resources. Property Services continually identifies opportunities for the disposal of land and property and maintains a programme of sales covering a rolling five year period.

Directorate Property Boards are required to identify surplus assets and inform Property Services. This leads to an options appraisal to consider alternative uses for the land or property, financial and legal issues, development advice and market conditions. Only when all possible uses, including re-use by other directorates, have been explored is the property declared surplus to the Council's requirements through the Corporate Property Group and disposal pursued.

The generation of capital receipts has been registered as a corporate project. However, the current "credit crunch" is expected to have a significant impact on the availability of receipts in the next two years or so. It has, therefore, been agreed with Financial Services that the council will budget for nil capital receipts during 2009/10, with projections for the following year to be prepared to in line with that year's budget making process. Sales are anticipated but, for budgeting purposes these shall be treated as windfall receipts.

4. Managing Health & Safety

The Council is required to ensure that its buildings comply with Health & Safety legislation. This involves statutory testing in a number of areas, including electricity, legionella and asbestos. Working with the Safety Health and Wellbeing team (SHAW), Property Services has developed a building Log book to act as a quick reference document for responsible site managers, listing obligations and processes. All premises will have a nominated responsible site manager to maintain the log book. This system is being rolled out in 2008/09.

This process will be managed by a Corporate Log Book Group which will coordinate audits, changes and maintain the list of responsible site managers

The Council's Safety & Health Improvement Plan (SHIP) contains improvement requirements for building management, the principal recommendations are Fire Safety and building managers training. These requirements are to be completed by December 2008.

Property Services now operates a 24 hour emergency cover for building maintenance for all corporate properties and for schools, where requested.

5. Managing the impact of Climate change and energy usage

It is the Council's intention to reduce its consumption of fossil fuels to minimise the impact on climate change and the cost of purchasing energy. The energy supply market is very uncertain at present and significant increases in price have been experienced in 2008/09. The Council has maximised its buying power and driven out savings by procuring energy through a national framework administered by the Yorkshire Procurement organisation.

Electricity makes up 57% of energy costs, with gas and oil making up 36% and 7% respectively. In terms of total energy consumption (kWh) this is equivalent to 144,987,518 kWh of energy and 35,508 tonnes of carbon dioxide (CO₂) emissions. The target is to reduce CO₂ emissions from Council owned properties by a minimum of 15% over a five year period from April 2005, this is on target.

The Council has set an annual reduction target of 2.5% in energy consumption. To enable this, an energy action plan has been developed comprising.

- Provision of Display Energy Certificates for all buildings over 1000m²
- Rollout of Smart Metering for all Sub-100 kW electricity supplies
- Developing a carbon management programme and carrying out work in preparation for the implementation of the Carbon Reduction Commitment in 2010
- Investing £500,000 in 08/09 in Energy Conservation Measures
- Carry out a voltage optimisation equipment pilot study funded by the carbon trust
- Developing an building services sustainable design guide
- Developing a micro-generation strategy
- Developing a wind turbine installation at the Education Development Centre
- Procuring new energy contracts
- A staff awareness energy conservation programme, including responsible site managers
- Identifying climate change resilience measures
- Developing an energy action plan for the Councils 50 least energy efficient buildings
- Minimising water consumption

Energy management has been registered corporate project and is monitored accordingly.

6. Managing accessibility

Accessibility is required under The Disability Discrimination Act 1995.

Over the last 5 years, the Council has invested £900,000 in its non schools portfolio and has achieved full accessibility for people with disabilities in 95% of properties. It is anticipated that 100% of properties will be accessible by 2009, achieved via the improvement works programme.

7. Managing Facilities

A new integrated Facilities Management Service was introduced by Property Services in 2007/08. The service manages all aspects of office facilities, including the day to day Building Manager role that applies to the Civic Centre, Council House, Town Hall, Challenge Buildings and Darlaston Town hall.

Day to day facilities management for other premises will be coordinated by responsible site managers assisted in Health and Safety matters by the building Log Book

The transformation of Facilities Management has been registered as a corporate project and the first stage of the transformation will be the restructuring of the service by the end of 2008.

8. Equality

To support the Council's vision on equalities, key property initiatives will have Equality Impact assessments (EIA) undertaken in 2008/09. These include:

- ◆ The Corporate Asset Management plan
- ◆ Facilities Management
- ◆ Office accommodation review
- ◆ Modernised procurement

9. Property Performance

Links between property performance and service outputs will be established to identify and improve on the value added to service delivery by challenging existing property resource management.

National key performance indicators (KPI's) will guide investment and management strategies and appropriate local indicators will be developed to assist in best value analysis and delivering continuous improvement.

Performance measures will ensure that occupiers recognise the costs and opportunities of occupancy

Objective 4 :

To develop partnerships with other stakeholders and promote joined up service provision and better use of resources.

The Council is looking to build on a long tradition of partnership working which has, most recently for example, seen Social Care and NHS provide complementary services from shared accommodation and the development of a joint library/doctor's surgery facility in Brownhills and the same partners joining with New Deal in Blakenall.

Property services officers sit on the NHS Premises Board and NHS staff attend the Regeneration Property Boards to ensure that opportunities for joint procurement are exploited

Appendix 1 : The Property portfolio

1. Neighbourhood Services

Property by classification :

Classification of Use	No.
Cemeteries (Buildings Only)	8
Cemetery Lodges	6
Crematoria (Buildings Only)	1
Community Centres	3
Depots and Workshops	6
Farms - non operational	9
Health Centres	1
Healthy Living Centres	1
Shops managed by Estates	116
Industrial Units	5
Investment Property	1
Land Awaiting Development	2
Markets	5
Neighbourhood Resource Centres	3
New Technology Centre	1
Offices	38
Off Street Car Parks	69
Other Commercial Properties	3
Other Domestic Properties	3
Play Areas	9
Public Conveniences	13
Sports Grounds	1
Town Halls	3
Training Centres	1
Waste Disposal Facilities - Civic Amenity Sites	2
Waste Disposal Facilities - Transfer Station	1
Workshops	3
Allotment Sites	36
Community Centres	15
Community Rooms / Drop in Centres	3
Depots and Workshops	1
Function Halls	1
Golf Courses	1
Libraries	22
Lidos	3
Museums & Galleries	5
Other Domestic Properties	1
Off Street Car Parks	1
Parks	39
Parks Lodges	11
Play Areas	74
Sports Centres / Halls	3

Classification of Use	No.
Sports Grounds	5
Storage Facilities	3
Swimming Pools	3
Theatres	2
Schemes	1
Storage Facility	1
Total	557

(a) Property occupied by Leisure & Culture :

Type	No.
Parks, Nature Reserves, Commons, Playing Fields, etc.	38
Allotment Sites	36
Play Areas	74
Lido's	3
Miscellaneous Park Buildings (inc. lodges, pavilions, mess rooms, cafes, etc)	51
Golf Courses	1
Park Houses and Lodges	12
Changing Rooms and Toilet Blocks	14
Leisure Centres	4
Function Halls (within Leisure Centres)	2
Sports Grounds	4
Swimming Pools (some within Leisure Centres)	5
Art Gallery	1
Community Centres/Facilities	18
Public Libraries (1 within a Community Facility, 2 within School premises)	22
Museums	5
Theatre	1
Youth Clubs	10
College Premises and Annexes	2

(b) Non Operational portfolio

Category	No
Shop Income	155
Advert hoardings/mini adverts	20
Residential Ground Rents	111
Ind/Comm. Ground Rents	60
Workshops (Community mainly)	9
Easements	17
Wayleaves	36
Right of Way	67
Garage Plot Agreements	12
Farms	11
Grazing/Small Holding	34
Garden Land	10
Misc Recreation (Sports Clubs, Scouts etc)	28
Misc Community/.....	21
Car Parking Agreements	22
M.E.B. Substations	148
Gas Governors	18
Misc Interest (unclassified land and buildings)	24

(c) Office accommodation : key locations include:

Civic Centre	Freehold
Council House/Town Hall	Freehold
Challenge Buildings	Freehold
Darlaston Town Hall	Freehold
Willenhall Town Hall	Freehold
Tameway Tower	Leasehold
Townend House	Leasehold
Norwich Union House	Leasehold

(d) Other :

Following the Large Scale Voluntary Transfer of the Housing Stock to a newly created Registered Social Landlord in March 2003, the portfolio includes only a very limited number of residential units. These comprise flats let under business leases as part of commercial premises and certain caretakers properties held on service tenancy.

2. Children and Young People

2.1 There are currently 119 schools in Walsall and 1 Academy. These schools comprise :

Secondary	18
Primary	86
Nursery	8
Special	7

Of these, 84 occupy premises owned by the Council and in addition to these; the Council is responsible for major capital investment at 10 voluntary controlled and 8 foundation schools. The remaining 17 schools are voluntary aided and major capital investment at these is coordinated by Walsall in liaison with the diocesan and foundation bodies.

2.2 Secondary Schools

The condition and suitability of secondary school accommodation varies considerably: one occupies a new PFI building and a number of others have benefited from significant investment over the last few years. However, approximately a third of the schools are in need of replacement accommodation; in the case of one school, this has been commenced on a phased basis.

2.3 Primary Schools

The condition and suitability of the primary school estate is similarly variable. One school moved into a new building this year and major improvements have been made at a number of schools. The replacement of the remaining mobile classrooms has been identified as a continuing priority. Over the last three years the Council has made additional resources available to improve the condition of school buildings and make greater progress in addressing the backlog of condition works; investment has focused on the primary sector.

Reorganisations over the last few years have contributed significantly to the rationalisation of the property portfolio resulting in a number of sites being declared surplus to requirements; resources generated through their subsequent disposal will support further investment in the property portfolio.

The landscape of primary school provision will be closely examined when the Primary Capital Programme plan is produced in spring 2008. This major programme commences in 2009 and over some 15 years approximately half of the schools will be significantly remodelled/refurbished/extended, with replacement accommodation for the very worst.

2.4 Nursery Schools

Two of the nursery schools occupy new buildings.

2.5 Special Schools

The implementation of the outcomes of the review of Special Educational Needs provision is continuing. In September 2008, schools catering for pupils with profound and multiple needs will be reorganised to cater for either primary (2 schools) or secondary pupils (1 school). A new school building for the secondary-aged pupils will open in the autumn term 2008; co-located with a primary and secondary school, this learning campus will also benefit from the development of a Children's Centre on site.

Provision for pupils with social, emotional and behavioural difficulties has been reorganised: the age-all school closed in December 2007 and replacement schools for pupils of primary-age and secondary-age opened in January 2008.

Both of these developments will contribute to a rationalisation of the property portfolio.

2.6 Children's Centres

The continued development of Children's Centres is adding significantly to the local provision of services for children and their families. Children's Centres play a central role in improving outcomes for all children, and in reducing the inequalities in outcomes between the most disadvantaged children and the rest. Services provided include childcare, family support services, health, training and Job Centre Plus. The vast majority of Children's Centres are located on school sites, thereby offering easy access for families; some developments have utilised previously underused accommodation in school buildings.

Property occupied by Children & Young People

Classification of Use	No.
Assets under Construction	1
Children's Centres	15
Community Centres	1
Family Centres	2
Foundation Infants Schools	1
Foundation Junior Schools	1
Foundation Primary Schools	2
Foundation Secondary Schools	4
Community Infants Schools	6
Community Junior Schools	7
Community Primary Schools	47
Community Secondary Schools	9
Nurseries - Other	1
Nurseries - Social Care	6
Nursery Schools - Education	8
Offices	5
Other Domestic Properties	2
Pupil Referral Units	3
School Houses - Foundation	11
School Houses - VA	8
School Houses - VC	4
School Houses - Community	52
Special Schools	7
Sports Grounds	8
Voluntary Aided Infants Schools	1
Voluntary Aided Junior Schools	1
Voluntary Aided Primary Schools	10
Voluntary Aided Secondary Schools	5
Voluntary Controlled Infants Schools	1
Voluntary Controlled Primary Schools	9
'Z' Properties	1
Residential Establishments – Children	6
Youth Clubs	10
Total	255

3. Social Care & Inclusion

Property occupied by Social Care & Inclusion

Classification of Use	No.
Day Care Centres - Elderly	3
Day Care Centres - Physically Disabled	1
Hostels	3
Offices	11
Other Domestic Properties	1
Residential Establishments - Elderly	9
Residential Establishments	1
Residential Establishments - People with learning difficulties	1
Residential Establishments - Physically Disabled	1
Residential Establishments - Rehabilitation Centre	1
Storage Facilities	1
Workshops	1

4. Regeneration & Performance

In 2007, the Council acquired a number of properties in pursuit of key regeneration objectives :

Goscote Regeneration : To promote the redevelopment of parts of Goscote under a partnership with WHG, the Council has embarked on a programme of acquiring former Right to buy houses.

Office Corridor : Grant funding of £2.3 million has been secured to acquire land and property in support of this key regeneration initiative.

Appendix 2 : Property Performance

NUMBER	PMI 1 A, B, C & D : CONDITION & REQUIRED MAINTENANCE (National Indicator)
OBJECTIVES	<ul style="list-style-type: none"> To measure the condition of the asset for its current use To measure changes in condition To measure the annual spend on required maintenance
NATIONAL INDICATOR: A	% Gross internal floor-space in condition categories A – D
B	Required maintenance by cost expressed: <ul style="list-style-type: none"> i) as total cost in priority levels 1 - 3 ii) as a % in priority levels 1 – 3 iii) overall cost per square metre GIA
C	Annual percentage change to total required maintenance figure over previous year
D	<ul style="list-style-type: none"> i) total spend on maintenance in previous financial year ii) total spend on maintenance per square metre GIA iii) Percentage split of total spend on maintenance between planned and responsive maintenance
LOCAL INDICATORS CONTRIBUTING AND IN SUPPORT OF NATIONAL INDICATOR	<ul style="list-style-type: none"> A 10% year on year reduction in the value of the maintenance backlog A 10% increase in the proportion of the total accounted for by lower priority work Compliance with Asbestos @ Work Regulations and Legionella COP A 2.5% year on year reduction in the contracting cost of maintenance and construction works % of properties that have had condition surveys

NUMBER	PMI 2 A, B & C : ENVIRONMENTAL PROPERTY ISSUES (National Indicator)
OBJECTIVE	To encourage efficient use of assets over time and year on year improvements in energy efficiency
NATIONAL INDICATORS	
A	ENERGY COSTS/CONSUMPTION (gas, electricity, oil, solid fuel) - to be reported by property category in £ spend per m ² GIA and by kwh per m ² GIA
B	WATER COSTS/CONSUMPTION - to be reported by CIPFA property category in £ spend per m ² GIA and by volume m ³ per m ² GIA
C	CO ₂ EMISSIONS - in tonnes of carbon dioxide per m ² GIA
LOCAL INDICATORS CONTRIBUTING AND IN SUPPORT OF NATIONAL INDICATOR	A reduction in the overall energy consumption per square metre of the operational land and buildings of the authority

NUMBER		PMI 3 A, B and C – Suitability Surveys (Local Indicator)
OBJECTIVE		<ul style="list-style-type: none"> To encourage Local Authorities to carry out Suitability Surveys enabling them to identify how assets support and contribute to the effectiveness of frontline service delivery i.e. are they fit for purpose.
NATIONAL INDICATOR	A	% of Portfolio by GIA sq.m., for which a Suitability Survey has been undertaken over the last 5 years.
	B	Number of properties, for which a Suitability Survey has been undertaken over the last 5 years.
	C	i) % of properties graded as good or satisfactory ii) % of properties for which grading has improved since the last suitability survey was carried out at the property.
LOCAL INDICATORS CONTRIBUTING AND IN SUPPORT OF NATIONAL INDICATOR		<ul style="list-style-type: none"> % of properties in portfolio that have had suitability sufficiency surveys within the last 5 years

NUMBER	PMI 4 A, B, C & D : BUILDING ACCESSIBILITY SURVEYS (National Indicator)
OBJECTIVE	To monitor progress in providing access to buildings for people with disabilities.
NATIONAL INDICATORS	
A	% of portfolio by GIA sq.m for which an Access Audit has been undertaken by a competent person
B	Number of properties for which an Access Audit has been undertaken by a competent person
C	% of portfolio by GIA sq.m for which there is an Accessibility Plan in place
D	Number of properties for which there is an Accessibility Plan in place
LOCAL INDICATORS CONTRIBUTING AND IN SUPPORT OF NATIONAL INDICATOR	<ul style="list-style-type: none"> ♦ % of properties where an action plan is in place to improve accessibility ♦ % of buildings where DDA works have been completed to 'reasonable' compliance