

Cabinet – 5 February 2014

Corporate Asset Management Plan 2014-19

Portfolio: Councillor A Andrew - Regeneration and Transport

Related portfolios: Councillor Towe - Resources

Service: Property Services

Wards: All

Key decision: Yes

Forward plan: Yes

1. Summary

- 1.1 The Corporate Asset Management Plan (C-AMP) 2014-2019 will set out how we intend to use our property portfolio to serve and benefit the residents of Walsall.
- 1.2 The Council is facing significant budget pressures of £104m over the 2014/15 to 2018/19 period and has to look at a variety of options to reduce its revenue and capital obligations and spend in these areas. The property portfolio has a key role in helping to deliver savings through building efficiencies as well as procuring new facilities and disposing of old ones.
- 1.3 Property Services are focussed on the maintenance and improvement of a core portfolio that delivers modernised services to customers; efficient use of assets / value for money and a one council / partnership approach. We have four priorities which are aligned to the Council's vision and values and its objectives and priorities as set out in the Corporate Plan 2013/14 – 14/15:
 - To help customers by enabling service delivery from property assets that are appropriate, efficient and fit for purpose
 - To increase building utilisation by providing facilities that support the implementation of the business change activity "The Way We Work"
 - To provide absolute clarity for property decision making and governance
 - To achieve the savings required from property budgets to meet the medium term financial plan
- 1.4 This report provides an overview of the progress made with corporate asset management since Cabinet adopted the C-AMP 2012-17, and a summary of the key projects and issues currently being addressed.

- 1.5 In particular, the report confirms arrangements for the governance for strategic asset management within the authority and updates members on key projects such as Smarter Workplaces, Regeneration initiatives and the development of individual Directorate Asset Management Plans.
- 1.6 The adoption of the C-AMP is a key decision because it is significant in terms of its direct effects on communities in an area comprising two or more wards in the Borough.

2. Recommendations

- 2.1 That Cabinet endorse the governance arrangements, strategies and processes contained within the Corporate Asset Management Plan 2014-2019.

3. Report detail

- 3.1 The Corporate Asset Management Plan (C-AMP) is the Council's Property Strategy document and is central to the delivery of the Corporate Property Vision, being:

To ensure that the Authority's property assets make the most effective contribution to the Regeneration of the Borough 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

- 3.2 The C-AMP 2014-2019 is the latest in a series of plans which commenced with the introduction of the Government's Single Capital Pot Initiative in 1999 and, whilst the obligation to produce annual asset management plans has now gone, the Council continues to recognise the increasing benefits of the corporate approach to property, particularly in the light of current budgetary pressures, and has made a commitment to continue the development of the process.
- 3.3 Property ownership and occupation is not, and should not be, the first priority of the Council. However, property is one of the key corporately owned resources and the provision of high quality facilities will help support the delivery of the Corporate Priorities and the Council's services.
- 3.4 The strategy identified in this document describes how the Council's property management policy will be delivered and how it shall reflect changing patterns of service delivery, which themselves are under constant review. As property is a relatively illiquid resource that cannot be modified or traded instantaneously, strategic asset management requires long term planning; hence the 5 year timeframe covered by this Plan.

- 3.5 Previous C-AMPs have been 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. The new C-AMP comprises three elements:

Asset Management Plan Handbook

This will be a framework document intended to serve for the full five years of the plan. It will incorporate:

- A. Vision for Asset Management and links to Council objectives
- B. Governance arrangements
- C. Performance management framework
- D. Property Review Programme
- E. Acquisitions and Disposals
- F. Operational matters:
 - a. Property Services operating model
 - b. Moves management
 - c. Building and Building Services Statutory Tests and Inspections

Review of Progress 2013/14

This element will be updated annually and will be reported to the Asset Strategy Group (ASG). It will capture changes to the portfolio that have been implemented and record the delivery of efficiencies.

Asset Management Action Plan 2014/15 – 2019/20

This element will be the working document by which progress is monitored. It will record high level progress on individual projects on a traffic light basis. It will be maintained by Asset Management and reported to Corporate Asset Review Group (CARG) on a regular (at least quarterly) basis. It will be CARG's responsibility to take action to resolve issues or obstacles impeding project progress, making recommendations to ASG as necessary.

4. Council priorities

- 4.1 The management of the Council's property assets has the potential to impact on all four of the priorities set out in the Sustainable Community Strategy "the Walsall Plan". Assets should provide support for service delivery and utilisation of buildings should be aligned to service need. The relationship between Property Services priorities, delivered through the C-AMP, and Council priorities is shown in Figure 2 on page 4 of the C-AMP.
- 4.2 Positive contributions can be made by the release of inefficient or poorly located assets and by investment in more suitable facilities for the future. Responsibility for property and asset management sits with the Portfolio holder for Regeneration. A relationship with the Resources portfolio arises

from the need for capital investment in maintaining and developing the asset base.

5. Risk management

- 5.1 The governance structure outlined in the C-AMP, with Directorates interacting with the Corporate Asset Review Group and Asset Strategy Group, promotes strategic property thinking, and ownership by Members and senior officers provides valuable evidence of the efficient use of resources.
- 5.2 Within the defined structure, individual projects and initiatives have their own delivery plans, which are managed and monitored by project groups.
- 5.3 The continued approach of a rolling 5-year strategic plan minimises 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.

6. Financial implications

- 6.1 By developing a property strategy that reflects current and future patterns of service delivery, the Council is ensuring that scarce financial resources are targeted to maximum effect and for the maximum benefit of the citizen. In this way, decisions to invest or disinvest in locations are directly linked to service models and it can be demonstrated that opportunities to share accommodation across services, or with other public and private partners, have been explored.

7. Legal implications

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

8. Property implications

- 8.1 The C-AMP sets the strategy within which all decisions relating to the property portfolio are made.

9. Health and wellbeing implications

- 9.1 The adoption of the C-AMP has no direct impact on health and well being, however the corporate priorities reflect the key objectives of the Marmot review and the implementation of the Council's Health and Wellbeing Strategy can be supported by a co-ordinated and planned provision of property assets to enable the delivery of appropriate services in locations that meet identified needs. The current proposals outlined in the Active Living strategy to replace two of the leisure centres is a clear example of this approach.

10. Staffing implications

- 10.1 Responsibility for the delivery of the strategy sits with the Asset Management team within Property Services. Across the wider Council, senior officers in all services are called upon to support the process. This support takes the form of attendance at Directorate Capital and Asset Groups and Working/Project Groups, assistance with the preparation of Directorate Asset Management Plans and general compliance with the policies and processes when considering property related matters.

11. Equality implications

- 11.1 Equality issues are given due regard at both the options appraisal and detailed design stages for projects.
- 11.2 An EqIA for the C-AMP 2014-2019 has been prepared and is attached to this report.

12. Consultation

- 12.1 At its meeting in November the Regeneration Scrutiny and Performance Panel was consulted on the governance arrangements for property asset management, the proposed form of the C-AMP and was provided with an overview of progress made since Cabinet adopted the C-AMP 2012-17 and of the key projects and issues currently being addressed.

Background papers

None

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Simon Neilson
Executive Director Regeneration
17 January 2014



Councillor A Andrew
Portfolio holder Regeneration and Transport
27 January 2014



Corporate Asset Management Plan 2014 - 19



Walsall Council

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Introduction

The Corporate Asset Management Plan (C-AMP) 2014-2019 sets out how the Council intends to use its property portfolio to serve and benefit the residents of Walsall. It is the latest in a series of plans which commenced with the introduction of the Government's Single Capital Pot Initiative in 1999. The Council continues to recognise the increasing benefits of the corporate approach to property, particularly in the light of current budgetary pressures, and has made a commitment to continue the development of the process with Regeneration Directorate now having overall "Corporate Landlord" responsibilities.

Property ownership and occupation is not, and should not be, the first priority of the Council. However, property is one of the key corporately owned resources and the provision of high quality facilities will help support the delivery of the Corporate Priorities and the Council's services.

The strategy identified in this document describes how the Council's property management policy will be delivered and how it shall reflect changing patterns of service delivery, which themselves are under constant review. As property is a relatively illiquid resource that cannot be modified or traded instantaneously, strategic asset management requires long term planning; hence the 5 year timeframe covered by this Plan.

It provides an overview of the progress made with corporate asset management since Cabinet adopted the C-AMP 2012-17, and a summary of the key projects and issues currently being addressed.

It brings transparency to the Council's decision making process by: confirming arrangements for the governance of strategic asset management within the authority; setting out protocols for the acquisition and disposal of land and buildings and by providing information about key projects such as Smarter Workplaces, Regeneration initiatives and the development of individual Directorate Asset Management Plans.

The document is in three parts:

Asset Management Plan Handbook

This is a framework document intended to serve for the full five years of the plan. It incorporates:

- A. Vision for Asset Management and links to Council objectives
- B. Governance arrangements
- C. Performance management framework
- D. Property Review Programme
- E. Acquisitions and Disposals
- F. Operational matters:
 - a. Property Services operating model

- b. Moves management
- c. Building and Building Services Statutory Tests and Inspections

Review of Progress 2013/14

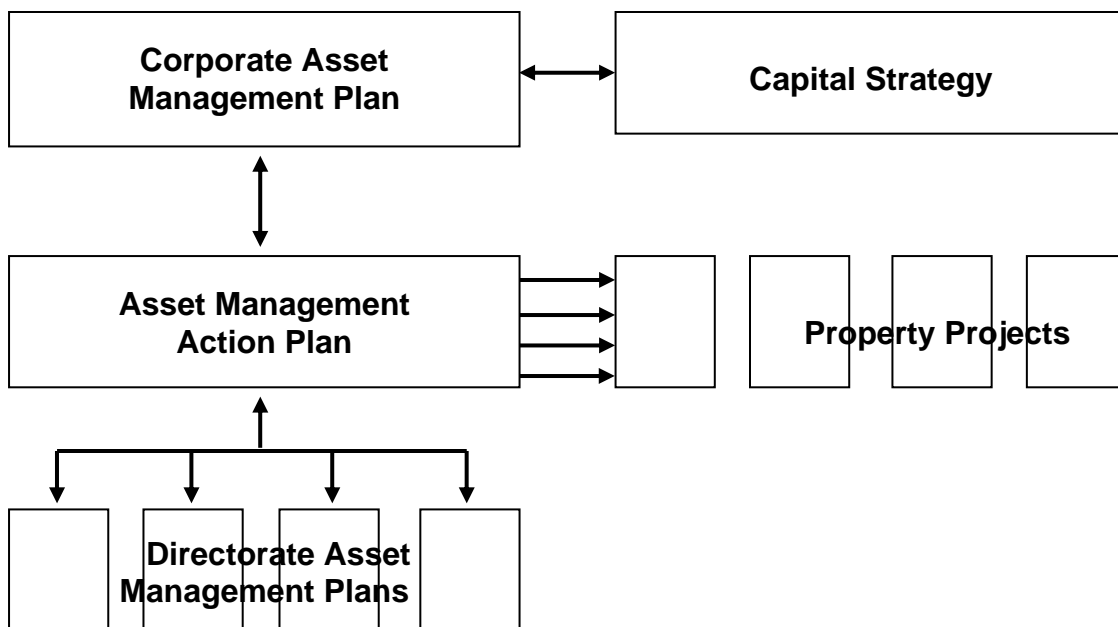
This element will be updated annually and reported to the Asset Strategy Group (ASG). It captures changes to the portfolio that have been implemented and records the delivery of efficiencies.

Asset Management Action Plan 2014/15 – 2019/20

This element is the working document by which we plan operationally and how progress is monitored. It will record high level progress on individual capital projects on a traffic light basis and capture emerging proposals and initiatives. It will be maintained by Asset Management and reported to Asset Review Group (ARG) on a regular (at least quarterly) basis. It will be ARG’s responsibility to take action to resolve issues or obstacles impeding plan progress, making recommendations to ASG as necessary.

This asset management planning framework (Figure 1 below) is in accordance with professional bodies published guidelines for Local Authority property asset management:

Figure 1 : Asset Management Planning Framework



Modified from RICS Public Sector Asset Management Guidelines

PART 1 ASSET MANAGEMENT HANDBOOK

A) Vision for Asset Management and links to Council objectives

Property Services are focussed on the maintenance and improvement of a core portfolio that delivers modernised services to customers; efficient use of assets; value for money and a one council / partnership approach.

The C-AMP is the Council's Property Strategy document and is central to the delivery of the Corporate Property Vision, being:

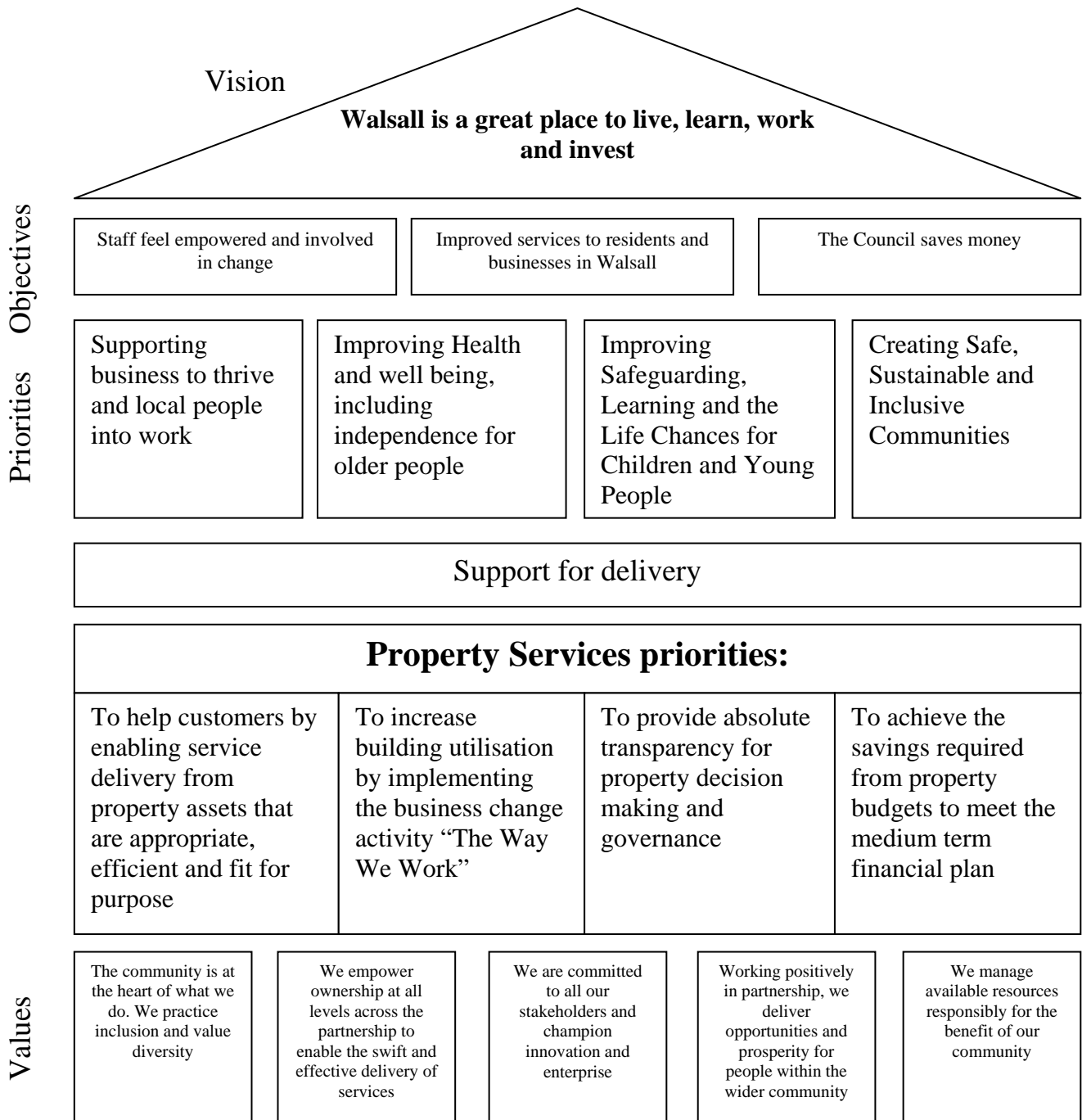
To ensure that the Authority's property assets make the most effective contribution to the Regeneration of the Borough and the provision of high quality, value for money accommodation to facilitate the delivery of effective, responsive and improving public services to the people of Walsall and at the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

We have four priorities: which are aligned to the Council's vision and values and its objectives and priorities as set out in the Corporate Plan 2013/14 – 14/15:

- To help customers by enabling service delivery from property assets that are appropriate, efficient and fit for purpose
- To increase building utilisation by providing facilities that support the implementation of the business change activity "The Way We Work"
- To provide absolute clarity for property decision making and governance
- To achieve the savings required from property budgets to meet the medium term financial plan

The alignment between these priorities and the Council's vision and values and its objectives and priorities as set out in the Corporate Plan 2013/14 – 14/15 is shown below:

Figure 2 : Priorities for property asset management



The principle of good strategic asset management is that the need to hold and occupy property should be dictated by agreed patterns of need for service delivery. For this reason, the requirements for the portfolio are constantly changing; hence the need to undertake frequent reviews of the approach. The relationship between asset management and service delivery is illustrated below:

Figure 3 : Links between asset management and service delivery



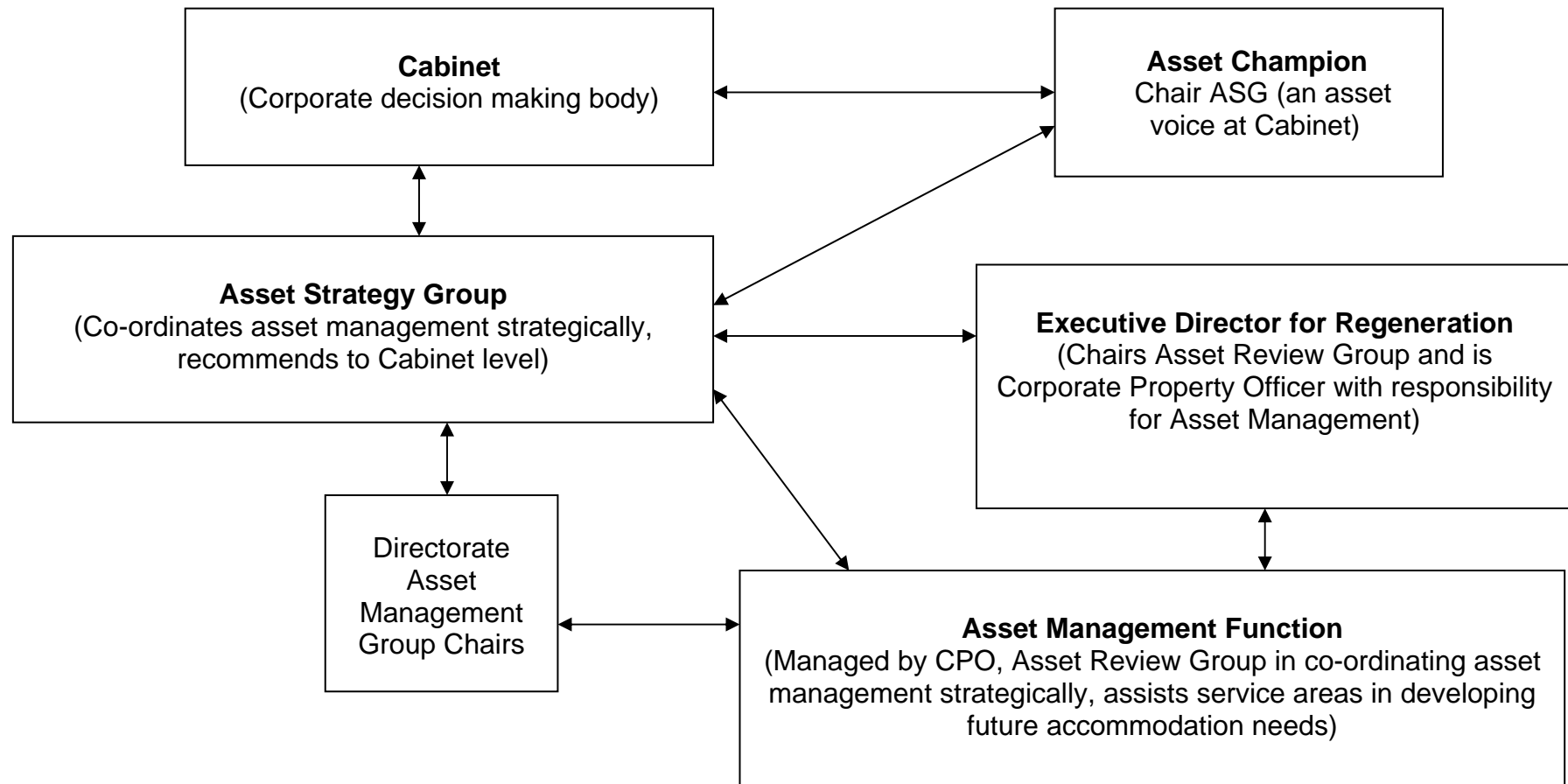
B) Governance arrangements

Good governance enables the successful implementation of the Council's Capital Strategy, Corporate Asset Management Plan and other relevant corporate strategies and plans.

A decision making framework has been adopted to ensure that there are accurate audit trails of decisions in place for future reference and that these are particularly related to the Scheme of Delegations and Cabinet decisions. Where there is no constitutional basis for decision making (including Asset Strategy Group) recommendations and actions will accurately reflect this.

The inter-relationships/lines of communication between the corporate roles are shown below:

Figure 4 : Corporate Roles for asset management



Modified from RICS Public Sector Asset Management Guidelines

Overview – Asset Strategy Group

Purpose

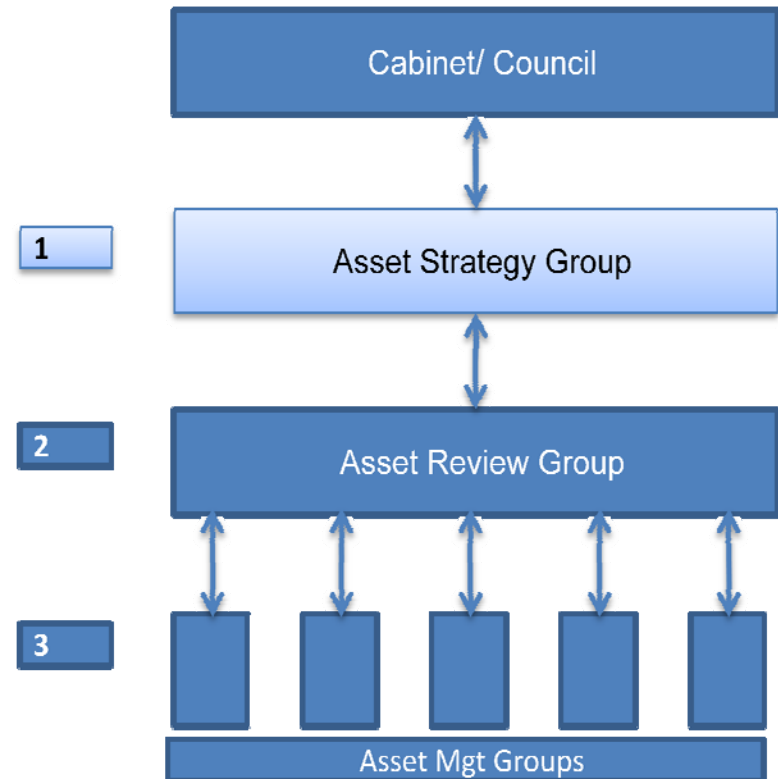
- To lead the development of the Council's Capital Strategy and Capital Programme
- To consider opportunities/challenges both planned and unforeseen and provide direction consistent with agreed policies and available resources
- To oversee the capital programme and significant capital projects ensuring delivery of their agreed objectives
- To monitor the disposal of surplus assets relative to agreed capital receipts targets, corporate priorities and objectives in line with agreed policies
- To set criteria for prioritising future capital commitments and expenditure (including future capital acquisitions)

Membership

Deputy Leader and Portfolio Holder Regeneration and Transport (Chair)
Leader of the Council
Portfolio Holder Resources
Executive Director – Regeneration (Corporate Property Officer)
Chief Finance Officer
Head of Property Services
Asset Manager (Property Services)

Deputies for officers may attend and in addition others representing specific agenda items as requested by the Group

Frequency of meetings: Monthly



Overview – Asset Review Group

Purpose

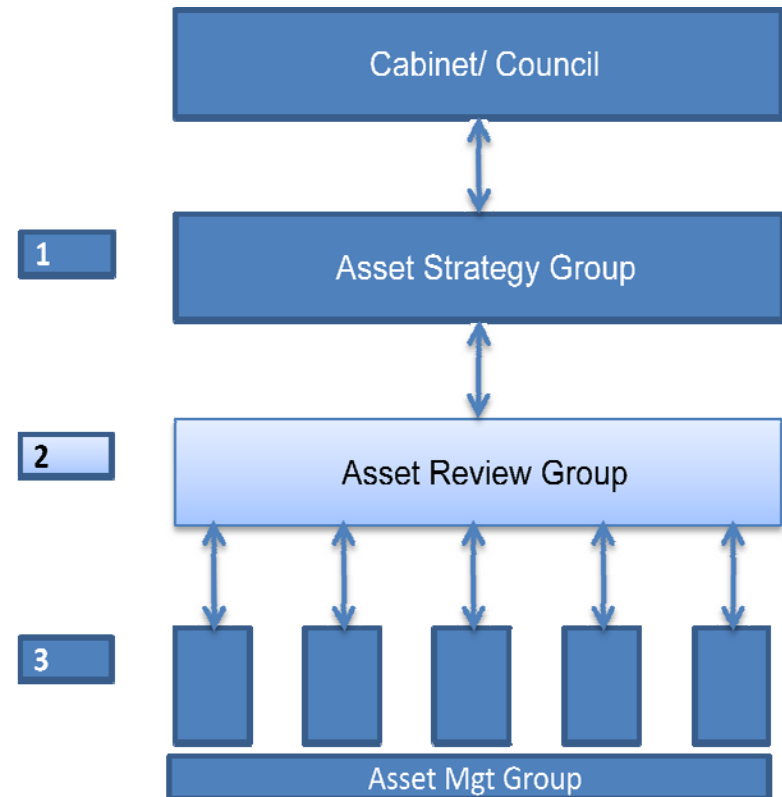
- To advise Cabinet/Council on asset management and present the Corporate Asset Management Plan (C-AMP) for approval
- To review Directorate Asset Management Plans (D-AMPS) and to integrate into the C-AMP
- To monitor the implementation of the C-AMP
- Prepare for ASG the draft Capital Strategy and Capital Programme
- To ensure appropriate accountability for and management of the Council's capital programme including significant projects
- To oversee strategic planning and management of capital assets including the contribution to the achievement of agreed Council priorities
- To ensure that corporate asset management develops solutions which maximise use and minimise cost through joint working/shared occupation
- To identify opportunities/challenges both planned and unforeseen and present to Asset Strategy Group for the consideration and direction
- To identify surplus assets and consider options for their future use or disposal for presentation to Asset Strategy Group
- To monitor performance and outcomes from the use of corporate assets

Membership

Executive Director – Regeneration (Chair)
Directorate asset management leads
Head of Property Services
Head of Finance
Finance Planning Manager
Asset Manager (Property Services)

Deputies may attend and in addition others representing specific agenda items as requested by the Group

Frequency of meetings: Monthly



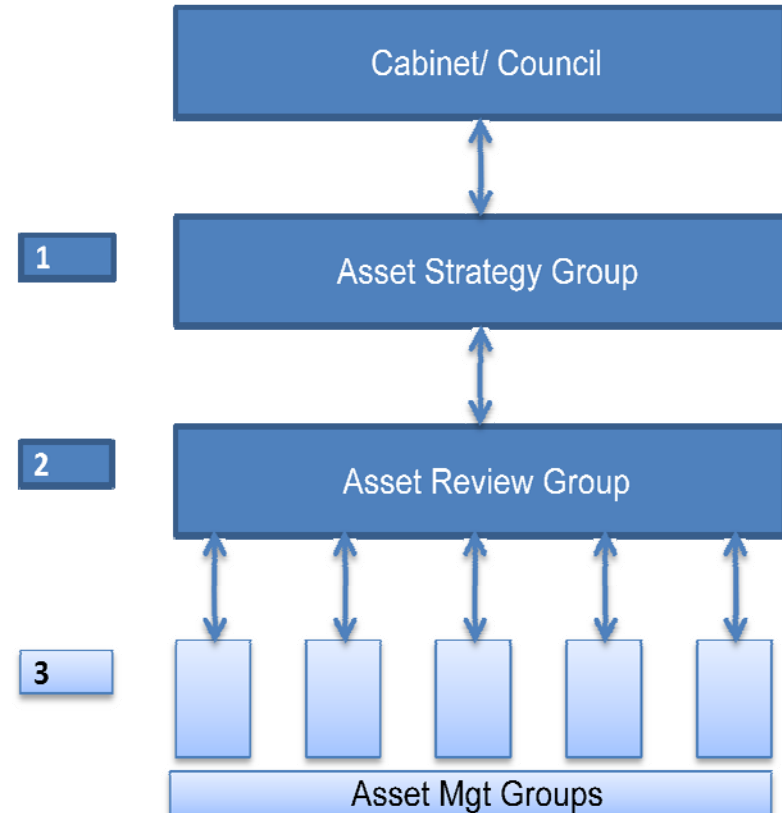
Overview – Directorate Asset Management

Purpose

- Review performance of assets, and projects, and report on areas of improvement that may be required
- Identify and consider future property and asset requirements to deliver agreed Directorate outcomes
- Develop the relevant D-AMP and present to ARG in line with corporate timetable
- To monitor the implementation of the D-AMP and report to ARG on progress
- Identify and develop capital bids and submit to ARG
- Together with other AMG and ARG colleagues prepare and present integrated options and recommendations to ARG that optimise capital asset use and minimise cost
- To explicitly link Directorate Management with Corporate Asset Management and to ensure consistency and clarity on property and capital asset matters
- To provide clear leadership for Corporate Asset Management within the Directorate

The arrangements for Directorate Asset Management are to be agreed with the Executive Director for each area

Property Services Asset Management, Finance and other colleagues will support Directorates to ensure that the purpose and outcomes described above and in place with an ability to clearly record discussions and requirements coming from the Directorate



Asset Strategy Group – Terms of Reference

- To advise the Cabinet/Council on an appropriate Capital Strategy
- To recommend a Capital Programme for inclusion in the Council's Financial Plan for 2014/15 to 2018/19 and ensure appropriate accountability for its management
- To oversee significant capital/property programmes ensuring projects are managed within available resources
- To promote budget manager accountability for capital spending and resource generation, including delivery of the capital receipts programme
- To consider and agree surplus assets for disposal and the strategy to dispose
- To set criteria for prioritising future capital commitments (including future strategic acquisitions)
- To consider opportunities/challenges both planned and unforeseen and provide direction in the context of available resources and current capital performance
- To consider and promote alternative procurement/funding routes to minimise the financial burden on the Council
- To review on a periodic basis the effectiveness of council wide solutions and or procurement routes which have been implemented to satisfy that the use of council resources was maximised
- Approve corporate property policies and standards which safeguard the corporate interest and ensure that the Council's assets are occupied and managed efficiently and effectively
- Assess the impact of major corporate drivers on the Council's property portfolio and make appropriate recommendations for change to the portfolio
- Ensure that the C-AMP and related asset or portfolio plans are aligned with and support key corporate and Sustainable Community Strategy objectives
- Recommend the C-AMP for approval to the Cabinet.
- Set timetable for the delivery and regular review of the C-AMP and D-AMPs
- Ensure that co-location and shared service opportunities are explored and pursued in strategic asset planning activity
- Ensure that an appropriate level of Member involvement / consultation is present in the development of the C-AMP
- Ensure that sufficient resources, both human and financial, are made available to deliver and review the C-AMP and D-AMPs
- To provide a quarterly update to Cabinet/CMT

Asset Review Group – Terms of Reference

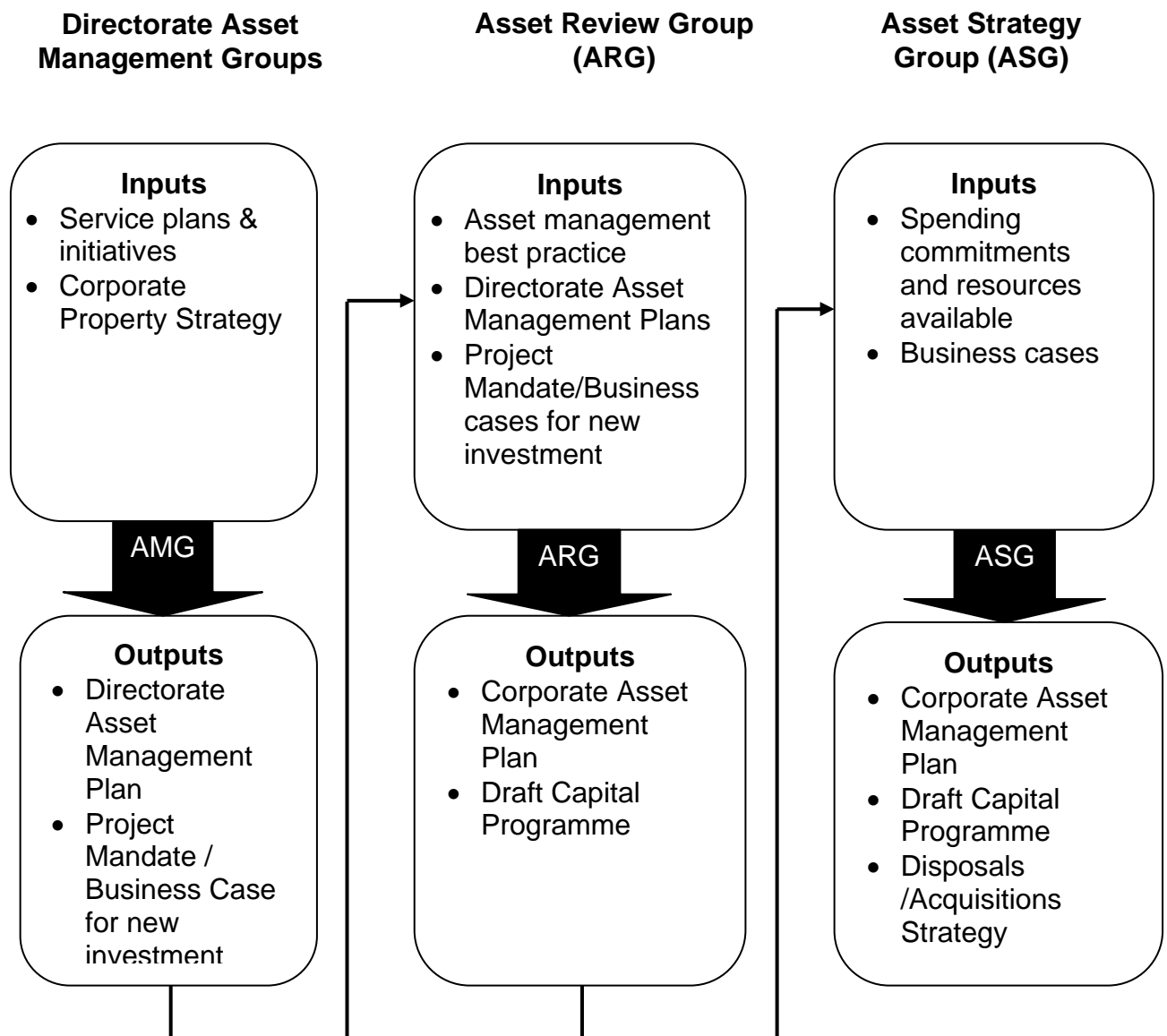
- To develop for consideration of ASG a Capital Programme
- To monitor the implementation of the C-AMP
- To review and sign off directorate asset management plans and champion link between service re-design and property
- To commission and receive intelligence to shape future capital planning (e.g. future approach to capital grants)
- To ensure effective monitoring and delivery of agreed capital projects/programmes
- To identify surplus assets for disposal and recommend a strategy to dispose to ASG
- To monitor compliance with financial/contractual approvals process
- To monitor budget manager accountability for capital spending and resource generation, including delivery of the capital receipts programme
- To receive business cases for future investment (against criteria set by ASG) and make recommendations accordingly (including future strategic acquisitions) to ASG.
- To identify opportunities/challenges both planned and unforeseen and present to ASG for consideration/direction

Directorate Asset Management Groups (if appropriate)

- Production and monitoring of a “live” D-AMP including associated action planning
- Reviewing implications of major programmes
- Overseeing key building projects, receiving and monitoring risk reports, ensuring that major barriers to progress are appropriately addressed
- To oversee capital expenditure, direct the prioritisation of capital bids, provide an audit that appropriate revenue funding is in place to ensure sustainability of projects
- To provide a link between the ARG and Directorate management teams with regard to all aspects of asset management planning
- To actively promote and communicate property issues within services
- To provide the Directorate’s response to corporate asset management issues
- To determine Directorate priorities, in conjunction with the Directorate management team, for asset management, investment and ongoing corporate expenditure

Directorate Asset Management Groups are no longer mandatory. Arrangements for Directorate Asset Management are to be agreed with the Executive Director for each area. Property Services Asset Management, Finance and other colleagues will support Directorates to ensure that the purpose and outcomes described above are in place with an ability to clearly record requirements coming from the Directorate.

Figure 5 : Governance feedback loops



C) Performance management framework

The Council is committed to the maintenance of a property portfolio that is appropriate, efficient and fit for the purpose required. Information is collated on both the portfolio (its size, condition and operating efficiency) and its management (cost and time comparators) but it is not readily accessible and the production of management information is time consuming.

In August 2012 the Council acquired the Chartered Institute of Public Finance and Accounting (CIPFA) asset management system which, when fully implemented, will provide a reliable, fully integrated system to support and sustain the efficiency and effectiveness of Walsall's Asset Management in the short, medium and long term. The system will allow officers access to a common, up to date database, and provide a universal and widely available network system delivering equal access to resources regardless of location. Use of the Council's BS7666 Local Land and Property Gazetteer (LLPG) will ensure correct Unique Property Reference Numbers and property address format are adhered to, and the integration of information relating to properties and parcels of land within the borough.

Implementation will facilitate the share and exchange of data between directorates, departments, sections, buildings / sites and enable the production of management reports at the appropriate levels and across all functional areas, including information on budgets and performance. Information drawn from the system will be used to inform business and service planning for operational change.

Implementation is being phased over a 5 year period. To date:

- The first part of the implementation process was completed in April 2013 when the Capital Accounting & Valuation Module went live. This module is used by the Council's accountants to fulfil the capital accounting requirements as laid out by CIPFA for tangible fixed assets.
- In December 2013 the Condition Survey Module came on line. At present this module holds condition survey data, for the primary, special and nursery school portfolios and for selected non-schools assets.
- Preparation work for the implementation of the Property Management Module is progressing. It will go live in April 2014 with the transfer of data used by the Estates team to manage non-operational property that is leased out. Population of data referring to other classes of asset will continue throughout 2014/15.
- Further phases will see the implementation of the Asbestos Management Module and Works Ordering & Help Desk Module, and the integration of the system with the Council's web based GIS systems.

In 2010, Cabinet approved the Council's Carbon Management plan which was developed over a 12 month period working with the Carbon Trust. It aims to reduce the Council's carbon emissions by 30% by 2020. The approach is to reduce assets, implement energy saving measures and explore new technology.

The overall building maintenance backlog is being reduced through the vacation of expensive to maintain properties such as Listed Buildings and by investment in core assets such as the Civic Centre. In April 2012 the estimated non-schools backlog was put at £6.7 million. A combination of building exits, disposals and on-going capital investment will reduce that figure to £5.7 million by 1 April 2014.

D) Property Review Programme

Over recent years a number of property related projects and programmes have reviewed the Council's property portfolio and made recommendations as to the future strategy for the portfolio. Improving services to customers remains a fundamental driver in considering the use of scarce resources in funding our use and management of properties and our workplaces. Unlocking wasted resources to invest in the future provision of frontline services is an essential element of the Council's financial planning and strategy.

In January 2013 Corporate Management Team (CMT) endorsed the progression of a programme of property related work including the planning and commencement of a number of activity areas. A presentation to Council Members in February proposed a vision of "better, cheaper buildings closer to our customers". To structure the programme into manageable elements three workstreams were endorsed by both CMT and Cabinet:

- Asset Management
- Operational Property
- Contracts and Partnerships

The successful delivery of the Property Review Programme is also dependent on the following business change outcomes:

- increased utilisation of our buildings
- implementation of agile working
- support for the introduction of new work practices
- increased integration of workplace management

The delivery of these outcomes will need dedicated and focussed support across the three workstreams. To provide structure for the achievement of these changes the Programme workstreams will also be informed by and respond to three drivers:

Work Readiness

Work readiness will support people to remove outdated work practices and make sense of new ways of working in order to respond to changing customer demand.

Workplace

Workplace provides a customer focused, aligned and integrated Facilities Management, ICT (+ data protection printing/copying, stationery, catering/vending/cafe etc) provision where workplace issues and problems are efficiently and effectively resolved in a proactive and responsive way.

Workforce

Workforce brings together the elements of people, health, well-being, learning, and HR guidance and policy and aligns them with the other 2 drivers of Work Readiness and Workplace.

We must increasingly consider work as an activity rather than as a physical location. For some colleagues they will be impossible to separate. For others the removal of the constraint of the physical location of the work activity presents new opportunities to better serve our customers with new ways of working and innovative use of technology.

Agility brings together people, property and technology to support new ways of working for the benefit of customers and colleagues and additionally means that we can achieve this at the same time as spending less money on our buildings in favour of frontline services.

This approach will directly challenge some of the culture, custom and practice that has developed within and around the Council as we move towards more desired behaviours and working practices.

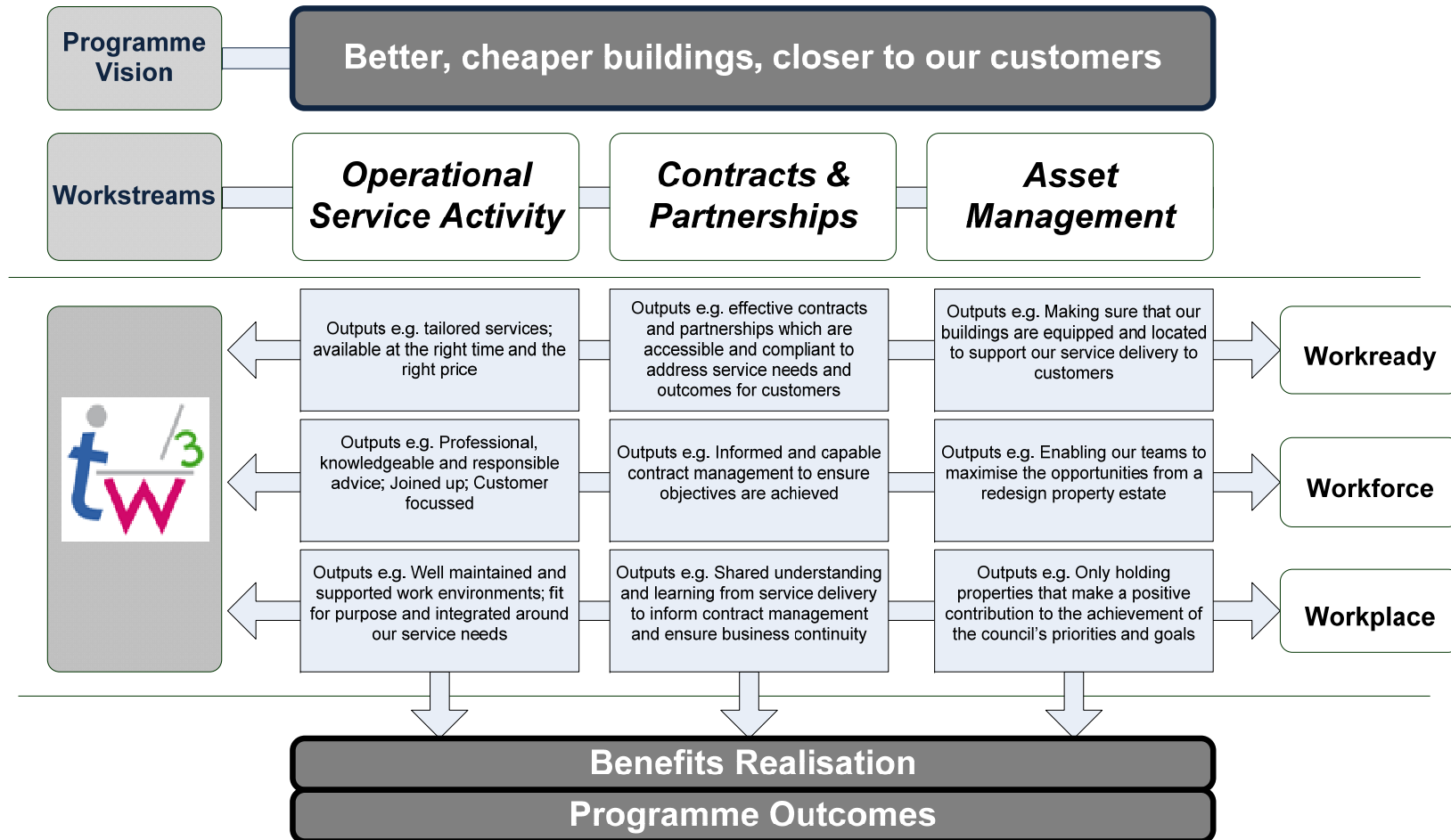
It is proposed that any lack of clarity about expectations, facilities and responsibilities, currently being experienced by some staff can be addressed by the introduction of guidance setting out “Workplace principles, facilities and responsibilities – using our workplace effectively”

This guidance is planned to support and advise upon:

- How to resolve workplace issues and problems
- Options for choosing where the work gets done
- Options for meeting, collaborating and quiet working
- Options for team storage
- Matters relating to the protection of information
- Facilities for making confidential phone calls
- Options for eating, drinking and taking breaks
- Options for touch down
- Facilities for the secure storage of personal belongings
- Facilities for copying, printing and shredding
- Facilities for disposing of general, recycling and confidential waste
- Facilities for accessing stationery
- Postal arrangements
- Facilities for way-finding and team location notices
- Health and Safety signposting
- Approaches for agile working

The diagram below shows the relationship between the workstreams and the change activity and indicates the model into which the programme benefits/ outputs will map.

Figure 6 : Programme Overview



The Property Review Programme has a significant role to play in delivering the Council's vision and priorities through transforming the way in which property, accommodation and support services come together to support customer outcomes.

Programme Workstreams:

Operational Property

The clarity of purpose and organisational design for the council's Property Service must improve to better meet the needs of internal and external customers. As part of this a change to the way in which leadership for property related matters will be addressed including establishing a more appropriate balance between strategic asset management; compliance; commissioning; and traded or transactional activity. It is intended that the organisational re-design for property will be completed by the end of the financial year.

Contracts & Partnerships Review

Work has already commenced with Property Service, Finance and Corporate Procurement team members collaborating to analyse by category; work type and supplier the range, volume and value of property related spend by the Council. This work continues and by the end of March a detailed workplan identifying the priority areas and associated resources to undertake these actions ready for consideration and approval by officers and Members.

Asset Management

The shape and design of the council's property estate needs to be aligned with the services provided to customers, and in many parts of the council these services themselves are subject to review either because of changing customer requirements or budgetary reasons.

A strategy must be developed which recognises the different elements which must be considered to deliver the overall objectives to transform the way in which the council both manages and uses its buildings, and at the same time continues to improve its service delivery to customers and also achieves financial objectives.

This requires a longer term view of the properties the council needs and how it will occupy and use such expensive resources (including the ways in which it can make them less expensive in the future).

Whilst developing a longer term strategy and moving to implementation is necessary, it is essential that other key work continues in parallel. Such notable pieces of work include:

- Use of Council House
- Town Centre Regeneration
- Rushall JMI/ EDC Site

The delivery of the financial targets and customer outcomes will need to be considered differently to previous. Over many years property rationalisation has taken place and whilst progress has been made, this has been isolated to asset type (e.g. offices as part of Smarter Workplaces) or tenure (i.e. Lease Release). Other Directorate specific rationalisation has also taken place.

We now need a fundamental review and re-design of the Walsall Council property estate is required with authority and governance appropriate to such a cross cutting corporate programme of activity. This work will be Property Services led and will reinforce the “Corporate Landlord” model.

Functional drivers of the shape of the future property estate include:

- Reducing the number of buildings we use
- Types of buildings in use
- Condition of buildings
- Age of buildings

Our approach to a property focussed programme will:

- Effectively address the needs of our customers.
- Ensure delivering services takes priority over occupying buildings.
- Enable service delivery which is more accessible to customers rather than convenient to ourselves.
- Represent the current and future needs of our customers and therefore challenge what we do, where and how we do it.
- Result in our time and money being spent on services not on buildings.
- Make sure that if we need to use buildings to deliver services to customers we should be closer, cheaper, and more joined up.
- Replace outdated ways of occupying and managing our properties and meet the current demands placed on the council.
- Address the financial imperative to deliver on our budget commitments.
- Achieve improved performance outcomes.
- Improve staff morale and motivation.

The context for the Strategic Property Review will incorporate and explicitly reference previous activity to ensure that an audit trail can be demonstrated with no duplication or gaps in activity, savings, and benefits. This previous activity includes:

- AM2010
- Lease Release
- Smarter Workplaces

Existing decision making groups (Member and Officer) will continue to operate with monitoring and reporting through these groups as well as any additional required or requested by Cabinet or CMT.

This will include a regular standing item for the monthly Capital Strategy Board to ensure political visibility and direction is achieved.

Financial benefits

Target savings must be derived from all areas of property related activity. This will include traded and transactional services where the council acts as provider as well as those arrangements where we procure works and services.

At the same time we must continue the work to review the need for buildings and their use such that work can begin in 13/14 and 14/15 to deliver savings for 15/16 and beyond.

Existing activity for achieving capital receipts and cost savings will continue and be integrated with the Property Review Programme to ensure no duplication and clarity of ownership.

Centralisation of budgets will also need to continue and whilst a mandate exists (as part of the Smarter Workplaces authority to ED Regeneration) together with support from Cabinet and CMT, a focussed effort to fully resolve this for identified budgets remains a dependency for capturing savings and realising true cost reduction.

Property and Finance colleagues are now working together to centralise identified budgets applying the following principles:

- Where there is a clear budget code (linked directly to the relevant activity) then this will be used as a starting point.
- Where there is not a clear code, then historic actual spend be used to calculate the budgets services should transfer.
- Savings offered up since spend will be taken into account.
- Accountants and managers should be consulted to identify areas that are grant or income funded, or may have other reasons to be excluded, or to identify the specific codes budget should be taken from.
- Managers and accountants will have the opportunity to discuss the transferring budget with the future budget holder to be clear on any transfers of responsibilities etc.
- Where budget is transferred, relevant costs for that period should also be transferred.
- If costs exceed the transferred budget, then discussions will take place with the relevant service area about either transferring more budget, or returning the surplus costs to the original service area.

Budgets (and associated activity) already being centralised for the Civic Centre and Council House are:

- Printing and copying (Service owner – Resources)
- Furniture (Service owner – Property Services)
- Stationery (Service owner – Regeneration Directorate Support)

E) Acquisitions and Disposals

Acquisitions

Introduction

In the context of annual budget reductions, the Council is coming under increasing pressure to rationalise its property portfolio to release under-performing assets and drive down costs. At the same time, there is a greater emphasis on delivering better services to our citizens in locations that best serve their needs.

Corporately, Officers and Members have, over the last year or so, invested a significant amount of time in considering the strategic approach to asset management, which has led to a review of the governance around the management of our assets and a programme of review under which the need to hold each property shall be challenged.

As a result of the above work, the Council is now in a far stronger position to demonstrate that it uses its existing assets in an efficient and effective manner and that we are working hard to ensure that we deliver excellent services from as few buildings as possible. However, it is recognised that, with the methods of service delivery constantly changing, there will be occasions when a new demand for space emerges and that that need cannot always be met from existing resources. It is, therefore, essential that the Council adopts an equally robust approach to its acquisition of property and the purpose of this document is to identify the policy that any proposal to acquire land or buildings should follow in order to ensure that it meets the objectives of the Corporate Asset Management Plan (C-AMP).

Council Objectives When Acquiring Property

There are many and varied reasons why the Council may consider acquiring property. These include:-

1. A demand for the delivery of a new or changing service that cannot be accommodated from within existing property resources.
2. A recognition that a building is no longer fit for purpose and that it would not be financially viable to make it so.
3. An opportunity to co-locate Council run services or to share accommodation with partner organisations to make their operation more efficient.
4. The acquisition of investment property to secure long term income.
5. To promote the economic, social or environmental well-being of the Borough through Regeneration activity

Definition of acquisition

In the context of this policy acquisition is defined as the taking of a legal interest in land and property, be it on a freehold, leasehold or license basis.

Statutory Powers for Acquisition

The Local Government Act 1972 (as amended) provides the Council with the power to undertake a range of statutory functions.

In addition, there are a number of Acts which offer specific powers under which land and property may be acquired. These include:-

1. Town and Country Planning Act 1990 ; these powers can be used where the Council considers that the acquisition will facilitate development, redevelopment or improvements to land.
2. Education Act 1996
3. Highways Act 1980 and the Road Traffic Regulations Act 1984
4. Countryside Act 1968

In each case the Council has to be satisfied that there is a clear justification for undertaking any acquisitions proposed and that the strict criteria of the Acts have been applied to the decision making process.

In the first instance, acquisition shall be by mutual agreement with the existing owner of the legal interest sought. However, for a number of reasons, such as an owner's unwillingness to dispose of their interest, or a disagreement over the value of the asset, it may be necessary for the Council to seek to exercise its powers of Compulsory Purchase. Again, there are several Acts which give the Council such powers but the statutory procedure for doing so is contained within the Acquisition of Land Act 1981, with the Land Compensation Act 1961 being the primary legislation governing the payment of compensation to the dispossessed owner.

Purchase Price

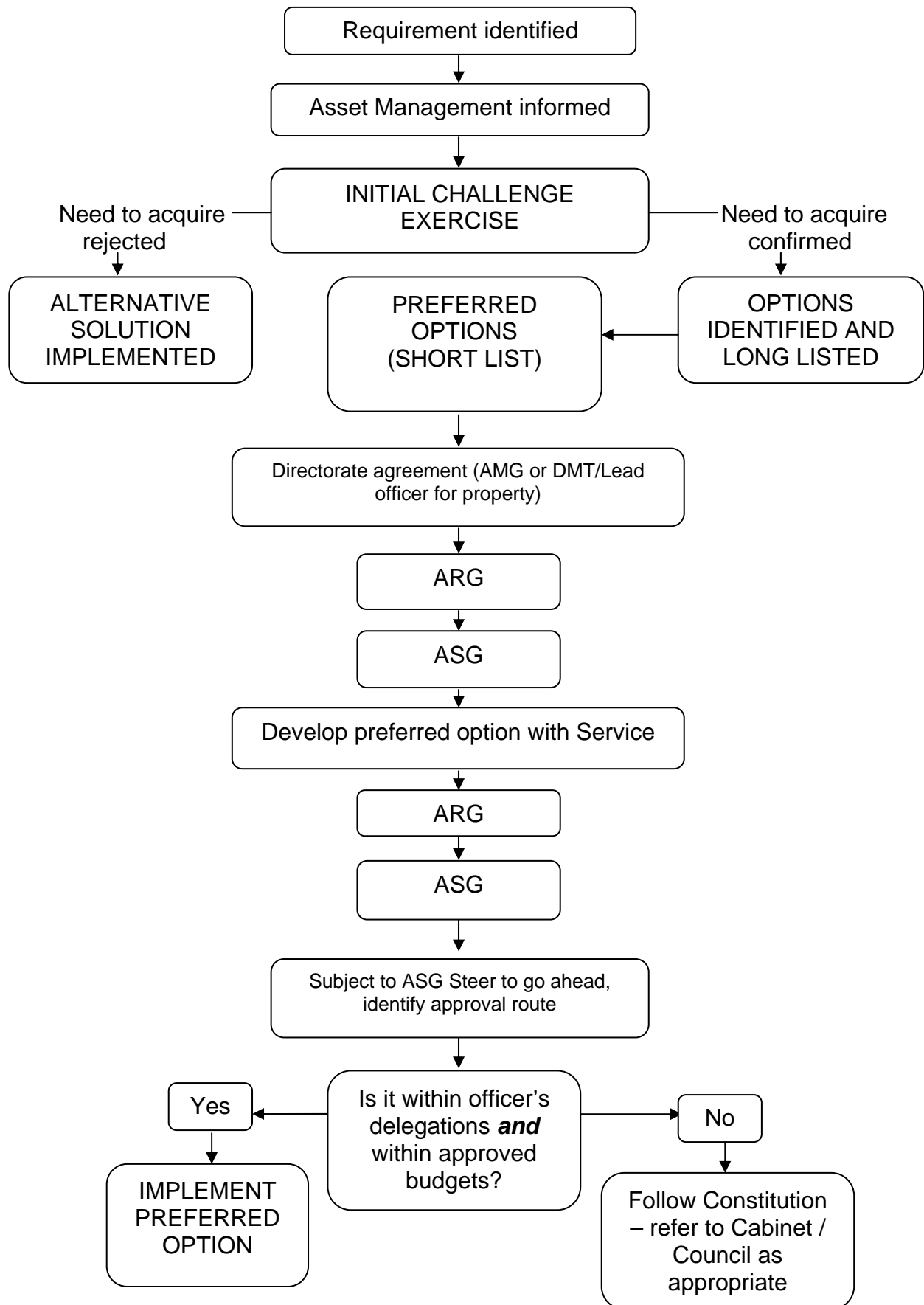
When acquiring property rights by agreement with the owner, the basis of valuation shall usually be Market Value, defined as "the estimated amount for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arm's- length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently, and without compulsion".

Where the Council exercises its powers of Compulsory Purchase, there are a number of Heads of Claim under which compensation may be payable that could lead to the final cost of acquisition being significantly higher than the Market Value of the interest itself. In all cases, whether acquisition is by agreement or the use of Compulsory Purchase powers, negotiations for the acquisition for interests in land must always be conducted and Certified by a suitably qualified officer, i.e. a Member of the Royal Institution of Chartered Surveyors, be they Council staff or external consultants.

Governance

The flowchart below shows the process that supports this Acquisitions Strategy:

Figure 7 : Acquisition Process



In most cases, the demand for the acquisition of additional accommodation will be identified through the newly refreshed corporate governance structure for strategic asset management, under which services are required to demonstrate clear objectives for holding and utilising property in line with the annual plans for service delivery.

It is recognised that on occasions in-year pressures or opportunities can emerge but, regardless of the origin, where circumstances change and the possibility is identified that a service needs to review its requirements for space a detailed, but proportionate, Options Appraisal shall be undertaken by the Asset Management team, in conjunction with the relevant officers from the service in question.

Once the nature of the changed demand has been established, a specification shall be produced covering such matters as sufficiency, location, interdependencies, accessibility, parking. This specification will, in the first instance, inform a review of the Council's existing portfolio to identify whether any assets offer a suitable location. However, prior ownership will not be the over-riding principle as it may be that the acquisition of private property, or even the construction of new, purpose-built accommodation would offer the best Whole-life solution. This approach may, in turn, lead to the identification of existing assets for disposal, releasing capital and revenue savings to off-set the cost of the change.

At this point, Asset Management shall report to the Asset Strategy Group to advise of the need to consider acquiring premise and to seek a mandate to open discussions with owners of potentially suitable premise.

When Asset Management and the relevant managers from the service are satisfied that the demand for accommodation cannot be met from the existing asset base, officers from Asset Management shall carry out a search of the private sector property market and, working with service managers, identify properties that meet, or substantially meet, the agreed criteria.

At this point a detailed Business Case will be prepared that clearly identifies the justification for the acquisition of the preferred option, both in terms of service delivery and capital and revenue considerations. This Case will then be agreed at the relevant Asset Review Group before being presented to the Capital Asset Review Group and, if supported, the Asset Strategy Group.

Depending on the agreed market value of the property to be acquired, the proposed purchase may need to be reported to Cabinet .

Disposal of assets (including disposals to named parties)

The over-riding obligation on Councils when disposing of property assets is to achieve Best Consideration, as provided by S.123 Local Government Act 1972 (as amended) i.e. to obtain the best price reasonably available. This obligation is generally satisfied by exposing sales to the open market, either through Formal or Informal Tendering exercises or auction, after a suitable period of advertisement. By taking this route the council can demonstrate that it has given any potentially interested party the opportunity to bid. Whilst one can never be absolutely certain that adverts etc have reached everyone in "the market" a well planned marketing campaign can give a Council comfort that it has taken reasonable steps to attract all likely bids and thus satisfy itself that the

highest bid fulfils the Best Consideration criteria, assuming it reaches the Council's estimate of value, of course.

There are circumstances where a Council may feel justified in excluding the wider market by transacting with a named party, but these are very limited and can be divided into two broad categories:-

1. Where working with a private landowner creates a site that couldn't be developed in isolation. Say, for example, the Council owned a piece of land that has no direct vehicular access to the highway and is only capable of being used for grazing, accessed off a narrow track. In this case we may conclude we would be justified in selling our land direct to the owner of adjoining land that can provide the required vehicular access as we would then achieve a development value for our site (less whatever the value of the ransom is agreed at), compared to a grazing land value with it.

This approach should be caveated further by saying that simply owning adjoining land that could add value to our site isn't necessarily sufficient as it would depend on whether other owners might be able to enhance our value also. If, in the circumstances described above, the required vehicular access could be provided from more than one private parcel in separate ownership 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. For example, the Council concluded it was appropriate to dispose of its land at Littleton Street for the new Walsall College in the mid/late 2000s as there was an identified need for such a facility, Littleton Street offered the only suitably sized site in a central location and the availability of funds from Tesco meant that Littleton Street offered a unique opportunity.

It should be emphasised that it would need to be a truly unique opportunity in order to sell direct to a named party, that is, we shouldn't engage direct with a party to, say, deliver an industrial site as there are any number of developers that could deliver such a use and which could, therefore, potentially challenge a decision to transact with one company to the exclusion of all others.

The threat of challenge from parties is a real one, the most prominent recent example coming probably from the Audit Commission's October 2010 report into the way in which Uttoxeter Town Council sold a piece of land to a developer. The findings are summarised at Appendix A to this document.

In summary, there are 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.

F) Operational matters

Property Services' Operating Model

Property Services like many other Council Services faces significant budget challenges over the next few years and the current structure of the service needs to facilitate an efficient and effective response to this. There will continue to be a significant reduction in budgets, council assets and reduced building investment programmes, with the added pressures of management changes in the schools estate.

The operating model for Property Services will support the council in developing and implementing the adopted C-AMP. However there will be a reduction in posts to reflect the shrinking of asset numbers and reductions in Property budgets, outcomes from the accommodation strategy and scope of the service.

Functionally therefore it is proposed that the new operating model for the service (effective 1 April 2014) is configured to improve focus and accountability on two parts of strategic property management:

- Corporate Asset Management
- Capital Building Programmes and Projects Commissioning Office

The Corporate Asset Management team will focus on development of the C-AMP, strategic property decisions and estate management. The team's structure changed most recently in April 2013 when the Education Asset Management team joined the service following the return of the education contract to Council control. Changes in the Education Estate have been accompanied by a shift in property funding from the Department for Education towards Academies and Free schools at the expense of LEA maintained schools. Because of this the Education Asset Management service will be disaggregated and resources placed in both the (Corporate) Asset Management Team, and the new Capital Building Programme and Projects Commissioning Office Team.

The Capital Building Programmes and Projects Commissioning Office will ensure delivery of agreed corporate property building related projects and programmes, providing Directorates with professional support and guidance. It will have multi-skilled accountability for the delivery, and commissioning of the following:

- Asset physical development
- Planned maintenance programmes
- Major corporate building programmes and projects from all Council Directorates
- Construction Design and Management Regulations Co-ordination (CDM-C)
- Corporate Carbon Management planning, and energy management

These strategically focussed teams will sit alongside the transactional/ traded services activities of Facilities Management (FM) including Cleaning and Caretaking.

The operating model will continue to be developed over the next eighteen months. Part of the development of the operating model resolves around the roll out of the Asset Management ICT database and management support, this will supersede a variety of current manual and ICT based systems. This system will go live from April 2014.

Facilities Management - Moves management

Facilities Management (FM) is responsible for the provision of workplace solutions for corporately managed workspaces including the Civic Centre, Council House and Education Development Centre. Whether proposed moves are to be funded by services direct or corporately appropriate contact with FM is required to ensure that the accommodation identified is fit for purpose and optimises the use of Council resources.

FM will advise on and co-ordinate the removal, relocation, and re-use of existing furniture and equipment as well as the specification, and procurement and delivery of any new furniture and equipment required and will ensure the required performance of appointed contractors in pre and post move packing and unpacking, crate co-ordination, delivery and labelling systems such that moves are effective and minimise disruption to services.

Facilities Management - Building Maintenance and Building Services Statutory Tests and Inspections

The FM team has responsibility for the delivery of FM services to all Buildings in the FM Portfolio. This includes the following services:

- Building Services – reactive and planned
- Corporate FM
- Energy Management
- Fabric and building maintenance – Small projects and day to day maintenance

The team aims to ensure that buildings and their infrastructure and services are operated safely and are operationally viable 100% of the time. A help desk and 24 hour call out support are maintained for occupiers.

Clear advice is provided to premises managers, through the Building and Building Services Log Book, on responsibilities for statutory compliance including:

- Gas boilers - annual service
- Gas appliances - annual gas safety check
- Oil storage tanks - control of pollution (oil storage)
- Oil-fired boilers - six monthly service
- Control of Legionella and water safety
- Asbestos - The Duty to Manage
- Portable electrical appliance testing - periodic test
- Portable electrical catering appliance testing - annual test
- Electrical catering equipment (static) - annual test
- Fixed electrical wiring installation test - five year
- Fixed RCD/RCBO (residual current devices) tests
- High voltage switch gear/transformer maintenance
- Fire management
- Portable fire fighting equipment - annual service
- Fire alarms - weekly/six monthly tests
- Emergency lighting – monthly and annual tests

- Lightning conductors – annual test
- Lifts and lifting equipment - general
- Non passenger carrying lifts
- Physical education equipment
- Outdoor play equipment
- Dust and fume extraction
- Design and technology equipment
- Swimming pools

Asset Management

Asset Management is responsible for promoting the “Corporate Landlord” model, ensuring that property is treated as a corporately owned resource.

The team is responsible for managing the portfolio in accordance with the principles of good asset management as detailed in the C-AMP. It supports Directorate asset management planning by providing first points of contact for service property leads. This liaison helps to develop an understanding of patterns of need for service delivery and consequent land and property requirements.

The team ensures compliance with governance arrangements for property asset management and its officers provide the link between ASG, CARG and Directorate Asset Management Groups. It assists Directorates by providing support in the drafting of business cases/options appraisals for new investment proposals or changes to service delivery; matching property requirements with available resources or, if necessary, dealing with the acquisition of additional land or premises.

In addition Asset Management are responsible for the provision of estates management services focussed on the non-operational property portfolio including:

- Sale of surplus assets to generate capital receipts
- Valuations for a range of purposes (accounting, disposals, acquisitions)
- Lease renewals and rent reviews
- Commercial property advice
- Acquisitions
- Disposal of surplus freehold and leasehold land and property
- Supporting the delivery of the Council’s regeneration agenda
- Maintenance of corporate property records via the Land Terrier
- Plan production

Building Capital Programmes and Projects Commissioning Office (PMO)

The Building Capital Programme and Projects Commissioning Office (PMO) will be responsible for the management and provision of all capital building works across the Council. The PMO will provide high quality strategic consultancy support and assistance to the Council, its services and partners, optimising expenditure on property related external consultancy and design services.

The PMO will contribute to revenue savings through the development and capital investment to support an optimum sized and efficient, fit for purpose and modern operational estate.

The key benefits of this team will be:

1. Enhanced transparency into all programme / capital budget activity
2. Enhanced management control over projects and associated expenditure
3. High quality analysing and information to support strategic and project decisions
4. Reduced uncertainty and risk associated with projects through robust risk registers
5. Increased support to and from members / stakeholders
6. Relevant experience and technical knowledge (architecture, project management, energy and carbon reduction, electrical and mechanical engineering) / skill base possessed by incumbent team and key external partners
7. Programme / Project Management Employers' agent role, CDM Client role, administration of building contracts, management of consultants / sub-consultants
8. Delivery of the Carbon Management Programme
9. Delivery of the School Capital Programme to protect the Council assets and ensure VFM on education projects, enhancing the range of services available to schools through the Council
10. Enhanced communication between property disciplines and council Directorates and Services

Background

Over the past two financial years the current Property Services team have commissioned and successfully delivered £80.4m of the building capital programme, with a further £44.2m of committed capital schemes on site or to be delivered over 2013/14/15, this excludes projects in early feasibility stages.

Some team projects have been nominated for and awarded designed in quality awards, recognising the high quality contribution this team has made to Walsall's built environment and property assets. Most of the larger projects have secured official environmental and design quality accreditation, such as BREEAM and DQI / constructing excellence.

The breadth and depth of technical professional knowledge of the PMO team is considerable and has been deployed in recent years for maximum return in a commissioning capacity, leading, directing and managing external consultant teams to design and deliver the capital programme, ensuring compliance with statutory legislation, Council rules, and best practice. The team have also managed contractors throughout delivery of the projects and undertaken contract administration in most cases.

With the continuing reduction in capital investment in building, and passported funding proposals for education, it is anticipated that the building capital programme is likely to change and may consist of less large capital scheme projects in the future, and more smaller projects involving improvements and adaptations to the existing property portfolio to reflect changes in service needs and requirements for accommodation.

The creation of the corporate landlord strategic role allows the opportunity for service need to be reflected on project briefs, and detailed feasibilities to be prepared prior to detailed design and commissioning. This will enable property asset investment options to be accurately informed by condition, need, sustainability and fitness for purpose.

In recent times the hard FM team have expanded their operations into planned capital maintenance programmes, the PMO will assume responsibility for this programme of work. Similarly, both the procurement of energy, and other utilities, and delivery of the Capital programme aspects of the Carbon Management Plan will be undertaken by the PMO.

PART 2 REVIEW OF PROGRESS 2013/14

1. Key activities since 2012

In late 2009, the Council was selected as one of 7 Local Authorities in the West Midlands to take part in a Regional Improvement and Efficiency Partnership exercise, culminating in a report entitled 'Transforming Local Government Property Asset Management'

The key outcome for the Council was an accelerated review of the operational estate in early 2010 (AM2010), which, with the external support of PwC and working with services, looked at all Property portfolios and challenged the need to hold property to deliver services. This identified minimum and radical solutions for each portfolio, along with potential cost savings. Phase 1 of the programme was completed in June 2010. This identified 7 asset types which accounted for 75% of property spend. These included offices, leisure centres, libraries and Social care. Phase 2 of AM2010 reviewed these properties in greater detail and explored potential property options

In parallel to Phase 2 of the programme, the Council launched its Working Smarter programme and a number of these service areas commenced service redesign activity, taking the AM2010 outcome as part of their analysis. The key project, which is now proceeding following completion of Phase 1, is the rationalisation of office accommodation – the Smarter Workplaces programme.

The table below shows the net result of these activities: a reduction in the total number of assets held from 873 in 2010 to 765 as at November 2013.

AM2010 asset type/service area	2013 grouping	Total number of Assets	
		2010	2013
Children and Young People – Council managed sites	Children's Services – non schools	21	16
Children and Young People – Education sites	Children's Services – schools (incl. children's centres)	136	139
Community Associations	Neighbourhoods	415	394
Car Parks			
Green Spaces			
Leisure			
Libraries and Heritage			
Multi Purpose			
Public Safety and Street Pride			
Regeneration Housing	Resources Housing	7	5
Non Operational	Regeneration – offices Regeneration - other	26 233	16 164
Offices			
School Caretakers			
Adult Services	Social Care and Inclusion	35	31
		873	765

A public sector property group was established and led to the creation of a joint asset map for the Borough showing Council, NHS, Police, Fire, WHG, Walsall College property holdings and also to a better understanding of potential opportunities for joint working.

2. Current and future Directorate programmes and projects

2.1 Regeneration

- i. Implementation of the Smarter Workplaces office rationalisation programme, approved by Cabinet in April 2011, has continued. The refurbishment of the Civic Centre is complete, with open plan workspaces established. Agile working is now being implemented to further increase the capacity of the building. As a result of this initiative a number of leasehold and freehold premises have been released, reducing the number of office locations occupied from 26 to 16. By the end of March 2014 the Education Support Centre in Field Road and Aldridge Manor House will also be vacated and available for disposal.
- ii. Following on from the key successes of recent years, and recognising the need to play a more pro-active role in attracting and retaining jobs in the borough, the directorate has placed an even greater emphasis on identifying opportunities to use corporate property assets to promote economic growth. Often, these initiatives are also supported by the use of the Council's ability to assemble development sites, with the use of compulsory purchase powers, where necessary.
- iii. Gigaport, the redevelopment of the Old Square and St Matthew's Quarter, Waterfront and the Phoenix 10 projects are all on-going examples where assets are being employed to promote economic activity and job creation.
- iv. Property Services will continue to research innovative delivery vehicles, working with private sector specialists to review the most effective use of assets in the current challenging financial market.
- v. The Council has a portfolio of tenanted property generating in excess of £500,000 income per annum. The majority of this income comes from some 100 shops, largely comprised of small parades on former council owned housing estates, providing convenience shopping for the local community. It also includes 8 farms and a number of long leasehold interests generating modest individual returns.
- vi. Whilst the primary purpose of the shops is considered to be that of service to local people, it is important to ensure that returns are maximised and that the on-going investment in repairs and officer time can be justified financially. For this reason, during 2014-2015 the non-operational portfolio will be the subject of a detailed review, with any recommendations for change being reported to Cabinet.
- vii. A positive outcome of enhanced strategic thinking has been the reduction in expenditure on vacant/redundant buildings. The emphasis is now on Directorates to highlight as early as possible any potential changes to service delivery that will

give rise to possible or actual property changes, especially where accommodation is likely to become surplus as a result. This enables Property Services to undertake an Options Appraisal that looks at alternative uses for a site, such as reoccupation by other Council services, suitability for community asset transfer, letting or freehold disposal. Minimising any gap between vacation by the service and activation of the alternative use will reduce exposure to vandalism and anti-social behaviour and security costs.

- viii. Where building have become vacant, the Council uses 'guardian angel' companies, where appropriate, rather than full time security, which has significantly reduced costs of sites and achieved real improvements in the level of security. For buildings that are not suitable for reuse early demolition will be employed, reducing void costs associated with maintaining security, building insurance and payment of business rates.

2.2 Social Care & Inclusion

- i. Services within Social Care and Inclusion will endeavour to manage the Council's property assets in-line with delivering services within the new operating model for the Directorate that was agreed by Cabinet in June 2013. This puts a much stronger emphasis on prevention and early intervention as being the means by which most residents of Walsall with care and support needs get their initial help. The model recognises the need to constantly look towards maximising independence so that the choice is not specifically between which services to utilise but rather what skills, specific opportunities, and daily decisions making opportunities a person wants to restore and then maintain. The Directorate is now focused on achieving outcomes and changing cultural outlooks; primarily a way of looking at disability, ageing and capacity that maximises individual and community assets, focuses on prevention and not solely an approach to the provision of services.
- ii. All new customers (and some existing customers) will be channelled through a range of "preventive" services before they are assessed for longer term care and support. These services are designed to offer an immediate response to the person seeking help in a way that looks at options in which they can be assisted without necessarily assuming that they will need longer term help if this first intervention can resolve their problems.
- iii. The four key outcomes of the Adult Social Care Framework will drive all capital expenditure and the standard for the buildings the Directorate leases, maintains, hires etc. These outcomes are:
 - Delaying and reducing the needs for care and support
 - Ensuring that people have a positive experience of care and support
 - Enhancing quality of life for people with care and support needs
 - Safeguarding adults who circumstances make them vulnerable and protecting them from harm

This combined with the Directorate's commissioning intent and operational delivery model will define its capital investment requirements and property needs.

- iv. Since the adoption of the current C-AMP the Directorate has:

- Opened a new Independent Living Centre, incorporating Shop Mobility service, in premises leased from Tesco
 - Vacated unsuitable leasehold office accommodation at Bentley Lane, using agile working to increase utilisation of alternative office bases such as the Allen's Centre
 - Procured the construction, and acquisition by lease, of a new Integrated Community Equipment Store at Electrium Point
- v. Current property related activity is focussed on:
- Review of Broadway North utilisation following Cabinet decision to close residential unit
 - Relocation of staff from Moxley Neighbourhood Office following internal reorganisation
 - Provision of adequate office accommodation within existing resources for c. 30 staff joining the reablement service
 - Provision of specialist autism day resource at Manor Farm, Rushall
 - Consultation on day services provision in response to budget saving proposal to reduce number of service locations from 7 to 5

2.3 Neighbourhoods

- i. The Neighbourhoods Directorate delivers its services through a wide range of buildings and sites across the Borough. One of the key roles of the Directorate Asset Management Group is to develop strategic new schemes from which improved customer services can be delivered.
- ii. These include projects with a high level of impact:
- Arboretum restoration including provision of new visitor centre and illuminated park project
 - Active Living proposals that include the provision of replacement leisure centres at Oak Park and Bloxwich
 - The development of a new library and family contact centre in Bentley
- iii. The management of some service provision (Bryntysilio Outdoor Education Centre and Bentley Leisure Pavilion for example) has already been transferred to the 3rd sector. The Library Service is also currently exploring how a similar management approach may be achieved to ensure front-line service provision continues at a local level. Green Spaces, within Clean & Green Services, have various sports pitches being delivered through stewardship agreements and some allotments already have Local Management Associations which stand alone from the Council's in-house service.
- iv. This approach will continue to be actively explored and the default position should always be; if the local community / 3rd sector want to take on the management of their services then the Council's role should indicate: "How do we help them achieve this?"
- v. Since the adoption of the current C-AMP the Directorate has:
- Completed a review of depots and centralised services at the new Environmental Depot, this enabled the closure and disposal of several redundant sites

- Sold two surplus surface car parks and identified three further potential disposal opportunities
 - Achieved revenue savings through the closure of Willenhall Leisure Centre and a capital receipt from sale of the site
 - The lease of Bryntisilio outdoor education centre has been surrendered
 - Pelsall library has been relocated to the new Pelsall Village Centre
- vi. There are property issues affecting the following services that will need to be addressed during the period to be covered by the new C-AMP:
- Walsall Adult and Community College's accommodation at the Hawbush Centre is inadequate for its needs, the service is expanding and there is a desire to bring current operations spread between Hawbush and Whitehall Centres together to achieve operational efficiencies and improve the learning environment. If the College becomes independent of the Council appropriate arms length occupancy arrangements will need to be established and formally documented
 - The Local History Centre is in cramped and unsuitable accommodation at Essex Street. Archive space is insufficient to meet predicted growth in collection. The service's preferred option would be to co-locate into new premises in Walsall Town Centre with complimentary services like the Museums service and Registrars office
 - The Museums service storage is leased in and also insufficient to meet future requirements. A new store could be co-located with the public archive collection
 - The mobile library depot occupies the front part of a larger site that could be released if it can be relocated. Resource investment in an options appraisal is required
 - Identification of sustainable uses for park lodges that have/will become redundant following relocation of staff to the Environmental Depot
 - Subject to a successful tender process and agreement by Council in 2014, to undertake the delivery of the Active Living proposals that include the provision of replacement leisure centres at Oak Park and Bloxwich

2.4 Children & Young People

- i. This Directorate's portfolio is split between non schools and schools (including children's centres) assets.
- ii. Since the adoption of the current C-AMP the following pressures or changes in service model for the non schools assets have arisen:
 - The number of children's homes has remained stable. Demand for residential places for children is increasing (due to rising child population and duty on the local authority to accommodate all children in need) however most of this demand is to be satisfied via fostering in preference to placement in a residential children's home. Eldon House children's home has been replaced by a new facility on Primley Avenue that incorporates provision for children with special needs.
 - Demand for family contact space is increasing as the number of looked after children rises. The two family contact centres are under pressure, the number of contact rooms provided is inadequate and they are of insufficient size to accommodate larger family groups. The feasibility of

- building a new contact centre at Queen Elizabeth Avenue, Bentley is being established.
- IYPSS has ceased direct management of a number of young people's centres and commissions services delivered from them via third parties. Dartmouth Youth Centre was transferred to Ryecroft NRC at the end of August 2013 and Aldridge Manor House youth club closed at the end of January 2014. Positive activities in Aldridge will be provided from shared, community based, premises. There is a trend towards more detached provision. Recently opportunities for other services to access youth centres (e.g. children's centres undertaking detached work) have been explored and this is being implemented at Rosehill in Willenhall.
- iii. For the schools portfolio a significant issue has been the move by both primary and secondary schools to academy status, requiring the grant by the Council of 125 year leases of each site. More than 20% of schools have converted to Academy status.
 - iv. Grant funding from the DfE and the Council's main Capital programme has been utilised to significantly reduce the backlog of Priority 1 works required in the school estate. This has resulted in a significant reduction in the amount of school days lost due to buildings being closed following serious building failures. The majority of mobile teaching spaces have been removed, this work needs to continue but may be compromised by future availability of funding.
 - v. An increase in pupils requiring reception places due to increased birth rates nationally has been dealt with by the provision of additional places at Birchills Primary, King Charles Primary, Hillary Primary, Caldmore Primary and Leighswood Primary.
 - vi. Increasing birth rates continue to present challenges in the primary sector and there is a draft proposal in place for required expansions at a number of schools in readiness for September 2015. Although there are no current pressures on secondary places the current increase in pupil populations is expected to create issues in the secondary sector from approximately 2018/19 onwards.

2.5 Resources

- i. This Directorate does not hold any property in its own right. Staff are office based and are located in corporately held assets, primarily the Civic Centre. Staff have been helping to implement the Smarter Workplaces office rationalisation programme by working in an agile way and enabling increased utilisation of work stations.

PART 3 ASSET MANAGEMENT ACTION PLAN 2014-15 – 2019/20





This Action Plan is based on the draft capital programme for 2014/15 onwards and it assumes a position as at 1 April 2014. It will be updated following full Council approval of the final budget on 27 February 2014.

Projects from 2013/14 are only included if they are currently forecast not to achieve completion/full spend by 31 March 2014.

There is a plan for each Directorate. Directorate asset management leads have responsibility for updating their plan and providing updates to the Asset Review Group (ARG). Updates will be required on at least a quarterly basis.

It will be ARG’s responsibility to take action to resolve issues/obstacles preventing projects proceeding as planned and to seek guidance from the Asset Strategy Group as necessary.

The plan is colour coded:

-  Blue - project completed
-  Green - project on target for completion by deadline and within budget
-  Amber - some issues that management/ARG should be aware of
-  Red - major problem / not on target to complete / budget exceeded

**REGENERATION
CAPITAL & ASSET REVIEW BOARD
Directorate Asset Management Plan 2014-15**

<u>Key:-</u>	
BRAG	
Blue - complete	Blue
Red - Major problem / not on target to complete	Red
Amber - Some issues that mgt should be aware of	Amber
Green - On target for completion by deadline	Green

Green

	Lead / Head of Service	Project Manager	Value £	Target Completion Date	BRAG	Comments / Notes
2014/15 PRIOR YEAR APPROVED SCHEMES						
Mainstream projects:						
Primark / Co-op Development Cabinet agreed at its meeting on 24 April 2013 to undertake the role of developer by building the retail floor space for tenants Primary and Co-op. Council approved the scheme on 7 July.	Simon Tranter	Richard Chadwick	£5,527,113	31.03.15	Green	
2014/15 REPROGRAMMED FROM 2013/14 TO BE CONFIRMED MARCH 2014						
Mainstream projects:						
Willenhall Townscape Heritage Initiative – Heritage Lottery Fund	Margaret Dunn					£567,846 expected c/f from 2013/14

Willenhall Townscape Heritage Initiative - VIEW	Margaret Dunn					£129,312 expected c/f from 2013/14
Enabling works to Office development (Gigaport)	Margaret Dunn					£454,414 expected c/f from 2013/14
Non-mainstream projects:						
2014/15 CAPITAL BIDS						
Mainstream projects:						
Regenerating Walsall Use of capital funding to create a stimulus for regeneration activity and de-risk projects for the private sector with particular emphasis on creating employment opportunities and stimulating housing renewal. The programme will also support the capital receipts programme by preparing Council owned sites for sale. Funding may also be used to enhance the physical environment in town and district centres and along key employment corridors. Together these activities create the conditions for economic growth and prosperity.	Simon Tranter		£200,000 (15/16) £200,000 (16/17)	31.03.17	Green	NB £574,937 expected c/f from 2013/14
Shop Maintenance The planned maintenance programme is for repairs to council owned shop premises. The authority through Building Condition Surveys has identified a backlog of repairs for various properties. The council benefits from annual income from rentals.	Ian Brown	Steve Law	£120,000 (14/15) £120,000 (15/16) £120,000 (16/17)	31.03.17	Green	

<p>Replacement Development Management, Building Control and Land Charge ICT system Supply and install a fully integrated Development Management, Building Control and Land Charge ICT system for Walsall Council. Migrate information from existing systems and provide effective maintenance support. The software enables the authority to deliver its statutory functions and provides on line access to information to residents and users of the service.</p>			£98,700 (14/15)	31.03.15	Green	
<p>Replace the heating & ventilation system within the First Stop Shop The present system is beyond repair and parts for the system are no longer available and a critical piece of the plant in the customer facing environment is subject to major breakdowns causing staff and customers to have to use the facilities in temperatures that are not acceptable. The plan is to replace the old system with new heating and ventilation systems which will control the operating temperature but also improve efficiency and provide future energy savings of circa 12%.</p>	Ian Brown	Ian Andrews	£100,000	31.03.15	Green	
<p>Replace the existing heating and ventilation system within the link block The present system is beyond repair and parts for the system are no longer available and a critical piece of the plant in the office environment is subject to major breakdowns causing staff to use the facilities in temperatures that are not acceptable. The plan is to replace the old system with new heating and ventilation systems which will control the operating temperature but also improve efficiency and provide future energy savings of circa 12%.</p>	Ian Brown	Ian Andrews	£100,000	31.03.15	Green	

<p>Solar PV Panels The proposal is to install Solar PV panels on the roof of the civic centre. This would meet the objectives of the Carbon Management Plan, which commits the council to a target of reducing CO2 by 30% by 2014 and 40% by 2019 and underpins potential cumulative financial savings to the authority. Estimated savings of £33k per annum expected from reduced energy bills.</p>	Ian Brown	Ian Andrews	£425,000	31.03.15	Green	
<p>Walsall Market Permanent relocation of Walsall Market including the provision of new stalls, associated public realm works and storage facilities in order to provide a facility fit for the 21st century which is attractive to traders, shoppers and other businesses in Walsall Town Centre. We are currently in the process of assessing tenders for the Walsall Market Feasibility Study.</p>	Simon Tranter	Paul Nicholson	£250,000 (14/15) £1,750,000 (15/16)	31.03.16	Green	
Mainstream projects (from earmarked reserves):						
<p>Funding to support essential works including health and safety, and other projects that cannot be programmed at start of year Reserve to cover the following - 1. Asbestos removal - the authority is required by legislation to manage asbestos within its properties and to remove to comply with health & safety legislation. 2. Control of legionella - statutory requirement to test all water systems and undertake upgrades and improvements as required. 3. Fire Risk Assessment - statutory requirement to ensure compliance with health & safety. 4. Statutory testing of buildings - statutory testing of gas and electrical systems. 5. Demolition of redundant buildings to provide saleable assets and to increase market value of sites. 6. General repair and maintenance of</p>	Ian Brown	Ian Andrews	£1,000,000 (14/15) £1,000,000 (15/16) £1,000,000 (16/17)	31.03.17	Green	

council buildings. 7. Self insured property damage - excess towards insurance costs 8. Risk Management - unforeseeable events. 9. Review of leasing as the best financing options for acquisition of assets. Further £500k to be added to reserve list.						
Mainstream projects - Earmarked Reserves:						
Funding to support essential works including health and safety, and other projects that cannot be programmed at start of year Additional funding to that agreed above	Ian Brown	Ian Andrews	£500,000 (14/15) £500,000 (15/16) £500,000 (16/17)	31.03.17	Green	
Mainstream projects - Reserve List:						

<p>Carbon Management Programme projects The Carbon Management Plan commits the council to a target of reducing CO2 by 30% by 2014 and 40% by 2019 and underpins potential cumulative financial savings to the Authority. We have an opportunity to reduce our emissions and save the authority money by investing in carbon saving projects in our buildings. This will require investment to existing building stock. To implement various energy efficiency measures such as the installation of low energy lighting, efficient heating systems, automatic lighting controls, electric heating controls, swimming pool covers, improving buildings thermal insulation, water conservation and renewable energy projects with the aim of reducing the impact of rising energy costs and achieving a reduction in carbon emissions.</p>	Ian Brown	<p>£280,000 (14/15) £280,000 (15/16) £280,000 (16/17)</p>	31.03.17	Green		
SCHEMES UNDER DEVELOPMENT						
A) Advanced						
B) Feasibility						
C) Ideas						

**SOCIAL CARE AND INCLUSION
CAPITAL & ASSET REVIEW BOARD
Directorate Asset Management Plan 2014-15**

<u>Key:-</u>	
BRAG	
Blue - complete	Blue
Red - Major problem / not on target to complete	Red
Amber - Some issues that mgt should be aware of	Amber
Green - On target for completion by deadline	Green

Green

	Lead / Head of Service	Project Manager	Value £	Target Completion Date	BRA G	
2014/15 REPROGRAMMED FROM 2013/14 TO BE CONFIRMED MARCH 2014						
Mainstream projects:						

2014/15 CAPITAL BIDS						
Mainstream projects:						
Supporting Independence & Preventative adaptations This project assists directly with two key areas which both enable households to maintain greater independence and live in their homes for longer through a) Providing a low cost adaptation service for those who currently don't meet the statutory disabled facility grant (DFG) criteria – Preventative Adaptations b) Providing capital assistance with community projects to enable residents to access local services – Supporting Independence.			£500,000 (14/15) £1,000,000 (15/16) £1,000,000 (16/17)	31.03.17	Green	Further £500k added to reserve list.
Mainstream projects - Reserve List:						
Supporting Independence & Preventative adaptations Additional funding to that agreed above			£500,000	31.03.15	Green	
SCHEMES UNDER DEVELOPMENT						
A) Advanced						
B) Feasibility						
C) Ideas						

NEIGHBOURHOODS
CAPITAL & ASSET REVIEW BOARD
Directorate Asset Management Plan 2014-15

<u>Key:-</u>	
BRAG	
Blue - complete	Blue
Red - Major problem / not on target to complete	Red
Amber - Some issues that mgt should be aware of	Amber
Green - On target for completion by deadline	Green

Green

	Lead / Head of Service	Project Manager	Value £	Target Completion Date	BRAG	Comments / Notes
2014/15 PRIOR YEAR APPROVED SCHEMES						
Mainstream projects:						
<p>Arboretum - Illuminated Park Hosting an Illuminated Park will broaden the offer of the park and contribute to audience development objectives, in particular arising awareness of the site, enhancing the users site experience and developing a programme of imaginative, interesting and fun events. Core principles will include illumination of key features such as buildings and plantings, main entrances being lit and maintaining the tradition of 'Illuminations' in Walsall, in line with the visitor centre framework contract.</p>	Mark Holden	Louise Worton	£108,000	31.03.14	Amber	Second year of spend. £162,000 allocated in 2013/14. Design and delivery of lighting scheme now to be included within the works contract for the Victoria Terrace embankment and Arboretum Visitor Centre. Design meeting has taken place with appointed contractor (slippage due to priority on contract

							mobilisation for Embankment and Visitor Centre). Due to delays on commencement of the embankment project (budget and approvals) ability to commence the VC contract and illuminated park proposal is severely impacted. Slippage sum (£142,000) confirmed in November's capital monitoring
Willenhall Memorial Park Landscape improvements to Willenhall memorial park, to include the building of a regional skate park, and improved pedestrian and vehicular access around the park with repairs to existing pathways and boardwalks.	Mark Holden	Sam Mills	£60,000	31.03.14	Green		Second year of spend on improvements to this park.
2014/15 REPROGRAMMED FROM 2013/14 TO BE CONFIRMED MARCH 2014							
Mainstream projects:							
Borneo Street Allotments	Mark Holden	Alison Bate	£50,000	31.03.15	Red		Borneo Street Allotments improvement plan will require Secretary of State approval due to potential loss of land. Expenditure on scans and planning permission (approx 5k) is likely in December 2013, with the remainder of the scheme potentially slipping to the 2014/15 financial year for the remainder of the 45k

							budget.
Non-mainstream projects:							
LTP Highways Maintenance - bridges	Steve Pretty	Paul Leighton	£547,000	31.03.15	Green	This is a contribution to the York's Bridge replacement scheme that will if successful in gaining planning permission and Common Land deregulation approvals, be completed by 31/3/2015. Actual expenditure of this 13/14 allocation is likely to be extremely low (if anything) during 13/14 and will require carry forward into 14/15 where the bulk of expenditure will occur.	
2014/15 CAPITAL BIDS							
Mainstream projects:							
New Car Park Provision - Lucknow Road This scheme will provide a new off street car park with approximately 22 parking spaces to support the operation and vitality of the businesses at the Lucknow Road local shopping centre.	Steve Pretty	Paul Leighton	£168,000	30.04.14	Green		
Highway Maintenance Programme Capital investment for structural highway maintenance.	Steve Pretty	John Roseblade	£1,700,000 (14/15) £1,900,000	31.03.15	Green		

			(15/16) £2,100,000 (16/17)		
Public Lighting "Invest to Save" for replacement LED lighting Over the last two years 1203 lanterns on over 25 year old lighting columns have been updated, and continued investment would enable a further 700 replacements in 2014/15. Phase 3 savings from 2014/15 allocation of £15k are estimated from 2015/16.	Steve Pretty		£250,000 (14/15) £250,000 (15/16) £250,000 (16/17)	31.03.17	Green
Traffic Signals Infrastructure - conversion to LED signal operation Investment in the traffic signal infrastructure to reduce ongoing revenue costs associated with electricity and general maintenance. Currently 27% of the traffic signal infrastructure has been converted to LED technology. This bid will allow 10% of the remaining asset stock to be converted generating savings of £3-5k per annum through reduced energy bills.	Steve Pretty		£45,000 (14/15) £40,000 (15/16)	31.03.16	Green
Retained housing land - maintenance and inspection of Council owned footpaths used as public highway Inspection regimes and any associated essential remedial works will be ongoing throughout the financial year. This will eliminate any potential public liability risk to the Authority, community groups and the travelling public.	Mark Holden		£50,000 (14/15) £100,000 (15/16) £100,000 (16/17)	31.03.17	Green

<p>Memorial Safety Management - Pro-active management to ensure the Council complies with statutory obligations to provide a safe environment in its eight borough cemeteries in accordance with an agreed memorial management protocol adopted across the four Black Country authorities. This investment will fund the inspection and making safe of memorials, particularly memorial mason work to re-fix back to back memorials and to install memorial raft foundations.</p>	Chris Holliday	Steve Billings	£80,000 (14/15) £80,000 (15/16) £80,000 (16/17)	31.03.17	Green
<p>Libraries Universal Digital Offer - a 21st Century Public Library Service Digital technology is developing rapidly and will continue to have a major impact on the way members of the public obtain and consume information. Members of the public expect a more rapid and interactive experience from technology and that the library service will keep pace with advancing technology and provide an up to date service that will meet their developing digital needs. The purchase of updated public computers, laptops, new digital devices and the provision of wifi in all libraries is essential to meet the needs and expectations of library users and vital to maintain the public service. Funds would provide 62 computers per year, wifi at 10 library sites (year one only), 6 laptops / new digital devices and some updated printers and scanners.</p>	Sue Grainger		£67,540 (14/15) £54,840 (15/16) £54,840 (16/17)	31.03.17	Green

Broadway West Playing Fields Further improvements to compliment the recent remediation of the playing surface, including options for upgraded or replacement changing accommodation and the hard surfacing of the car park.	Mark Holden		£75,000 (14/15)	31.03.15	Green	
Forest Arts Centre (Renovation of Sports Hall) Renovation of the Sports Hall will complete the last phase of the Forest Arts site making it ideal as a multipurpose arts space and potential partnership development of a creative and performance skills facility and will strengthen any future bid by Walsall to become a Black Country "Super Hub" for music and arts education. Work will include; roofing and balcony works, walls, insulation and cladding works and electrical flooring and decorating works.	Sue Grainger	Mike Parrott	£198,000 (14/15)	31.03.15	Green	
Mainstream projects (Match funded):						
Walsall Arboretum Extension - Resurfacing of Grange car park and footpath link from car park to the historic core of the park Resurfacing will be of benefit to park users, new visitors to the park and help support the hosting of events and contractor access to the park	Mark Holden	Louise Worton	£170,000 (14/15) £50,000 (15/16)	31.03.16	Green	External funding to be sought of £50k in 2015/16 as match funding.
The New Art Gallery - building maintenance Revamp of the foyer area to improve the experience of the arrival and welcome of visitor's improving the comfort, accessibility and orientation for all visitors. Re-consideration of the current layout of the foyer service point, signage and information, improvement of heating, visitor resources and facilities to truly reflect and introduce the qualities and excellence of the New Art Gallery Walsall.	Sue Grainger	Stephen Snoddy	£59,302 (14/15) £40,909 (15/16)	31.03.16	Green	External funding also sought to match fund, of £400,842 over 2 years (£237,207 in 14/15, £163,635 in 15/16) for Arts Council.

<p>Allotment & Community Garden Strategy 14 sites lack key infrastructure such as good pathways, security, basic facilities and lack of community hubs. Works will include clearance of dereliction, work on infrastructure (pathways, signage, installation of services), creation of storage and meeting huts and toilet facilities, as well as development of a new allotment / community garden site.</p>	<p>Mark Holden</p>	<p>Alison Bate</p>	<p>£25,000 (14/15) £25,000 (15/16) £25,000 (16/17)</p>	<p>31.03.17</p>	<p>Green</p>	<p>External funding sought of £25k per annum to match fund.</p>
<p>Green Space Strategy Mainstream Capital Investment Plan Enhancement of Walsall's 18 strategic green spaces over the next 5-10 year period in line with strategic, community and corporate targets, aims and aspirations and key actions followed on through the new 5 year adopted Green Space Strategy. This investment will address ongoing deficiencies, reduce barriers, protect the boroughs valuable green assets, ensure equitable access to and enjoyment of local outdoor free accessible facilities and open space for all residents. The outline plan at this point includes spend at the following strategic sites; Bentley West, LEA - Goscote, Rushall Park, Leamore Park, Doe Bank, Aldridge Airport, Holland Park & Pleck Park.</p>	<p>Mark Holden</p>	<p>Gareth Perrins-Seedhouse</p>	<p>£100,000 (14/15) £150,000 (15/16) £175,000 (16/17)</p>	<p>31.03.17</p>	<p>Green</p>	
<p>Mainstream projects - Reserve List:</p>						

<p>Traffic Signals Infrastructure - replace obsolete control equipment Invest in the traffic signal infrastructure to replace obsolete equipment and reduce ongoing revenue costs associated with electricity and general maintenance. The Council has a statutory duty to maintain all its traffic signal infrastructure and needs to begin a programme of planned pedestrian crossing replacements to ensure safe and efficient movements of pedestrians all across the borough. Signals will be improved all across the borough at traffic signal locations where the control equipment is now obsolete. The scheme will facilitate the replacement of obsolete traffic control equipment at 6 pedestrian crossings per year, replacing 30 of the current 74 obsolete pedestrian crossings over the five year period. An ongoing investment programme of £200k per year is required to clear the backlog and address future obsolescence's through a planned asset management programme.</p>	<p>Steve Pretty</p>		<p>£200,000 (14/15) £200,000 (15/16) £200,000 (16/17)</p>	<p>31.03,17</p>	<p>Green</p>
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<p>Promotion of Community Health & Safety Ongoing capital funding to provide traffic calming measures in local communities. As a highway authority there is a statutory duty to deliver a road safety programme. In supporting the delivery of these local schemes it is possible to improve local quality of life and safety creating safer communities. Furthermore increasing public perception of road safety can bring about a change in travel mode which further contributes to the health and well being of individuals while removing anxiety and concern of individuals affected. The Road Safety Programme is developed in detail each year and reported to Cabinet as part of the annual Local Transport Plan. On an investment of £240k it is anticipated that three schemes per year could be implemented and a saving of 50% of all collisions expected, which could achieve a reduction in claims to the council of £350k.</p>			<p>£240,000 (14/15) £240,000 (15/16) £240,000 (16/17)</p>	<p>31.03.17</p>	<p>Green</p>	
<p>Retained Housing Land Inspection and Maintenance of LSVT Sites Additional funding to that agreed above</p>	<p>Mark Holden</p>		<p>£50,000 (14/15)</p>	<p>31.03.15</p>	<p>Green</p>	

<p>Residential parking - Construction of new residential parking facilities (verge parking) Residents continue to raise concerns regarding the lack of suitable parking facilities and how this is contributing to a reduction in road safety whilst also having a detrimental impact on the general environment and street scene. New parking facilities would normally entail the conversion of existing green space or highway verges into formal parking. Every Area Partnership is currently determining their scheme priority for this year with construction expected Qr ¾ and starting a priority process for 2014/15 onward. Every area partnership is expected to have one scheme delivered per year.</p>	Steve Pretty		<p>£250,000 (14/15) £250,000 (15/16) £250,000 (16/17)</p>	31.03.17	Green	
<p>Willenhall Lawn Cemetery extension - Development of land for burials in Walsall Development of infrastructure and the layout of an extension to Willenhall Lawn Cemetery for continued provision of new graves for the benefit of Walsall residents. There is estimated a 2 year capacity remaining on the current site. Provision is required for future burials which currently run at about 100 full adult burials per year. The amount of available suitable land within its existing boundaries has diminished with usage and in order that new full adult burials may possibly continue for many future years it is necessary to take steps to develop an adjacent piece of land to the east of the cemetery.</p>	Chris Holliday	Steve Billings	£1,400,000 (15/16)	31.03.16	Green	Allocation of £120,000 in 2013/14 enabled initial feasibility works to commence

<p>Open space associated with retained housing land In September 2012, the Council in adopting the Green Space Strategy, actioned a review of the management responsibility for retained housing land. Green Spaces has now taken on corporate responsibility for the strategic management, maintenance and development of these open spaces, with over 400 identified. This allocation of funding will enable the implementation of a programme to assist with this.</p>	Mark Holden	Gareth Perrins-Seedhouse	£25,000 (14/15) £10,000 (15/16) £10,000 (16/17)	31.03.17	Green	
<p>Enable the Local History Centre and the New Art Gallery to develop their collections Both the Local History Centre and NAG use their collections to provide a unique educational and historic resource for the local and wider communities of Walsall, a cultural and educational service and to develop pride in Walsall. In order to continue to collect and develop their collections both services require adequate storage space which meets certain basic standards. Current facilities are full so a new storage facility is required. In order to meet their storage needs the services propose to rent a warehouse to store both records and art works. This would enable both services to continue to collect. Storage would be provided also for works of art from the Council House.</p>	Sue Grainger		£63,000 (14/15)	31.03.15	Green	
<p>2015/16 PRIOR YEAR APPROVED SCHEMES</p>						
<p>Mainstream projects:</p>						

<p>Bentley Library & Family Contact Centre The construction of a new library in Bentley with a Family Contact Centre, approved in 2012/13, on the basis that the project would be fully funded from a mixture of receipts, covenant releases and approved council funding for that year. The provision of a family contact centre for looked after children assists the Local Authority in meeting the statutory requirement of section 34 of the Children's Act to provide for reasonable contact between children in care and their parents / guardians.</p>	Sue Grainger		<p>£2,697,500 (15/16) £150,000 (16/17)</p>	31.03.15	Amber	<p>Projected £615,000 funding shortfall due to changes in land values/cost of development. Detailed feasibility study/review of alternatives in progress.</p>
SCHEMES UNDER DEVELOPMENT						
A) Advanced						
<p>Active Living (Sport & Leisure) proposals including procurement exercise</p>	Jamie Morris	Chris Holliday	-	31.03.14	Green	<p>24 April 2013 Cabinet gave authority to undertake procurement exercise for new LCs at Oak Park & Bloxwich. Currently out to tender with Tender Return date of Friday 6 December 2013. Recent briefing to Deputy Leader and Cllrs Towe and Harris on 6 November. Business Plan continuing to be refined with Finance. Sport England update meeting 20 November</p>

B) Feasibility						
Walsall Adult Community College: replacement	Jamie Morris	Maria Gilling		31.03.14	Green	Parameters of the project currently being agreed with Property Services
Review of WACC and Forest Arts' Hawbush site; options appraisal	Jamie Morris	Jackie Hodgson		31.03.14	Green	Parameters of the project currently being agreed with Property Services
NAG / Local History Centre new storage provision	Sue Grainger	Stephen Snoddy / Ruth Vyse		31.03.14	Red	A temporary storage solution has been found to cover 2013/14. The new bid for Capital funding 2014/15 has not been prioritised in the top 12 projects
Japanese Knotweed at Leamore: (treatment of)	Chris Holliday	Mick Hatchard		31.03.14	Green	Clean & Green Services have undertaken the initial treatment works; progress is being checked
Darlaston Recreation Ground	Chris Holliday	Ben Percival		31.03.14	Green	Currently being co-ordinated through Property Services; possible hand-over date of January 2014
C) Ideas						
					Green	

**CHILDREN'S
CAPITAL & ASSET REVIEW BOARD
Directorate Asset Management Plan 2014-15**

<u>Key:-</u>	
BRAG	
Blue - complete	Blue
Red - Major problem / not on target to complete	Red
Amber - Some issues that mgt should be aware of	Amber
Green - On target for completion by deadline	Green

Green

	Lead / Head of Service	Project Manager	Value £	Target Completion Date	BRAG	Comments / Notes
2014/15 REPROGRAMMED FROM 2013/14 TO BE CONFIRMED MARCH 2014						
Mainstream projects:						
2014/15 CAPITAL BIDS						
Mainstream projects:						
2015/16 PRIOR YEAR APPROVED SCHEMES						
Mainstream projects:						

<p>Bentley Library & Family Contact Centre The construction of a new library in Bentley with a Family Contact Centre, approved in 2012/13, on the basis that the project would be fully funded from a mixture of receipts, covenant releases and approved council funding for that year. The provision of a family contact centre for looked after children assists the Local Authority in meeting the statutory requirement of section 34 of the Children's Act to provide for reasonable contact between children in care and their parents / guardians.</p>	<p>Alison Glover</p>		<p>£2,697,500 (15/16) £150,000 (16/17)</p>	<p>31.03.15</p>	<p>Amber</p>	<p>Projected £615,000 funding shortfall due to changes in land values/cost of development. Detailed feasibility study/review of alternatives in progress.</p>
<p>SCHEMES UNDER DEVELOPMENT</p>						
<p>A) Advanced</p>						
<p>B) Feasibility</p>						
<p>C) Ideas</p>						

RESOURCES

CAPITAL & ASSET REVIEW BOARD

Directorate Asset Management Plan 2014-15

<u>Key:-</u>	
BRAG	
Blue - complete	Blue
Red - Major problem / not on target to complete	Red
Amber - Some issues that mgt should be aware of	Amber
Green - On target for completion by deadline	Green

Green

	Lead / Head of Service	Project Manager	Value £	Target Completion Date	BRAG	Comments / Notes
2014/15 REPROGRAMMED FROM 2013/14 TO BE CONFIRMED MARCH 2014						
Mainstream projects:						
Finance Direct/Oracle	Michael Tomlinson	Michael Tomlinson	£125,601	Q2 2014/15	Amber	Outcomes in Qtr 3 2013/14 will determine slippage but his is current spending profile as per MT
Health through warmth and related retro fit scheme	David Lockwood	David Lockwood	£378,225	31.03.17	Green	Ongoing scheme
DRFS – Exchange Upgrade	Martin Sadler	Sharon Worrall	£149,594		Red	Team working at full capacity to deliver time pressured projects
Bring your own device security layers	Martin Sadler	Sharon Worrall	£35,000	30.09.14	Amber	Staff not yet in situ so project 6 months later than planned
Council wide IT planned rolling replacement	Martin	Malcolm	£327,889		Amber	ICT investment in technology to

and upgrade	Sadler	Metcalfe				support Smarter Workplaces (telephony, storage, Windows 7). Awaiting forecast so slippage may occur but all budget is required
Essential enhancement to data security systems	Martin Sadler	Sharon Worrall	£20,000		Amber	Spend on consultancy and upgrade to firewall by end of March 2014. Remainder of budget to be fully utilised in 2014/15
2014/15 CAPITAL BIDS						
Mainstream projects:						
ICT Essential Maintenance - Virtual Service infrastructure The Council needs to change the software licensing arrangements for certain ICT systems in order to remain within the law and allow for forecast capacity growth. This is primarily driven by having to keep software at certain levels to be compliant with the Governments Code of Connection. Software licensing legislation is complex and it can sometimes inadvertently be misused which can expose the council to potential fines. ICT intend to implement the upgraded systems over the third quarter of 2014 with project completion by the end of the first quarter 2015.	Martin Sadler	Sharon Worrall	£74,000	31.03.15	Green	

<p>Increase Council Internet Security To improve the hardware / capacity of the services that secure our email and documents we share publicly. This will allow the council to increase capacity to securely accommodate the increase in the number of partners and officers accessing information off site. By improving the councils ICT security barriers (known as DMZ services), this will allow secure access to internal ICT and external systems from the internet. The new hardware required will allow for the increased number of servers required for expanding the services provided over the web. The new servers would be built with failover and redundancy to suit the council requirement for data centre disaster recovery.</p>	Martin Sadler	Sharon Worrall	£14,500	31.03.15	Green
<p>ICT Essential Software License changes The Council needs to change the software licensing arrangements for certain ICT systems in order to remain within the law and allow for forecast capacity growth. This is primarily driven by having to keep software at certain levels to be compliant with the Governments Code of Connection. Software licensing legislation is complex and it can sometimes inadvertently be misused which can expose the council to potential fines. ICT intend to implement the upgraded systems over the third quarter of 2014 with project completion by the end of the first quarter 2015.</p>	Martin Sadler	Sharon Worrall	£46,000	31.03.15	Green

<p>Improvements to ICT security (Protection of Council Information) To improve the hardware / capacity of the services that secure our email and documents we share publicly. This will allow the council to increase capacity to securely accommodate the increase in the number of partners and officers accessing information off site. By improving the councils ICT security barriers (known as DMZ services), this will allow secure access to internal ICT and external systems from the internet. The new hardware required will allow for the increased number of servers required for expanding the services provided over the web. The new servers would be built with failover and redundancy to suit the council requirement for data centre disaster recovery.</p>	Martin Sadler	Sharon Worrall	£18,000	31.03.15	Green
<p>ICT requirements to cater for blending transitioned services into WMBC ICT Staff now working in Children’s Services do not have the standard IT equipment they need to carry out their day to day work. During 2012/13 a number of services and functions transitioned to the Council from external organisations. To achieve the timescales involved in this, interim and temporary solutions were put in place for the final part of the Serco transition. To remove these temporary and interim solutions and to resume a full business as usual function for additional users there needs to be considerable investment in the supporting ICT infrastructure. ICT provision for 250 staff transferred has yet to be resolved.</p>	Martin Sadler	Sharon Worrall	£445,680	31.03.15	Green

<p>Social IT Systems Review & Enhancement Case recording and reporting issues were highlighted in the Ofsted inspection conducted in June 2012. The council has been systematically undertaking a review of both the processes and systems in use in Social Care (specifically Children's), in order to help enable the organisation to customise deliverable outcomes that are client centred. This is supported and driven by key IT systems that are implemented to ensure that staff provide the best possible services and to drive efficiency across the organisation. The current system in use in Adults and Children's is provided by Civica, the name of the software solution is Paris and this was procured 9 years ago. Since the procurement of Paris it has not had any further supplier developments or updates in that time. Options are needed to find a solution that is fit for purpose, part of that solution will be the right system that fits with the business need and differing customer demand. Soft market testing has recently been finalised.</p>	Martin Sadler	Sharon Worrall	£550,000 (14/15) £550,000 (15/16)	31.03.16	Green
<p>Replenish Smarter Workplaces capital pot Upgrading the Human resources (HR) IT system which manages the council's payroll, following the supplier issuing notice that it was discontinuing support in 2013/14. Pre-approved capital for the smarter workplaces programme is being used to fund the new HR system. This has delayed some smarter workplaces activity but not detrimentally to customers. This bid is to ensure that the smarter workplaces project finishes as the current infrastructure for smarter workplaces is not</p>			£152,200	31.03.15	Green

complete. This will enable the programme to purchase more storage and processing power to continue as planned.						
Aids and adaptations (statutory element) To maintain independence for disabled clients in their own homes by providing relevant equipment and adaptations to property. In addition to this, Disabled Facilities Grant (DFG) is received. This directly assists over 1,100 households with vulnerable disabled residents (meets the statutory DFG need, reduces excess seasonal deaths, minimises slips trips and falls, enables people to stay living safer and longer in their homes).	David Lockwood	David Lockwood	£400,000 (14/15) £1,000,000 (15/16) £1,000,000 (16/17)	31.03.17	Green	Further £600k added to reserve list.
Health through warmth and related Retro Fit schemes To provide energy and fuel saving advice and energy efficient heating and insulation works to private homes targeted at help for vulnerable households. The funds have previously helped secure significant investment (circa £22m) from private energy companies and this is expected to be repeated in the future. In 2012/13 the capital investment helped 316 households with works and helped reduce excess seasonal deaths, reduce fuel poverty, minimise illnesses made worse by cold and damp homes and enables people to stay living safer and longer in their own homes. By investing a larger value in 2014/15 this would allow us potential to increase partner income. Further £500k added to reserve list.	David Lockwood	David Lockwood	£500,000 (14/15) £750,000 (15/16) £500,000 (16/17)	31.03.17	Green	Further £500k added to reserve list.
Mainstream projects - Reserve List:						
Aids and adaptations Additional funding to	David	David	£600,000	31.03.15	Green	

that agreed above	Lockwood	Lockwood				
Health through warmth and related Retro Fit schemes Additional funding to that agreed above	David Lockwood	David Lockwood	£500,000	31.03.15	Green	
Leasing v Buy For each vehicle or piece of equipment that we purchase and drawdown through the vehicle replacement programme, an options appraisal is conducted to determine whether purchasing or leasing is the most cost effective option. This ensures that we demonstrate value for money with each decision. Due to the current low borrowing rates, purchasing is currently proving to be cheaper than leasing.	Vicky Buckley		£640,000	31.03.15	Green	Included as part of Council Wide mainstream projects
SCHEMES UNDER DEVELOPMENT						
A) Advanced						
B) Feasibility						
C) Ideas						

Glossary of Terms

Asset Strategy Group (ASG): a high level advisory group of Cabinet Portfolio Holders and senior officers including the Corporate Property Officer, the Executive Director - Regeneration. It oversees the strategic management of all land and property interests. The group aims to ensure that capital investment and asset management optimise available resources, deliver value for money, support and sustain excellent service delivery and contribute fully to the Council's strategic aims and corporate priorities. Consideration is also given to the revenue implications of any proposals. ASG has responsibility for working with the Corporate Management Team to prioritise capital schemes prior to their formal adoption by Cabinet for recommendation to full Council. It also ensures that capital spending is managed within the resources available.

Assert Review Group (ARG): performs an advisory function and supports the Asset Strategy Group. The group is concerned with translating high level operational requirements into property requirements and manages the Directorate Asset Management Planning process. The group is responsible for developing the Council's Corporate Asset Management Strategy and is also responsible for data collection and performance measurement of suppliers, clients and the portfolio itself. ARG concerns itself with more detailed matters allowing the ASG to focus on strategic issues.

Directorate Asset Management Groups: responsible for identifying all operational needs including those that may have an impact on property services. The Directorate Asset Management owner will also act as the sponsor of business cases and projects which relate to property.

Corporate Property/Asset Management Function (AMF): The AMF facilitates the service asset planning process – the translation of service wants and needs into budgeted and measurable plans of work. The AMF is also responsible for the development and monitoring of the annual Asset Management Action Plan.

Corporate Asset Management Plan (C-AMP): provides broad direction for the changes required to the portfolio over a Medium Term (3-5 year) horizon to match the Council's ambitions for its services. The strategy defines the aims and objectives for property, identifies key service drivers with major implications for property, identifies high level priorities and processes for delivering them. The strategy also sets out key principles for the management of property and clarifies the processes for making decisions on property investment, use and disposal.

Capital Strategy: provides the financial framework for investment decisions.

Asset Management Action Plan: an annual implementation plan, recording significant property projects at a high level and enabling monitoring of their delivery by the Asset Review Group.

Directorate Asset Management Plan: demonstrates how the property portfolio needs to align to enable Directorates to deliver the Council's strategy.

Extract from Audit Commission – Report in the Public Interest

Published October 2010

“During 2008 Uttoxeter Town Council (the Council) negotiated the sale of land and buildings to the rear and side of its Town Hall. This sale took place without adequate marketing of the site and without the Council satisfying itself that it received the 'best price' for this land. The decision-making processes and the governance arrangements within the Council that allowed this to happen are flawed and in need of significant improvement.

I consider the decision to sell the land to be so poorly supported that the sale itself may be unlawful. I do not believe the Council took into account all the necessary information when reaching its decision and in my view such a decision could be found to be in breach of the 'reasonableness' test which underpins local government law. As a result I have decided that I should make a report in the public interest under section 8 of the Audit Commission Act 1998 and make recommendations for improvement by the Council. I do not believe, however, that the best interests of the taxpayers would be served by any further formal action by myself.

The law allows parish councils to dispose of land in any manner they wish, subject to a requirement to secure the best 'consideration' that can reasonably be obtained. The Council did not do sufficient to market the land to ensure that anyone who may have been interested in purchasing the land was aware that it was for sale and was encouraged to make an offer. Marketing a property for sale, whilst not a legal requirement, is usually a key part of ensuring best consideration.

Furthermore it would appear that there was at least one higher potential offer that was not pursued by the Council. It is not clear to me why all potential offers were not followed up.

The Council did not take sufficient legal advice, and it did not demonstrate how it properly considered and acted on what advice it did receive, including some correspondence from me.

The way in which the Council reached these decisions is symptomatic of the poor underlying governance framework within the Council. I have some concerns about the clarity of roles of councillors, the clerk and other staff; the clarity of the terms of reference for committees and subcommittees; the lateness of circulating agendas and informative background papers to councillors; and about how open-minded the decision-making has been.“

The full report is available on the internet at:

<http://archive.audit-commission.gov.uk/auditcommission/inspection-assessment/public-interest-reports/local-gov/Pages/UttoxeterTownCouncilTownHallSale.aspx.html>

It covers many of the pertinent issues.