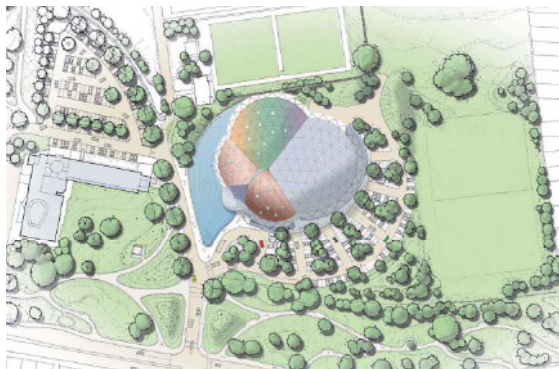




Going Forward Together

Corporate Asset Management Plan

Transforming Assets Together



including Capital Strategy and Property Strategy

Cabinet Member Councillor Steve Swift & Councillor Mark Kirk
Lead Officer Chris Ellerby, Head of Asset Management





1. Foreword

The development of this year's Corporate Asset Management Plan (AMP) is a further step forward from the plans we have been producing regularly since 2001. The Corporate AMP forms the overarching document in an ever-developing suite of strategies including the Capital Strategy and the Property Strategy, which are also included here within.

Asset Management is becoming more and more important in local government due to continued pressures to make efficiency savings whilst at the same time making improvements to service delivery. Having a good asset management plan allows us to align asset objectives with organisational objectives, it allows us to identify areas of weakness within our portfolio and it also allows us to make long term plans to not only support, but also to improve, service delivery.

Any asset plan needs to be flexible, forward thinking and realistic so that we can adapt this as our environment changes. These changes could come from the economy, development of our customers' expectations or the national context.

Looking forward, Asset Management will play a key role in the council's Transformation Programme, which will see new ways of working and service delivery including 'worksmart' and digital development.

Whilst the Corporate AMP and Capital Strategy capture the council's "business drivers", its financial context and the organisation's objectives, the Property Strategy focuses more at asset level and considers how best to support the requirements highlighted in the Corporate AMP whilst also considering best value and individual asset issues. The Property Strategy gives a description of the general direction of the asset base over the next 15 years. This is very much a 'live' document and will be developed year on year as we face changes in the organisation, the outside environment and customer requirements.

The information collated within the Property Strategy provides a platform for structured and rigorous forward thinking as well as allowing officers to support members in making well-informed decisions about our asset base.



***Councillor Mark Kirk
Leader of North Lincolnshire Council***



***Cllr Steve Swift
Cabinet Member for Corporate Services***

CORPORATE ASSET MANAGEMENT PLAN AND CAPITAL STRATEGY



April 2009

(COVERING THE PERIOD 2009-2012)

Cabinet Member Councillor Steve Swift & Councillor Mark Kirk
Lead Officer Chris Ellerby, Head of Asset Management



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1.0 INTRODUCTION AND PURPOSE

The purpose of this plan is to show how the top-level plans and priorities of the council are translated into planned action to manage capital expenditure and improve corporate asset use.

The plan outlines in very broad terms how we manage our capital and how asset management is conducted at North Lincolnshire Council.

This plan should be read in conjunction with the Property Strategy, which outlines in more detail our plans for asset reviews and individual buildings.

In March 2008 the council produced its first proposed Property Strategy. Whilst this remains a live document which will develop year on year, the initial document analysed some excellent key information in relation to both business drivers, which are captured in this document and property objectives which are captured in the Property Strategy.

As the council is shaped both corporately and at service level, it is important that we are able to support any property needs to ensure both best value and excellent customer service.

Business drivers are the council's corporate and service objectives, financial objectives and situation as well as the aims and ambitions of any partner organisations. Business drivers provide us with a vision of the direction of the organisation so we can better plan for the potential need for asset use in coming years. As the council is shaped both corporately and at service level, it is important that we are able to support any property needs to ensure both best value and excellent customer service. Over the coming year we will gather more long-term information on business drivers, which will be reflected in the medium and long-term vision, captured in the strategy.

Property objectives are driven from a lower level and could be anything from increased use of assets to a reduction in maintenance backlog. Corporate property programmes have been aligned with the Property Strategy to ensure best value and shared goals.

Detailed procedures have not been covered in this plan – these are available elsewhere.



2.0 NORTH LINCOLNSHIRE CONTEXT

2.1 Spatial Portrait of North Lincolnshire

North Lincolnshire is located on the southern side of the Humber estuary and covers an area of 85,000 hectares (328 square miles). The settlement pattern reflects the physical characteristics of the area: the River Trent and its floodplain; the low hills on the Isle of Axholme beyond the River Trent to the west; the Vale of Ancholme running north to south through the centre; the Lincolnshire Wolds to the east; and the Humber Estuary to the north.

Despite North Lincolnshire being predominantly rural with almost 90% of land being in some type of agricultural use, the population is largely concentrated in a relatively small number of established large and medium sized settlements. Almost half the population reside in North Lincolnshire's principal urban area of Scunthorpe and Bottesford. A further 40% live in the towns of Barton upon Humber and Brigg, in the smaller market towns of Epworth, Crowle and Kirton in Lindsey, and in the larger villages of Winterton, Messingham and Barnetby le Wold. The remainder of the population is dispersed widely among the many villages and rural hamlets scattered throughout North Lincolnshire.

'Current population projections indicate that just over 162,000 people are living in North Lincolnshire. It is predicted that by 2026 the population will grow to just under 192,000.'

Current population projections indicate that just over 162,000 people are living in North Lincolnshire as part of approximately 68,000 households. It is predicted that within the 15-year time span of the Local Development Framework (up to 2026), the population will grow to just under 192,000 in 2026. The number of new homes that will need to be built to meet the demands of the expanding population and address the impacts of the changing demographic profile is estimated to be approximately 13,500.

North Lincolnshire's population is also predicted to age over the next 15 years, with the number of over 60s increasing whilst the number of under 20's falls. This mirrors current population trends that are being forecast across the country.

The administrative centre of North Lincolnshire is Scunthorpe, the provider of the majority of services for the area including housing, employment, education, leisure and retail. Other towns such as Barton, Brigg, Epworth, Crowle, Kirton in Lindsey and Winterton are also important service centres, particularly for the communities in the peripheral rural areas.

The South Humber Bank (the northern gateway to Europe) is the location for a large proportion of the area's industry. Here extensive port and wharf facilities provide international trading opportunities. Humberside International Airport is also located in North Lincolnshire and the Doncaster/ Sheffield Robin Hood Airport is easily accessible, being situated only 4 km across the administrative border in Doncaster.

North Lincolnshire is well linked to the rest of the country with good transport connections such as convenient motorway access to Leeds, Manchester, Doncaster, Sheffield and the Humber Bridge providing access to Hull and the north east of England. Regular local train services directly link Scunthorpe with Grimsby, Doncaster on the East Coast main line, and Sheffield and Manchester Airport via the Trans-Pennine route.



3.0 THE 'BIG PICTURE'

3.1 Council Management Structure

In previous years North Lincolnshire Council has run a two-tier management structure. There has been a refocus of the work of the current Executive Management Team (EMT) and Council Management Team (CMT) which has now been supplemented by four new programme boards. These will be named Area, Communities, Internal and Individuals.

Area - will focus on the big picture and looking ahead and will have strong working links with the local strategic partnership.

Communities - will focus on outcomes for the community including delivery of services and working with partners.

Internal - will focus on the running of the councils own internal business affairs ensuring we are delivering on our governance and stewardship responsibilities.

Individuals - to deliver the 'cradle-to-the-grave' range of services with the statutory responsibilities of the Director of Childrens Services and the Director of Adult Social Care.

3.2 Links with Other Council Plans

The council is beginning to work in a much more joined up way, particularly in terms of service delivery and asset management. This section sets out how we are supporting with the delivery of other plans within the council and how the Asset Management Team will contribute towards, and support the delivery of these plans and strategies.

The **North Lincolnshire Strategic Partnership (NLSP)** is a multi-agency partnership set up to bring key services in North Lincolnshire together to improve their effectiveness within the community. The NLSP is made up of community, public, private and voluntary sectors who work together to deliver key projects and shared ambitions. Working together means that we can focus on what North Lincolnshire really needs both now and in the future and how the development of North Lincolnshire is going to effect local people. The NLSP aim to improve the quality of life for people living and working in North Lincolnshire and to maximise opportunities as North Lincolnshire develops.

NLSP produced '**Many Faces One Community**' in 2006; this is North Lincolnshires' Sustainable Community Strategy and is being refreshed for publication in 2009. The strategy sets out how they will work with local people to improve their quality of life for the future as well as exploring new and improved ways of working together with partners from all business sectors.

The NLSP have developed four shared ambitions. These are;

- An area that is thriving
- Communities that are confident and caring
- Individuals can see the difference
- Everyone works together for the benefit of North Lincolnshire

This current strategy has seven key themes, which emerged from an extensive consultation exercise;

- Safer neighbourhoods
- Better homes and environment
- Better social care
- Healthier communities
- Lifelong learning
- Greater economic success
- More rewarding leisure

There are also two flagship projects which the NLSP will deliver, these are;

- **The Lincolnshire Lakes** *'The Lincolnshire Lakes project will give Scunthorpe a semi-rural fringe of national importance that will enhance the local environment and provide' opportunities for tourism and employment in North Lincolnshire'.*
- **Making Communities Count** *'Making Communities Count is an initiative which aims to raise quality of life for some of our most disadvantaged residents. It will focus on the Westcliff, Riddings, Manor Farm and Grange Lane North areas of Scunthorpe, and particularly on those neighbourhoods which contain significant pockets of deprivation'.*

North Lincolnshire Council has produced a **Strategic Plan** to deliver their part of the Sustainable Community Strategy written by the NLSP. The purpose of the Strategic Plan is to set out;

- how we manage the council and our priorities for improvement
- how we align our resources to meet our strategic priorities
- how we engage with citizens, partners and stakeholders
- how the council contributes to the delivery of the North Lincolnshire Sustainable Community Strategy
- how well our inspectors felt we were doing
- it also contains our Best Value Performance Plan.

The Strategic Plan has been extensively rewritten and is due to be published in April 2009.

In 2009 the councils internal priorities will be replaced by four key programmes;

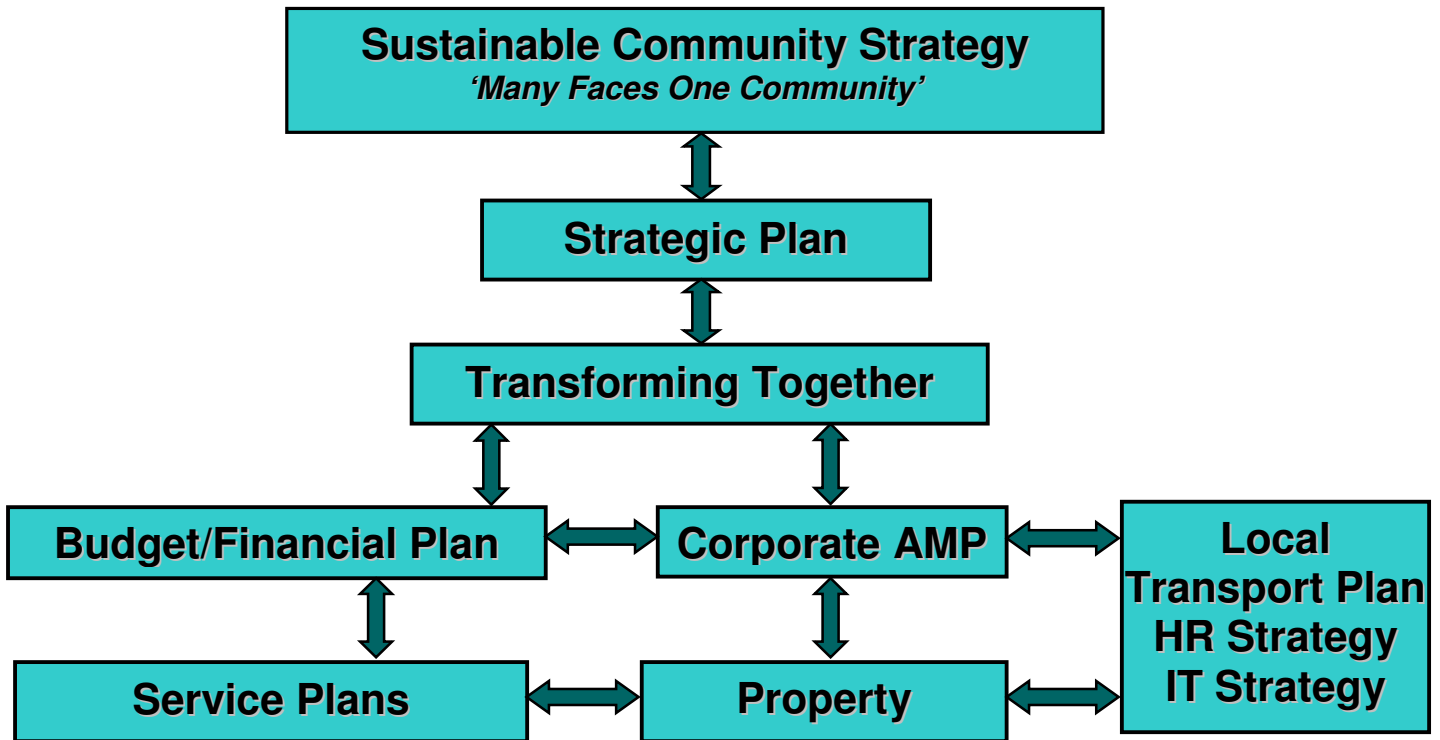
- Organisational Excellence
- Operational Fitness
- Valued Council
- Worksmart

North Lincolnshire Council has recognised from creating this document that we need to transform ourselves as an organisation so that we can deliver the Strategic Plan as efficiently and effectively as possible. Our internal ambitions will therefore be replaced by a new transformational plan - **Transforming Together**, which will set out how the council will develop over the next five years.

Transforming Together will have seven key themes;

- Improved customer care
- Improved place to work
- Improved capacity
- Improved business systems
- Improved value for money
- Improved performance
- Improved development

The following diagram shows how these documents link in with the Corporate AMP and the Property Strategy:



3.3 The Councils Transformation Programme

Worksmart & Office Accommodation Review

There are two key aspects driving the office accommodation review, these are business transformation and best value.

Business transformation is the way in which the council moves forward in terms of modernising service delivery. The council has a corporate vision of making services more accessible and transforming the way in which service delivery takes place. This has two threads - improved customer service and modern ways of working. Improved customer service is an ever-developing priority both at corporate & service level. Through channel migration and digital development, the councils customers will have more options and ease of access to services.



The council aims to modernise the way in which employees work, whether this may involve home working, improved technology, use of touch down bases or flexible hours to allow for improved customer access, will depend on the service needs and employee capacity. Flexible working will also allow the council & its employees to reduce their carbon footprint by reducing employee travel & reducing energy consumption within the corporate portfolio.

The review of accommodation will result in less wasted space and the requirement for fewer buildings. Although this may not be the key driver this will result in revenue savings and potential capital receipts, which can then be reinvested into the portfolio to further improve services to customers. The provision of suitable & fit for purpose accommodation will also mean that staff needs & expectations are met & which will encourage staff to continue employment within North Lincolnshire Council.

Channel Migration

Local Authorities across the country have generally not kept up with the private sector in terms of improved service delivery & access to services. The Digital Development Group was established by CMT in 2008 to promote digital development across the council. The purpose of this group is to develop a strategy to exploit alternative digital channels council-wide, inline with the current IT and Customers Service Strategies.

Digital Development will also mean more choice for customers when it comes to how they access council services; this in turn may help to reduce North Lincolnshires carbon footprint due to fewer customers having to travel to a council building. In turn this also means that customers who require face-to-face interaction will receive a better service.

3.4 Consultation

North Lincolnshire Council recognise the importance of consultation with local residents. Service delivery is needs driven and must therefore have the input of the local people. Consultation is done in various ways and on a number of levels from strategic level down to service level and on individual projects.

There is an asset strand to some of this consultation.

Library Services conduct their CIPFA PLUS consultation every 3 years and analyse the information for improvement purposes. Epworth Library was rated the worst for outside attractiveness by customers and has subsequently been put into the Planned Maintenance Programme for external redecoration in 2009/10.

Consultation is also done service by service looking at best practice, consultation with other councils via telephone, on-line research and face-to-face visits, through workshops and related groups for example IPF.

Area consultation is also carried out when looking at possible reviews. Strategic Regeneration Housing and Development have recently been carrying out consultation in the Westcliff area on services currently being delivered and what residents would like to see in the area. Community Planning and Resources have also recently started consultation on two key areas identified as the two most deprived rural areas in North Lincolnshire (Caistor Road, Barton and Grangefields, Winterton), as ranked by the Index of Multiple Deprivation. Consultation is initially being carried out internally within the council so that a clear and joined up picture can be ascertained in the first instance and all partners can be identified.

Highways Services consulted with the public on satisfaction with the highways network. This consultation found that generally the public were happy with the principal road network but unhappy with the estate roads, this feedback has been acted upon.

Internally across the council consultation is carried out on a regular basis both formally and informally through various groups such as Capital Programme Delivery Group, Strategic Asset Management Group, Council Management Team and Executive Management Team.

The following table shows examples of consultation that North Lincolnshire Council has undertaken and example outcomes that have come from this:

Nature of consultation	Who was consulted?	Outcome of Consultation
Sports Academy and Regeneration of Central Park	Members of the public inc 13-19 year olds	The winning design was chosen by members of the public from a short list of 6.
Future arrangements of Parkwood Junior School.	School staff, parents, Governors	Reduced surplus space.
Public Notice to close Parkwood	Members of the	Reducing surplus space and

Infants and Parkwood Junior Schools to establish a new Primary School	public	providing better value for money.
Opening hours and service provision at Ashby Library	Library and Local Link customers in Ashby. Ward members in person.	Opening hours increased from 23 to 42 hours per week. Members of the public voted for the most favourable pattern of opening hours.
Children's CIPFA PLUS and Adults CIPFA PLUS – tri-annual survey - satisfaction with library services	Children and adults using all North Lincolnshire's Libraries	2 worst library's for outside attractiveness put into the maintenance programme for external redecoration.
Suitability of operational property	Service managers and staff	Extension of Cambridge House Car Park, Improvements to heating controls at The Cygnets, Re-Heat at Messingham Library for improved control, Alvingham Road improvements to reception layout, 20-21 Visual Arts Centre storage improvements.
Annual Points of View Survey and Benchmarking with Sheffield Hallam University	Members of staff.	Improvements made to provision of office accommodation through the office accommodation review, which was highlighted as a key issue. Annual, ongoing consultation.
Future of Westcliff Precinct	Consultation with members of the public through external consultancy work	Outline consultation has highlighted the requirement for a project in the area. Consultation will be on-going over the period of the project and in further detail.
Building Schools for the Future (BS4F)	Public meetings, discussions with governing bodies, staff, groups of pupils, town councils and focus groups.	Ongoing liaison. Influence on the designs for outdoor areas and approaches to the new buildings, that have made it through into the final design concepts.

3.5 National Context

Comprehensive Area Assessment

The Comprehensive Area Assessment (CAA) is a new approach led by the Audit Commission to independently assess local areas on their prospects and quality of life for those living there. The assessment is area based and will focus on all aspects of public spending within the area including services such as schools (Ofsted), prisons (HM Inspectorate of Prisons) and Health (Healthcare Commission). A new set of Key Lines Of Enquiry (KLOEs) have been set for Asset Management, which has set the agenda for change. Some of the key areas that the KLOEs focus on are partnership and community working, assets that are fit for purpose and achieving value for money and having a strategic approach to asset management. In addition to asset management, the CAA also includes a Use of Resource judgement, which will focus on value for money and improving efficiencies. This will include looking at how well we work with other partners to provide efficiency gains and greater benefits to the community, through joined up working as well as how well we tackle issues such as climate change and energy management.

Efficiency Agenda and Value For Money (VFM) Agenda

The efficiency agenda is not about cuts in budget, quality or services. An efficiency gain is an improvement in the productivity of resources used to deliver services. It includes obtaining:

“More for the same”

“Much more for a little more”

“More for less”

“The same for less”

The efficiency agenda is also part of the broad VFM agenda, and sits alongside transformational government. VFM has long been defined as the relationship between economy, efficiency and effectiveness. VFM is high when there is an optimum balance between successful outcomes, high productivity and relatively low costs. Asset Management contributes towards this by introducing ways of making revenue savings (for example by sharing of assets), by obtaining capital receipts and reinvesting capital into other carefully selected assets and through improved ways of working.

Quirk Review - 'Making Assets Work'

The Local Government White Paper Strong and Prosperous Communities set out a new relationship between local government and its communities. Moving on from this is the Quirk Review, a review of community management and ownership of public assets. This review looks at the benefits to both the local government and communities in the transferring of assets to community groups. There are many examples of the successful transfer of public assets to community organisations, but only where it has been carefully planned and fully supported by the authority.

Lyons Review

CSR07 reinforced the messages set out in the Lyons Review concerning greater exploitation of under-used assets and the disposal of assets no longer required for service delivery. The review showed that savings can be made in both running costs and in the generation of capital receipts. The Government recognises the competing challenges facing local authorities and would encourage them to explore all options for under-used assets.

Climate Change Bill/Article 5 2006/32/EC

Local government has a crucial role to play in tackling climate change and helping society move towards more sustainable modes of development. It can shape its services and influence those of local partners to create solutions, which are joined up, integrating the economic, environmental, and social priorities of local areas to create sustainable communities. The practical experience gained and leadership shown by local authorities will also encourage others to adopt more sustainable practices.

Local Area Agreement and Local Strategic Partnerships

Local Strategic Partnerships, the new Performance Framework and Local Area Agreements are all based on partnership working to deliver the best outcomes for an area. It is essential that all public sector bodies extend partnership working to the management of their assets.

Local Development Framework (LDF)

The LDF is the name given to the new system of Development Plans introduced by the Planning and Compulsory Purchase Act 2004. The LDF is a folder of local development documents that outlines how planning will be managed in the area. The main components of the LDF are the Local Development Scheme; Statement of Community Involvement; Local Development Documents; the Annual Monitoring Report and the Sustainability Appraisal/Strategic Environmental Assessment.

Comprehensive Spending Review (CSR07)

The 2007 Comprehensive Spending Review and the related Local Government Finance Settlement are underpinned by a focus on value for money. Improved outcomes will therefore need to be delivered in a tight financial climate. A target of 3 per cent annual efficiency gains was set across the public sector, which amounts to a requirement for local government to make £4.9 billion of cash-releasing efficiencies by 2010-11. This will come from reductions in operating costs, savings that come alongside asset disposals, and asset sharing. Asset management is a key workstream of the CSR07 Value for Money Delivery Plan.

National Improvement and Efficiency Strategy

The National Improvement and Efficiency Strategy (NIES) stress the need for a new approach to delivery, with councils increasingly working in partnership to deliver better and more efficient services.

Community Infrastructure Levy

The Planning Bill introduced in Parliament on 27 November 2007, will enable local planning authorities to charge a Community Infrastructure Levy (CIL) on new developments in their area to support infrastructure delivery that unlocks planned housing growth. Subject to Parliamentary approval, the legislative framework for CIL should be in place from April 2009. Good infrastructure planning, through consideration of the infrastructure required to support development and giving it priority in discussions with local partners, will be useful preparation for the introduction of CIL.

The Prudential Code

The Prudential Code, to which authorities must have regard to in determining the affordability of their proposed borrowing, requires authorities to consider asset management planning in setting prudential limits. A stated objective of the prudential framework is that it should support local asset management planning. The system encourages local authorities to self-finance projects i.e. those where the scheme is expected to generate enough new revenues or savings to cover the borrowing costs.

National and Local Economic Climate

Due to the current economic climate our asset management processes/plans have had to be flexible. The capital receipts programme has been reviewed and we will not see surplus land and asset sales in line with the original programme. Land and property values have also dropped and in the present economic climate anticipated sale prices would not be reached.

We have also seen a rise in energy prices and overall building running costs, increasing our revenue relating to property assets. In line with the CSRO7 we are aiming to gain 3% cashable efficiency savings across the council, this is reflected in our criteria for submitting business cases into the capital programme. We also aim to reduce revenue spend on the asset portfolio by improving energy efficiency in council assets.



4.1 Adult Social Care

The Green Paper *Independence, Well-being and choice* gives a broad overview of the intended strategic direction of adult social care over the next 10 to 15 years. It proposes a more joined-up approach to the planning of social care services.

Adult Social Services is undertaking the “Fit for the Future” review to consider how North Lincolnshire Adult Services can prepare itself for the future by responding to the growing demand for services for older and disabled people and the plethora of national and local priorities and guidance that has been issued over the past few years.

For example

- *Our Health, Our Care, Our Say* - a new direction for community care services – Government White Paper
- *Stronger and Prosperous Communities: The Local Government White Paper* - Communities and Local Government
- *Making Choices: taking risks*. A discussion paper – Commission for Social Care Inspection
- *The Customer Voice in Transforming Public Services* – The Government Response – Cabinet Office

Locally the Community Strategy, Going Forward Together, places services at the forefront of improving the experience of citizens living and working in the area. This continuous improvement must be done jointly with local people, the third sector and with trade and commerce.

The cultural changes that need to take place are largely embedded in the social model of disability and promotes the user as the expert who has untapped resources that workers need to release, building on the person strengths to achieve their desired outcomes. A commitment to a culture of continuous service improvement needs to be strengthened.

Commissioning will need to be conducted at a number of levels; individual, locality-based and strategic to integrate service and financial planning to deal with the changing needs, aspirations, expectations and options to be available for individuals and their carers.

This change has major implications for the competencies of the social care workforce and for the whole framework of policy and practice within which they operate. Staff will need a strong workforce development strategy to develop and maintain the creativity and vision to devise new and individualised ways of meeting the changing needs and aspirations of service users and their carers.

Works are currently underway on the final phase of the Sandfield House site in Scunthorpe, and the refurbishment of the kitchen at Scotter House.

Premise related priorities for Adult Social Services include:

- Healthy Living Centre in Scunthorpe South, Barton and Epworth.
- Joint council and PCT satellite rehabilitation/re-enablement/demonstration/OT bases in Glanford and the Isle of Axholme.
- Central Administrative hub for senior care workers, health and Rapid Response Staff.
- Central base for Physical Disabilities Team staff.
- Accommodation in localities (Isle of Axholme, Barton, Kirton Lindsey and Winterton) to provide respite for carers using Fresh Start style sessions
- Joint short stay, step up/step down facility to include respite, rehabilitation and stroke service with beds for older people and people with physical disabilities to include office accommodation for joint team.
- Locality bases in Barton, Brigg, Isle of Axholme, Scunthorpe North and Scunthorpe South.
- Office facilities for service and senior managers, secretarial and administrative support staff.
- Learning Disability Day service base in Scunthorpe town centre to replace The Hollies.
- Extra Care accommodation in Winterton.
- A rehabilitation resource in Winterton.
- Central base for Learning Disability Team in Scunthorpe Town Centre.

4.2 Children's and Young Peoples Services

The Children and Young People's Service (CYPS) provides a wide range of services designed to improve the outcomes of children and young people on five major themes: Being Healthy; Staying Safe; Enjoying and Achieving; Making a Positive Contribution; and Achieving Economic Well-being. The CYPS has two service arms – Children, Strategy and Partnerships and Learning, Schools and Communities. The way we deliver our services is defined in the Children and Young People's Plan (CYPP). We meet a wide range of statutory duties and are responsible for delivery priorities and targets on behalf of central government.

CYPS is represented on the Children's Trust Partnership (CTP) which brings together public, private and voluntary organisations committed to working collectively and individually to bring about change for children and young people.

We work in close partnership with schools to achieve the ambitions detailed in the Making a Difference plan. The Primary Strategy for Change outlines our emerging vision for primary education in the future and the steps we need to take to achieve it.

In respect of schools, the Asset Management Steering Group is well established and includes representation from council members, head teachers, representatives from council services (CYPS

and AMC) and Diocesan officers. Asset Management Planning is embedded in schools forward planning. Each school has data covering condition, suitability and sufficiency. This data is used to determine both strategic spending priorities and individual school priorities.

Two major programmes of investment in schools are being developed. Both programmes are set to bring about transformational change in how education is accessed and delivered with a focus on raising standards.

The Building Schools for the Future programme will deliver major investment in the secondary school estate. The first phase will concentrate on the Scunthorpe town schools, where building work will commence in 2009. A Local Education Partnership is in the process of being established to deliver this programme. Proposals have been submitted to the DCSF for the remaining North Lincolnshire secondary schools to be included in Wave 7 of the DCSF programme.

The Primary Capital Programme provides funding to renew the primary estate. The initial priorities for investment have been identified as Henderson Avenue Primary, Grange Lane Infants, Grange Lane Junior, Priory Lane Infants, Riddings Infants, Riddings Junior, Scunthorpe CE Primary and Westcliffe Primary. The DCSF has made available an indicative amount of £8.4m over the next two financial years with a commitment to continuing funding over the 14 year programme.

Within the existing capital programme investment has been earmarked for the following schools schemes:

- Oakfield Primary consolidation onto one site and disposal of the infant's site;
- Messingham Primary consolidation onto one site, replacement of mobile classrooms and disposal of the junior site;
- Programme of improvements to kitchen ventilation to meet gas safety guidance;
- Holme Valley additional foundation classrooms and associated facilities;
- Programme of disabled access improvements including works to meet the needs of specific pupils;
- New school at Lakeside housing development;
- Programme of investment in schools to assist in the delivery of extended schools activities.

CYPS anticipates that future capital investment in the school estate will be needed to: facilitate the removal of surplus places; replace temporary buildings with permanent facilities; replace Crosby Primary; partial replacement of Frodingham Infants; meet growth in school pupil numbers as a consequence of housing developments; and upgrade school kitchens. A list of priorities for investment beyond 2012 has also been drawn up.

We are in the process of establishing an Asset Management Group with a remit for the non-schools assets held by the directorate. During 2008 the first phase of realignment of staff locations was implemented. The review and realignment of office accommodation to meet service needs is ongoing. The need to review existing Youth Service facilities, particularly in relation to their poor condition, has been identified and prioritised.

A proposal has been developed to create a new youth facility in the centre of Scunthorpe and a bid has been made for funding to My Place. The proposal has been developed with Young People to meet their needs.

CYPS continue to develop the network of Children's Centre and linked sites. A new Children's Centre is planned for the south of the Isle of Axholme. This will bring the total number of Children's Centres in North Lincolnshire to 12. Plans are in place to improve the coverage of the existing provision.

Early Years Quality and Access funding is being invested primarily in the private, voluntary and independent sectors to ensure that the facilities and resources are in place to deliver the Early Years Foundation Stage and improve quality of provision.

Aiming Higher for Disabled Children is a DCSF programme to support disabled children and their families with respite care and access to leisure activities. Capital grant funding will be available in 2009-11 to facilitate this area of work.

CYPS will continue to review its asset portfolio with a focus on strengthening service delivery, raising performance, improving the working environment, co-locating associated staff groups and rationalising buildings.

4.3 Community Planning and Resources

This service combines a front-end customer-facing role with a strategic and enabling role. Both dimensions of this service are increasingly operated on behalf of the whole council. This is so that we can achieve better outcomes for the North Lincolnshire area, for its communities and for individuals.



Our key roles are around the co-ordination of strategic documents, partnerships and other initiatives. These include the Strategic Partnership and Community Strategy, Customer Services Strategy and Strategic Planning and Safety. We have governance functions such as the management of the Diversity Policy. We provide services to both internal and external customers. These include public relations, internal communications, publications and marketing. We are working towards a greater understanding of the relationship between citizen/customer satisfaction with the council and its services. Public and Education Library Services, Local Links and the Contact Centre are also very important components.

We directed some priority bids for 2009/2013 towards meeting the needs of the Customer Service Strategy. We are planning the further development of the generic call centre including a possible relocation to Church Square House gaining significant revenue savings. We have recently taken up extensive public consultation in the Crosby area regarding the positioning of Crosby Local Link - due to the proximity of Church Square House and other key partners, as well as other key benefits, the outcome of consultation was that the Local Link should be relocated to expand usage at Church Square House. Libraries play an important role in the life of local communities and so we have recently submitted an outline business case to the capital programme for additional generic working in Providence House.

Another continuing focus is on driving up library performance by renewing library buildings and invigorating them to become hubs for community learning and participation. In 2009 we successfully relocated Crowle Library into Crowle Community Resource Centre, creating more of a 'one-stop-shop' and community hub for the Crowle area.

2009/10 will see the beginning of a review of library services, some of which will overlap with area reviews such as Riddings and Westcliff, of which Community Planning and Resources will play a key role.

We have established a co-located Safer Neighbourhoods Hub in Shelford House. The future of this police building is uncertain and we will need to review future options for a more permanent solution.

4.4 Neighbourhood and Environmental Services

Neighbourhood and Environmental Services provides a range of frontline services. It has ten divisions - Performance and Partnerships, Fleet Provision, Catering and Cleaning, Licensing, Bereavement Services, Waste Management, Street Scene and Landscape, Communities and Environment, Housing and Trading Standards.

The main asset management priority for the service is to replace the current depot facilities in Scunthorpe. During the year work has started at the rear of Cottage Beck Road depot. The work involves the demolition of the transfer station and its replacement by a purpose built facility including some office accommodation. Other work to ensure the safety of the site has started, principally to ensure the separation of pedestrian from vehicular traffic.

Centralising depot services offers a number of operational advantages with the potential for significant long-term savings. However there are few sites of sufficient size available in Scunthorpe. A number of depot sites have been evaluated but none has found to be a better solution to the existing problems.

The rolling programme of vehicle fleet replacement continues with over £1.5m investment required annually to ensure operational capability is maintained.

The strategic challenge for Waste Management is to identify and deliver new technological solutions to deal with waste currently sent to landfill. Alternatives to landfill must be found by 2010, as recycling processes will not be sufficient to avoid financial penalties. A major procurement exercise is underway with a dedicated team established to oversee the process. The costs of developing long-term solutions are large and the council must make a significant investment to achieve environmental targets.

Plans are also being developed to replace the existing household waste composting plant and to explore the practicalities of food waste collections –
In Bereavement Services, investment in mercury filtration equipment will be the major challenge over the coming years. This will be necessary to meet the government's commitment for the industry to achieve 50 per cent abatement of mercury emissions from all crematoria by the end of 2012. Cabinet approval has been obtained and a feasibility study is underway.

The newly established Housing Division is working closely with the Strategic Housing Planning and Regeneration Service to deliver the Joint Housing Strategy. Work is underway to identify a development partner and potential sites for a Place of Change – a 21st century rehabilitation centre for homeless people. Provision of a site in council ownership would be a major boost to the project.

The council has obtained capital investment from the regional housing board to continue the Advance Crosby project until 2011 to transform an area of private housing adjacent to the town centre. Funding has also been obtained to bring empty properties back into use for homeless families.

Procurement exercises are underway to reduce the costs and improve the quality of work provided by Disabled Facilities Grants. To respond to increasing waiting times funding is to be switched from home improvement grants. Vulnerable and low-income families will now be offered loans from the regional loans service instead.

On an operational level the Housing Division is piloting “smarter working”. This involves a number of changes to working arrangements designed to improve the effectiveness of public facing staff. If the pilot is successful there are significant implications for the council and how it uses office space. Routine calls are to be handled by the call centre based on scripts and better use of IT. Flexible seating arrangements have reduced the floor area used by the division by 20%. Investments are required to introduce secure and robust document imaging and handling that in turn will enable not only more effective workflow management but also mobile working. The pilot is being reviewed at corporate level. Smarter working rooms are to be developed at other locations such as the Angel.

4.5 Strategic Regeneration Housing and Development

The Strategic Regeneration, Housing and Development service functions are some of the most crucial to the development of North Lincolnshire. We have a critical role in helping transform North Lincolnshire and delivering the Council's vision of “Many Faces: One Community -Transforming North Lincolnshire towards a better future for all”.

We have four clear strategic service priorities:

- ***Creating a strong identity for the area***
- ***Developing a dynamic economy***
- ***Having an adaptable and highly skilled workforce***
- ***Area renaissance***

and four service outcomes:

- **Global Gateway**
- **People and Quality of Life**
- **Scunthorpe as a major sub-regional economic centre**
- **World Class Environment**

The Strategic Regeneration, Housing and Development deliver the following activities and functions:

- Work in partnership to deliver projects and programmes to meet identified economic, social and environmental need with North Lincolnshire.
- Drive transformational economic change and implement economic development and regeneration initiatives programmes and strategy
- Deliver the regulatory services for strategic planning, including spatial and strategic planning policy, Regional Spatial Strategy and LDF
- Develop and deliver a transformation Scunthorpe Urban Renaissance and Rural Renaissance programme for the Isle of Axholme and Brigg.
- Develop and implement rural policy
- Assess local housing needs and the local housing market
- Find solutions to meet housing needs and 're-balance' the housing market
- Work with private developers and housing associations to make new affordable homes available
- Help vulnerable people to live independently
- Identify and promote a positive image and establish a sense of place for North Lincolnshire to support the social economic regeneration of the area
- Identifying and producing marketing material that promotes existing and potential opportunities in support of social and economic regeneration in North Lincolnshire
- Promote North Lincolnshire as a strategic business location, providing a tailored package of support for inward investors and existing businesses
- Encouraging enterprising and entrepreneurial spirit within North Lincolnshire
- Identifying skills issues within North Lincolnshire businesses and matching provision to demand, both now and in the future
- Work with landowners and partners to project manage the development of the South Humber Bank
- Represent the economic interests of North Lincolnshire Council and North East Lincolnshire Council to lead work on research to prepare policy and project delivery in the South Humber.
- Delivering European and UK government initiatives aimed at regenerating communities and businesses
- Co-ordinating and monitoring all external funding on behalf of the council
- Preparing funding bids
- Delivering a research and monitoring function and developing and maintaining an evidence base for the council.

Housing Capital Investment

Housing Capital Investment supports the key strategic objectives of the Housing, Homelessness and Supporting people strategies and other priorities of the council. These in turn are informed by the government's Sustainable Communities plan. Evidence of need comes from major pieces of research - housing needs surveys and stock condition surveys for both Registered Social Landlord (RSL) and private homes. These strategies are not only concerned with bricks and mortar but also with people, residents, owners, landlords and community issues. A more detailed strategy is also being developed for Private Sector Housing, Empty Homes and Affordable Warmth following the results of the Private Sector stock condition survey recently completed.

The Housing Strategy and Investment programme are concerned with all housing tenures and client groups in North Lincolnshire, investment is via grants and loans, to improve private sector stock condition, energy efficiency, and provide disabled facilities. Support is given in kind, or financially, for Registered Social Landlords (RSLs) better known as Housing Associations for development.

Entitlement to Disabled Facilities grants is mandatory, with government grant covering 60% of the cost up to an annual allocation ceiling; the council funds the remaining 40% and any discretionary elements. Much of the rest of the private sector grant activity is funded by the council. The government is now encouraging councils to make more loans available to private householders and landlords to improve properties rather than through the giving of grants.

External funding is also awarded for the area from the regional single capital pot. The Regional Housing Board approves a Regional Housing Strategy (RHS) and a Regional investment strategy following consultation with local authorities. The available government funds are then first divided between the four sub regional housing partnerships that make up the Yorkshire and Humber region. The Humber Housing Partnership next determines the funding split according to the sub regional investment strategy. The funding available is split between the now newly formed Homes and Communities Agency (HCA) which replaced the Housing Corporation in December 2008 for RSLs to bid to, for investment; to stock retaining councils for decent homes work, and to Councils for regeneration and transformational projects. This funding to councils is now via a grant award rather than borrowing approval and is monitored by the Region, by the Humber Housing Partnership and by the North Lincolnshire Housing Investment Board, which was established this year.

A key project for North Lincolnshire already attracting regional housing capital funding is 'Advance Crosby', part of the 'Advance Humber Towns' sub regional initiative - a transformational housing project looking to significantly turn around the housing market and improve living conditions in this area.

The regional housing board is also responsible for prioritising Gypsy and Traveller Site Grants for the region, and North Lincolnshire has successfully secured funds to improve the Manifold Road Showman's site and to provide additional pitches in line with the Gypsy and Traveller Accommodation Assessment.

Other funding for specific projects has also been available from central Communities and Local Government (CLG) for projects like 'Place of Change', which looks to provide short-term accommodation for homeless people and particularly rough sleepers. The aim is to transform the lives of those with particularly chaotic lifestyles to get them back into mainstream housing and society. The council is on the reserve list for future funding from this pot, which is likely to be allocated by the HCA in future. The council also still has a need to develop more temporary accommodation for homeless households to reduce the reliance on Bed and Breakfast hotels, which is expensive in revenue terms and also contrary to government goals to reduce the use of this type of accommodation.

Significant capital expenditure to increase the provision of new homes in North Lincolnshire comes from the Homes and Community Agency to the Council's partner Housing Associations. In future the Homes and Communities agency will hold a 'single conversation' with local authorities to determine both our housing and regeneration priorities for investment. This will also link to other funding schemes such as Yorkshire Forward's Geographic Program.

The Council is encouraged and expected to enable Housing Association development and to stretch the resources to deliver more homes for the available grant by gifting or discounting land to Associations. The council also has powers to grant aid Housing Associations.

The housing function is also helping to achieve other service goals e.g. The provision of extra care housing reduces reliance on residential care and increases the available choice of housing for older people. There are links to the health agenda through this specialist accommodation, also planned are a rehabilitation housing scheme for those newly disabled - these schemes are being enabled through leasing housing sites at low cost.

Homes and Community Agency funding also assists with the provision of affordable new housing in rural areas that cannot be obtained through planning conditions which is usually the case on larger sites in urban areas.

There is concern nationally that there is a shortage of construction workers, and that the existing workforce profile is older. We are keen to grow our own construction workers through a Youthbuild

project now re-named 'Build your Future'. This project will also deliver much-needed new homes for young people.

On 12th February 2007 North Lincolnshire Council transferred its Council Housing to a locally established stand alone Registered Social Landlord. The new organisation 'North Lincolnshire Homes' (NLH) is a company limited by guarantee, and a registered charity with a board of management made up of 15. The Board has five councillor representatives on it together with independent and tenant representatives. The council will continue to monitor 'the promise' made to tenants for a period of ten years. The new organisation will still be expected to assist the council to deliver its Housing Strategy.

Stock transfer has given the new organisation access to significant investment from the private sector in order to ensure homes reach the decency standard and more by 2010. North Lincolnshire Homes has also been able to start new housing development on sites transferred to the association as part of the stock transfer agreement.

4.6 Asset Management and Culture

Property Services manage and develop the operational and commercial property holdings. This includes undertaking building projects, property management including office accommodation, acquisition, disposal and lettings and high quality design and contract services. In addition, the service also operates the council's Security Control Centre and our two Tourist Information Centres.

The division comprises of three sections:

- Asset Management
- Construction
- Commercial Property and Tourism

Over the past year the various services within Asset Management and Culture have worked together to improve the overall service we provide. Asset Management and Culture recognise that to achieve best value we need our teams to join up where necessary and identify areas where we can support one another or where we can share information for the benefit of each other. We have helped to deliver this through Technology Forge, the councils corporate asset database - further information can be found in section 4.2 on data management.

Property Services play a key role in the office accommodation review and introducing new and improved ways of working across the council. We will also play a key role in supporting the overall delivery of the councils transformation plan - '*Transforming Together*'. The Property Asset Team will lead on the delivery of the Property Strategy, exploring possible efficiency gains, improved performance and further supporting the needs of services. This year has seen the implementation of a corporate office moves procedure that allows more control over moves and more effective asset management.

The Construction division is responsible for the construction of new buildings, alterations to existing buildings and repair and maintenance of the council's property holdings.

The Design Services section provides a full design consultancy service from initial inception to completing the works on site. They provide professional advice on all contractual and financial aspects of construction projects and ensure the council complies with legislation and council policies. They provide value for money in terms of quality, price and time and incorporate sustainable use of energy and materials into the design.



The Maintenance Services section's function is to satisfy the council's statutory obligations relating to the operation and maintenance of its operational property portfolio by maintaining and improving the council's building assets to the best possible standard within available resources. The services

provided are building and engineering related repair & maintenance, design, asbestos management, energy management, facilities management and AMP condition surveying service.

The Commercial Property Team is committed to the efficient and effective management of its Property and Land Holdings, in accordance with adopted policy governing such management, as a primary method of delivering its service obligations. Briefly, these are to maintain the quality and capacity of the Councils land and property holdings, to provide accommodation for the development of business within North Lincolnshire, to address market failure and to provide an income in support of the authorities wider priorities.

Over the past year the Team has worked towards the completion and marketing of a new 100,000ft industrial facility on the Normanby enterprise Park providing a broader property offer to inward investors, and has also completed a complex and high profile development of a perishables Hub property at the Airport which required the input and co-operation of five separate bodies and has now meant that Humberside Airport has the most modern refrigeration facilities in the Country

Information Technology is increasingly being looked at as an asset, to be considered alongside property, especially when new investment is planned. The council has made, and continues to make, investment in the IT infrastructure and systems.

The increased requirement for IT asset management has meant that more dedicated staff resources are now undertaking the specifying, recording, reallocating and disposal of hardware and software assets. This function ensures legality, efficiencies and fit for purpose devices throughout the authority.

IT is an increasingly important element of most capital schemes, and processes have been introduced to improve the planning of projects to include early consideration of IT. The design of all current and proposed council-wide accommodation needs to consider the IT requirements. (i.e. communication equipment/cabling, air conditioning, security systems/devices, etc)

The council has made a big investment in delivering the e-government agenda and the councils own IT infrastructure. Major investment has taken place in infrastructure, equipment, software and data. Many services are, or will soon be web-enabled - it remains to be seen what impact this will have on the demand for services in a conventional format, and the impact on the property portfolio.

Other key issues to be tackled include:

- The challenge of home and mobile working. IT enables this method of working, resulting in reduced Council's accommodation demand.
- The IT strategy impacts on the use of property, in particular developments such as call centres/telephony and document management/storage.
- Wireless LAN. This enhances the value of meeting rooms and other shared office space.
- Infrastructure rationalisation. This is aimed at eliminating redundant or expensive voice/data links.
- Disaster recovery implementation. (continuing)
- Enterprise Architecture and Service Orientated Architecture (SOA).
- Review and strengthen programme and project management discipline.

IT will have a key role in the ongoing office accommodation review as the council seek to introduce new ways of working and storing, and match the needs of services with available space.

Leisure Services

There is a growing recognition that Leisure Services can play a major role in the regeneration of communities and that investment in sport and cultural activity can be central to social regeneration and health improvement. Culture in its broadest sense is crosscutting and contributes to the economic well being of the community, supporting many thriving businesses.

Leisure Services strategic aims are:

More people actively participating in cultural, recreational and other community based leisure activities irrespective of age, ability, ethnicity, economic or social circumstances.

Quality services that meet the expectations of customers and potential customers and which staff are proud to deliver.

Better value for both customers and council taxpayers.

In order to achieve this the capital infrastructure needs to be developed to facilitate achievement of the following key steps:

- provision of high quality leisure opportunities for North Lincolnshire residents
- access to a core range of leisure facilities
- greater leisure participation
- greater economic impact of leisure investment
- reduction in the subsidy of direct leisure facility operating costs

In recent years the council has invested in feasibility studies for projects which will enhance the facility infrastructure to better meet the needs of the local community and deliver on strategic ambitions. In particular the relocation of outdoor sports facilities to the John Leggott College/West Common Lane campus has been shown to have significant strengths, should the proposal gain funding. Following on from the success of the acclaimed 20-21 Visual Arts Centre, the council has delivered new swimming and fitness facilities in Barton upon Humber in a £4m project to reconstruct and develop Baysgarth Leisure Centre, which is now fully operational. Plans for the construction of a £15 million New Entertainment Venue, on the site of the former Baths Hall are well underway for completion in autumn 2010. A number of capital schemes for improving the facilities at Normanby Hall Country Park are at inception stage. A number of smaller capital projects such as the introduction of fitness facilities in leisure centres, have also been delivered which improve the quality of the offer at key core facilities which will in turn contribute to reducing the service subsidy

The North Lincolnshire Strategic Partnership recognises the importance of libraries, heritage, arts, sport and recreation to the quality of life, economic strength and community well being of both the urban and rural areas of North Lincolnshire. The partnership's vision for North Lincolnshire is presented in the North Lincolnshire Community Strategy. This responds to the key priorities for leisure with one of the core themes being 'More Rewarding Leisure' and includes:

Shared ambition 3 – Individuals can see the difference

“SAFER AND STRONGER COMMUNITIES - Outcome: Enrich individuals lives”

The indicator “ % of adults participating in sport, physical activity and active recreation has the target of Improve participation rates by 1% a year between 2006 and 2011 for which community leisure facilities that are fit for purpose will be essential.

The Sport and Active Recreation Strategy 'Active Choices Active Futures' shows how we will work in partnership to increase participation in sport and active recreation and includes the need for capital investment in community leisure facilities.

The Play Strategy – 'Play Alert' shows how we are working in partnership to improve the quality and quantity of play provision including the built infrastructure in North Lincolnshire.

Working in partnership with Yorkshire Forward and the Scunthorpe Town Team a number of cultural and leisure projects are being developed including the flagship sports academy, which will bring a transformational new leisure centre to Scunthorpe alongside a refurbished and improved Central Park to act as a catalyst for regeneration of the town. As stage 2 of the planning for the Town Centre redevelopment gets underway, the Cultural Quarter and potential for a new museum will be revisited.

The council acknowledges that these aims and priorities can only be met through partnership with the community, funding bodies and private sector.

4.7 Highways Services

North Lincolnshire's second Local Transport Plan (LTP) builds on the successes of the first LTP and sets out how we will deliver effective, value for money transport measures over the next five years. The LTP shows how we will improve the highway network, reduce casualties, improve the environment, reduce congestion and deliver increased accessibility. It is set within a wider context than transport and considers the social and economic factors that affect our lives and identifies what contribution we can make to deliver transport objectives and broader aspirations at a national and regional level.

The LTP has the support of the public, partners and stakeholders and intensive consultation was carried out when producing the LTP. As a result, in addition to the government's four shared transport priorities; safer roads, better air quality, reducing congestion and delivering accessibility, North Lincolnshire identified three further priorities; quality of life, network management and economy.

The LTP is informed by the Local Strategic Partnership (LSP), council priorities and by the national and regional agenda for transport, economic regeneration and planning. The document highlights the commitment to integrate local, regional and national transport policy in a sustainable way and to overcome barriers to accessing local services, employment, education and training opportunities.

The success in achieving the aims set out in the LTP is reported to the Department for Transport (DfT) via Government Office Yorkshire and Humber (GOYH) half way through the life of the plan and is called the 'Mid-Term Review.' The report reviews our performance in meeting national and local performance indicators, demonstrating the success and where necessary, remedial action taken if targets are not on track to be met. Extensive consultation with the LSP, public and other partners is carried out as part of this process.



5.1 Planning the Programme

The Capital Strategy and Asset Management Plan and Three-Year Service Plans provide the starting point for the capital programme. Alongside these are the Local Transport Plan and the Schools Asset Management Plan. These documents identify for five or more years ahead the council's capital investment needs. They therefore represent the foundation on which resource planning can take place.

The government's Comprehensive Spending Review now gives us a reasonable degree of certainty for 2008-11. The capital programme will be fixed for 2008-9, with indicative starts for the following two years.

There is a set of requirements before a scheme can be considered for the programme:

- Proper option appraisal
- A feasibility study
- A convincing business case.

Schemes are then evaluated against a scoring matrix. The quality of this work has been variable in the past. This has affected the relative success of scheme bids in a way that does not necessarily reflect the proper prioritisation of underlying need. We have now developed improved business case proformas and have trained officers council-wide in best practice, and asset management officers now provide one to one support to project sponsor

5.2 Funding the programme

The council has strong links between asset use and development, and financial planning. The key elements are:

- Consideration of capital and revenue costs and funding at all stages of scheme development, from identifying service needs to post project evaluation.
- Close working between asset managers and finance, both within Strategic Asset Management Group, Capital Programme Delivery Group and on a day to day basis.
- A joined up approach to funding taking into account capital receipts, external funding and prudential borrowing (driven by revenue savings from capital schemes wherever possible).
- A joined up approach between the main capital programme and other programmes such as planned maintenance and energy efficiency.

The individual components are explored in more detail below:

An external funding strategy.

Central government grants regimes are moving away from this type of individual project funding to more programme specific funding. There is an increased focus on generating more effective use of mainstream funds, using external funding to tackle deprivation by 'pump priming' potential change which is sustainable and long term rather providing short to medium term 'fixes',

The overall transformation and modernising agenda has focussed on improvement of service delivery ensuring collaboration between and public and private sectors working and developing the potential in voluntary and community sectors as formal service providers.

This shift in policy has also emphasised the need to engage with the community in the decision making process, particularly influencing the way in which local services are commissioned and delivered.

The Strategic Plan will act as the driver for transformational change in North Lincolnshire and North Lincolnshire Council. In order to deliver the Shared and internal Council Ambitions and to ensure probity, transparency and targeted delivery with realistic and achievable outputs, North Lincolnshire Council has produced an External Funding Strategy.

North Lincolnshire Council's External Funding Strategy Vision:



To maximise the potential of the Council to apply for and secure funding for the benefit of North Lincolnshire Council and North Lincolnshire, demonstrating that a well thought through process has taken place before any funding enters the area with partner involvement established

External funding is defined as: -

“Any money which the Council secures extra to its annual allocation from central government and the money raised from council tax, fees and charges either by itself or in partnership.”

The External Funding Strategy ensures resources are maximised through corporate gatekeeping, monitoring and review. This aims for a joined-up cross-service approach to exploit opportunities.

Objectives of the External Funding Strategy

- Deal with external funding applications for approved projects.
- Ensure financial probity.

- Increase the amount of external resources, which support the Council shared and internal ambitions.
- Maximise the impact of the additional funding.
- Provide a strong start on which North Lincolnshire Council can base its funding applications upon, aiming to improve the application system and improve on the Councils capacity for applying for funds
- Include quality checks on bids submitted and progress of each application.
- Monitor project implementation and impact of funds ensuring that exit or forward strategies are applied as appropriate to ensure the sustainability of projects.

The key controls for external funding are:

- Ensure that key conditions of funding and any statutory requirements are complied with and that the responsibilities of the accountable body are clearly understood
- Ensure that funds are acquired only to meet the priorities approved in the policy framework by the full Council
- Ensure that any match-funding requirements are given due consideration prior to entering into long-term agreements and that future revenue budgets reflect these requirements.
- Ensure that any external funding is spent in accordance with the council's financial regulations.

The use of external funding to support Capital Programmes/Projects should be managed through the capital investment proposal process. The capital investment process should be strengthened with the Head of Resources, Strategic Investment and Funding involved in the appraisal process of all proposals.

There should be a list of prioritised, potential capital schemes, which the council would want to deliver, but have no allocated funding and this should allow for flexibility to take into account a change in circumstance, or opportunities that may arise. The External Funding and Programmes Team will use this list to work with potential funding bodies.

A disposals strategy. To provide a rigorous challenge to existing property holdings and to set target capital receipts year on year.

In 2007, we identified the principles of our disposals strategy. This involved:

- A review of vacant land working jointly with the council's planners.
- A review of service provision, and some operational facilities are likely to close as a result.
- Challenging the retention of income-generating property
- The sale of 'difficult to sell' property by auction.
- Balancing this against ensuring we retain land for the council's future development needs.

We had put together an ambitious programme of disposals to fund future needs. However, the downturn in the economy has made this unachievable.

It is clear from discussions at IPF that all councils are facing similar pressures and are considering:

- Developers getting cold feet on prospective schemes which are close to agreement and either pulling out or renegotiating from scratch.
- Authorities not being able to sell buildings and land, or having to reduce prices.

- One council has frozen all sales of land and buildings until the market recovers.
- Some councils are revaluing all their assets.
- One council is simply knocking a percentage of the value of the estate to reflect the economic downturn.
- A number of councils report loss of rental income from organisations who become bankrupt.
- One city council who has recently completed a city centre project now can't let the units and has boarded them up until the market recovers.

Our current approach is based on:

- Achieving sales where these can take place at levels around 20% less than 2007 values
- Holding assets until the economy improves to maximise returns
- A three year programme looking at surplus assets, tackling such issues as planning, covenants, and infrastructure – so that as soon as the market improves, we are ready to drip feed assets onto the market

Sales of vacant industrial land are managed separately through a Property Trading Account with its own distinct strategy. The proceeds are generally used for reinvestment in the industrial estate, but some transfer to support the overall programme is made in specific circumstances.

Best use of prudential borrowing. Increasingly tight revenue resources will provide a brake on new investment funded through borrowing. There will be a greater future emphasis on the value for money returns on investment proposals, and specifically spend to save schemes. For these 'spend to save' type schemes, service managers will need to robustly demonstrate the sustainable revenue savings resulting from their proposals.

Overall the council will aim to win a greater share of external funding, which is already well over half of total programme resources.

5.3 Procurement

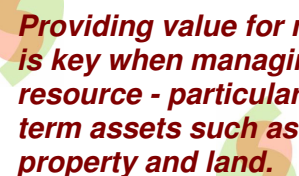
The council recognises that effective procurement is central to the achievement of value for money and the delivery of affordable services to local people. This acknowledgement is explicitly stated in the council's procurement strategy. The Strategic Procurement and Value for Money Unit, led by the Strategic Procurement and VFM Manager, oversees the £100m annual procurement spend on supplies, services and works. In 2006 the council established Procurement Alliance North and North East Lincolnshire (PANNEL), a groundbreaking procurement shared service with North East Lincolnshire Council.

Since the Strategic Procurement Unit was formed six years ago, considerable progress has been made in modernising and transforming the council's framework for procurement. Savings of around £5m have been achieved. This progress has been acknowledged by the Audit Commission, Regional Improvement and Efficiency Partnership for Yorkshire and Humber and via a number of professional bodies and institutes through their awards' schemes. The council's approach to procurement is rated as "strong" under the Comprehensive Performance Assessment.

The procurement of capital works from the construction and civil engineering sectors is significant and accounts for almost one-third of the council's total annual procurement expenditure. Following on from the success of the Highways Alliance partnership with Clugstons Plc which was established in 2004, the council is currently exploring a range of strategic procurement solutions for property repairs and maintenance and major capital schemes in discussion with North East Lincolnshire Council and the wider Yorkshire and Humber region.

5.4 Value for Money

Value for money (VFM) has always been a priority within North Lincolnshire Council, ensuring excellent customer service and customer satisfaction as well as providing best value financially. Providing value for money is key when managing any resource, particularly long term assets such as property and land.



Providing value for money is key when managing any resource - particularly long term assets such as property and land.

Pressures nationally have resulted in there being an increased emphasis on providing value for money. This is due to a combination of reasons including a recession, the Comprehensive Spending Review, Efficiency Agenda and VFM agenda as well as heightened customer expectations.

In reviewing value for money, costs are often worked out per unit to give a clearer indication, service outcomes and contribution to the councils aims are also considered.

5.5 Diversity

North Lincolnshire Council is committed to mainstreaming diversity to make the organisation a better place to work and improving the quality of the services it provides to the residents of North Lincolnshire.

If we do not take diversity seriously we face difficulties attracting the best candidates to fill vacancies, and risk damaging efforts to achieve our objectives. To ensure we are successfully embracing diversity we are working hard to mainstream diversity throughout all of our planning and decision making activities for the benefit of our, staff and service users statutory and non statutory partners.

In 2009, a Single Equality Scheme is being developed and published, replacing the Council's Corporate Diversity Plan. The 2009-2012 Scheme will build on the work of the Diversity Plan to address diversity and the six strands of the equalities framework (race, disability, gender including transgender, sexual orientation, religion and belief (or lack of) and age and there cross cutting themes. It enables the council to mainstream diversity into all aspects of its business, including policy making and service delivery. Successful implementation of the scheme and its three year action plan, will also enable the council (working in partnership with wider stakeholders), meet the requirements of the statutory equality duties, achieve the Investors in Diversity Standard and achieve level 3 of the Local Government Equality Framework (to be launched April 2009).

All services need to take Diversity issues into account when planning service change, (this is achieved by the undertaking of a Diversity Impact Assessment) including the development of options for capital schemes. These issues are therefore generally integrated at service level. There are also a number of capital schemes that relate directly to the diversity agenda, in particular, funding for improved access for disabled people to council buildings.

The council has invested large sums over the last ten years on improving access to all of its operational buildings. 86% of public areas are now accessible to disabled people. Continued improvement to accessibility is part of the council's Property Strategy - further information can be found in section 3.3 of the Property Strategy.

5.6 Working with Partners and other Joint Working Arrangements

The councils agreed definition of a partnership is:



A group of two or more organisations working together as a separate body pursuing shared goals

Following an audit of partnerships in 2007 the council has since produced a 'Partnership Toolkit'. The toolkit is designed for council officers and managers to use when assessing new and existing partnerships and the impact the partnership has on the councils shared ambitions and four key programmes it has committed to deliver. The toolkit is marked on a scoring system of 1-4 for each question and an overall score indicates the result.

The council will, in consultation with the Local Strategic Partnership, continue to use its capital resources to influence external partners, both public and private sector, to achieve its priorities. We also have a large number of more informal joint working arrangements with others.

Examples where this has and will be achieved include:

- Providing sites to the Police to secure Local Policing Team developments, in exchange for other land to secure schemes for other council services in the area
- A major town centre retail and leisure scheme in Scunthorpe, constructed partly on council land
- A number of joint initiatives with health partners
- Private sector elderly person's home providers
- Providing and sometimes discounting land to achieve adequate provision of affordable homes
- Building Schools for the Future
- The Extended Schools agenda
- Freshstart
- The 'Cleaner Safer Greener' initiative

We have also updated our procedures for entering into partnerships to ensure they provide value for money, are fit for purpose and add value. The procedure ensures all aspects are considered such as contribution to council aims and ambitions as well as the impact on diversity and the risks involved in the partnership. Before any partnership is entered into a Partnership Approval Form must be completed and sent to the Policy & Partnership Officer for agreement.

The council promotes a cross cutting approach to council-wide issues. Various working groups involving members and officers have been established to address such issues. The working groups will include external partners where appropriate to ensure that the wider community is represented. The council is keen to see the integration of compatible services within property assets to improve delivery of services to the community.

The Town Centre Phase 2 and Lakeside developments within Scunthorpe are examples which have brought together service areas from planning and transport to housing and education, health and social services to leisure and commercial. This will ensure that such developments conform to local priorities and policies and provide residents and users with the best balance of service to the areas. Partnership working will become all the more important in the future as we begin to address the new agenda for the 'third sector' – the possible transfer of assets to the voluntary sector, and the 'shared services' agenda.



6.1 Roles and Responsibilities

The council began to carry out significant work on asset management in 1999. We gained a 'good' assessment for our first corporate asset management plan, and 'satisfactory' for the capital strategy. This was upgraded to 'good' the following year.

We have continued to drive forward the asset management agenda, have continually improved our processes and updated these documents regularly. Service asset management is well established and is now incorporated in the new service plan process.

Corporate Property Officer

The Corporate Property Officer at North Lincolnshire Council is the Service Director Asset Management and Culture. The responsibilities of a Corporate Property Officer have been defined by government and key information has been clearly communicated with members and officers. The Corporate Property Officer is responsible for all aspects of asset management - estates, maintenance, new build, mechanical and electrical engineering and will oversee all aspects set out in the 'Processes' section below. As well as this, the Corporate Property Officer is also a member of the Council Management Team (CMT) and two of the new Programme Boards made up of CMT members.

Members and Officers

Officers roles are supported by continuously identifying and supporting further training needs and officers are also actively involved with external asset management groups such as IPF. At Member level Councillor Steve Swift, portfolio holder for Corporate Services, has responsibility for the fixed assets.

The Cabinet Member for Corporate Services has day to day responsibility for property and asset management. Individual cabinet members are involved in creating the Service Plans for their service. In 2006 and 2008 we provided two well attended workshops available to all members and senior managers outlining our asset management processes, challenging the organisation to think strategically about its assets. Members are informed and supported by officers with responsibility for asset management and Members are involved and informed in the strategic decision making process of asset management – including considering performance information, new projects and disposal of surplus property. A Cabinet Member holds responsibilities for the authorities property resource on behalf of the Council.

Cabinet approves the Capital Strategy and Corporate Asset Management plan and is involved in developing and approving the Capital Programme.

Strategic Asset Management Group

The Strategic Asset Management Group was set up in 2006 following the Best Value Review. The main responsibility held by this group is to ensure delivery of strategic plans and facilitate strategic working. This also includes the delivery of the Corporate Asset Management Plan, Capital Strategy and Property Strategy. The group also make recommendations annually to CMT and members on a prioritised list of Capital Schemes as well as continuously challenging our use of resources and need for investment to ensure effective and efficient corporate asset management. In this sense asset management includes all assets, not just property.

Capital Programme Delivery Group

The Capital Programme Delivery Group was also set up following the Best Value Review. The group was set up to monitor the delivery of individual capital schemes and the overall capital programme including addressing issues around slippage and scrutinising Post Project Evaluation. The group is also responsible for monitoring of the take up of external funding and the availability of funding for schemes in progress. The delivery of the Disposal Strategy falls under the responsibility of this group.

6.2 Processes

We have not attempted to describe in detail how the processes for asset management work at North Lincolnshire Council, but detailed guidance is in place for many aspects of what we do.

In simple terms, asset management at North Lincolnshire Council involves services:

- Identifying corporate drivers and consider their impact on the Council's asset base
- Assessing what their service will look like in the future
- Developing an Outline Business Case for new developments.

- Considering options for service delivery.
- Assessing the gaps between their existing property and the requirements to meet the Outline Business Case. (The production and implementation of the Property Strategy supports this step in the process)
- Ensuring value for money by completion of thorough Options Appraisals
- Ensuring value for money by considering outcomes and outputs of potential capital projects as well as contributions to council aims.
- Developing a feasibility study for the preferred solution.
- Submitting an Outline Business Case
- An initial view is taken by Senior Managers to produce a short-list of schemes.
- Officers with schemes approved to go forward to the next round then develop a full Business Case and submit Capital Investment Proposals.
- Senior officers in Finance and Property make an assessment of the size of the affordable capital programme.
- Representatives of the Strategic Asset Management Group then assess the bids (guided by advice from a panel who use the council's point based prioritisation scheme. Members discuss recommendations and put together the Capital Programme.
- We now make some initial plans for upto five years ahead, allocating schemes for future financial years, based on outline proposals. (There has been a certain amount of forward planning previously, especially in education and highways, but this new process is the beginning of long term planning based on thorough background work.)
- The Capital Programme is then implemented and monitored

6.3 Data Management

Data management is crucial to the success of asset management.

We have been developing the Corporate Property Database (tf.facility), supplied and supported by Technology Forge, over the last four years and we are now reaching a key stage in its development.

The council now uses the database to produce:

- Linked to information on the corporate GIS (MapInfo), it is the main vehicle of the council's property terrier.
- In this capacity it is used for recording acquisitions and sales, and other land and property information including covenants, wayleaves and dedications.
- It contains the council's deed packet index.
- The council's property assets are itemised in a property register, with layers of property information ranging from site to premise to block and room with details of areas, location, occupancy and use.
- Its information at block and room level is linked via a two way synchronisation process with CAD plans, themselves updated on a two year rolling programme.
- The council's asset register is contained within it, and is produced from it at year-end, complete with totals for depreciation, acquisitions, sales, additions and re-categorisations.
- Land and property valuations are recorded on it and a five-year rolling valuations programme produced from it.
- An insurance valuation schedule is produced and updated annually from it.
- Condition surveys and identified work are recorded on it and a five-year rolling condition survey programme.
- The Hazard module produces the Asbestos Management Programme.
- Information and reports are used in the production of National Property Performance Management Initiative (NaPPMI) performance indicators.
- It contributes towards improved property utilisation.

Two new modules recently released and brought into use are building and improving on the effectiveness of the database:

- Capital Accounting – linking assets to finance, valuations and expenditure.

- Occupancy Module for office accommodation and facilities management.

Future developments and actions:

- Corporate Suitability module – testing buildings to see if they are fit for purpose.
- Inputting DDA information into existing module within the next two years.
- A Property Asset Information Sheet will be produced which will contribute towards the Asset Review process within the next year.
- Roll out of database to web-based system allowing easy access by 250 users within the next 18 months.
- Identifying possible locations for customer requirements for future service delivery within the next three years via the link with the council's GIS.

The Occupancy Table of the Corporate Property Database

Code: A Active

Name: Cary Lane Offices

Description: Office Accomodation

Location:

Details | Other Details | Areas | GIS | Terrier | Estates | Agreements | Valuations | **Occupancy** | Documents | User Defined | History

Occupiable Total Occupiable Area: 246.44 m² Max Occupants: 35

Occupier	Business Unit	Establishment	Area Occ (m ²)	%Occupied	Occupants
AMCU - Asset Manage...	ITCL - IT Services ...	P0140 - Client	111.51	45.29	18
AMCU - Asset Manage...	ITFA - IT Services ...	P0142 - Facilities	104.23	42.29	16
AMCU - Asset Manage...	ITMG - IT Services ...	P0141 - Management	15.49	6.29	1
AMCU - Asset Manage...	ITBE - IT Services ...	P0145 - IT Services...	15.11	6.13	3

Show Occupier(s) for: 02/01/2009

Vacant: 0.00 m² 0.00% -3 occs

Occupied: 246.44 m² 100.00% 38 occs

Delete | GIS View... | Save | Close

6.4 Best Value Review of Capital Programme Management

The council completed a Best Value Review of Capital Programme Management in 2006. This will lead to a number of improvements to the way we work. The main headline outcomes were:

1. Improved member engagement in Asset Management.
2. Improved processes and consistent used processes. Especially:
 - outcome based business cases,
 - option appraisals,
 - financial monitoring,
 - outcome based past project evaluation.
3. Introduced a strategic construction alliance approach for
 - Capital construction projects
 - Repair and maintenance.
4. Produced a strategy for future capital receipts.
5. Explored initial ideas for a strategy for shared asset use with partners, which has started and is now developing further
6. Implement asset review and eventually, a 10-year indicative Capital Strategy.
7. Improved procedures for maximising and monitoring external funding to meet council priorities
8. Improved the management and overview of the capital programme and asset management processes by splitting the current Capital and Major Projects Group into Strategic and Delivery Groups, and strengthen representation.
9. Strengthened links between Corporate Property Officer and the Commercial Property Team, which have been merged under one Director since the review

- Improved financial overview of the Property Trading Account through the production of a Strategic and Financial Plan, linked to the council's revenue and capital budget forecasts

The action plan from this review has achieved a number of improvements. We have identified outstanding actions and these will now be incorporated into our plans to move forward with all Level 3 requirements for Asset Management in the CAA KLOE across the council.

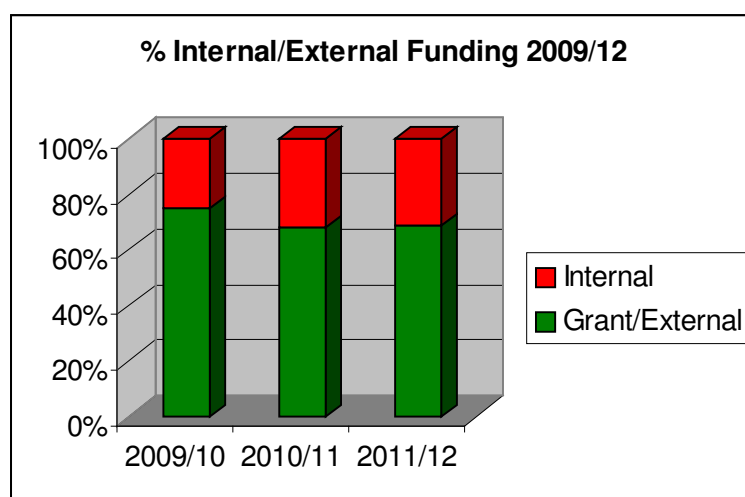


The council has a range of options to fund capital expenditure. These include:

- Grants and other external funding;
- Borrowing;
- Capital receipts from the sale of council assets;
- Direct contributions from the council's general fund revenue budget.

There are restrictions attached to each type of funding:

- **Grants and external funding** is usually from government, non-governmental public bodies, with some from private sector partners. These are for specific schemes or areas of spending and the council must ensure funds are used for the designated purpose.
- For funds raised through **borrowing** Part 1, section 3 of the Local Government Act 2003 sets some specific requirements. It places a duty on the council to set an affordable limit to its borrowing and to keep this under review. The council's revenue grant includes an element to cover the costs of interest and repayments over the term of the loan. Any cost of borrowing above this level is classed as 'unsupported'. The council must ensure that its revenue stream is sufficient to carry this higher level of debt.
- **Capital receipts** come from the sale of surplus assets – buildings or land no longer required for council purposes. Councils are permitted to reinvest 100% of most receipts into new capital projects.
- **Direct contributions from revenue** are also permitted if funds are sufficient. In addition if the council chooses to lease an asset rather than purchase it the lease costs are paid from the revenue budget. This is current practice for the council's fleet of vehicles.



This chart shows the proportion of funding for capital projects from internal and external sources

7.1 Capital Programme 2009 - 2012

Key projects over this period include Building Schools for the Future (BSF), Primary Capital Programme, the Sports Academy and Baths Hall. Full details are set out in appendix 2 attached. Any further capital projects fully funded by external sources or which are self-financing may be added to the capital programme once identified and formally approved.

Committed Capital (£000's) over the period 2009-12

2009/10	2010/11	2011/12
65,171	84,800	51,919

Vehicles and equipment are financed from operating leases or borrowing as appropriate, and costs are met from within approved revenue budgets.

Any decisions on capital investment must also take account of the Prudential Code, produced by CIPFA (the Chartered Institute of Public Finance and Accountancy). This sets out the key principles that have to be followed. These are:

- Affordability
- Prudence
- Value for money
- Proper stewardship of assets
- Service objectives; and
- the practicality of investment plans

7.4 A series of **indicators and limits** are agreed by the council to meet **Prudential rules**. These help to decide what is affordable and what is prudent. They are specific to the council. No national guidelines are set. The key indicators and limits are set for a rolling three year period and are as follows:

- estimates of capital expenditure
- the ratio of financing costs to the net revenue stream
- an estimate of the capital financing requirement (the underlying need to borrow)
- the authorised limit for external debt (a maximum)
- the operational boundary for external debt (the most likely level)
- the incremental impact on Band D Council Tax
(what the capital investment will add to Council Tax bills)

7.5 The Service Director Finance has undertaken an exercise to identify the likely capital spending available from the council's own resources over the next seven financial years, taking into account likely capital receipts, capital awarded to the council from central government and supportable prudential borrowing. The 'demand' for capital from services always exceeds 'supply', but this has been accentuated by the current recession. When the current programme was presented to council in February 2008 it was clear that its affordability depended on substantial generation of capital receipts during the programme period 2008/11. The rapid deterioration in the property market is expected to reduce capital receipts, creating a funding gap.

7.6 Priorities have therefore been reviewed and a revised programme for 2008/13 was approved by council on 25 February 2009. This is at appendix 2 to this document. Its affordability is measured by the indicators at **appendix y**.



8.0 MONITORING AND REVIEW

8.1 Delivering the Business Case

The basic business case information produced as capital schemes are developed includes information on outcomes and outputs. This includes milestones at various points after a scheme has been completed.

We can now collect and review this information so that this can be fed into our planning processes.

This will involve an annual collation of all performance information on capital schemes. This will be reviewed initially by the Capital Programme Delivery Group. We will be able to develop processes to apply lessons learned. This Post Project Evaluation can be introduced after the first year, but will become much more effective when we have a few years' data to work with.

8.2 Construction

The above process is in addition to reviews of customer satisfaction about the procurement and construction process, and the 'finished building product'. These have been part of our processes for some time, and feedback is fed into to the design process for future schemes.

8.3 The Capital Programme

Project Sponsors and the Capital Programme Delivery Group keep the delivery of individual schemes, and the Capital Programme as a whole under review.

There are regular reports to Cabinet on the capital programme.

8.4 Property Services

A whole range of issues around the quality and cost of services provided by Property Services as a whole is kept under review on a quarterly basis through the Quarterly Performance Review Process.

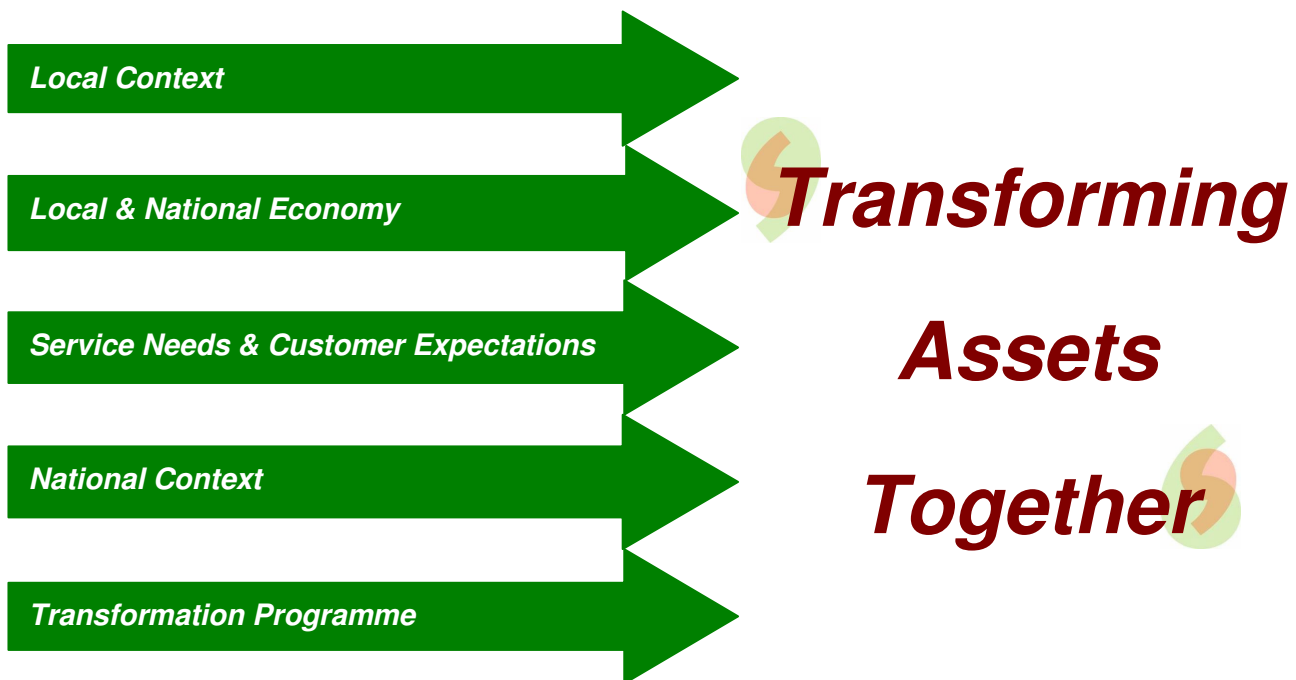


9.0 CONCLUSION

Councils in the 21st century face big challenges to provide assets that enhance service delivery for the communities that they serve. Customers have ever increasing expectations from every aspect of their lives.

The council no longer delivers services alone but is increasingly reliant on working with private and other public sector agencies, particularly where there is a clear shared aim. This Corporate Asset Management Plan and Capital Strategy is part of the continuous process to take the council forward to meet these challenges and sets out clear and sound business drivers to visibly set a direction and baseline for the councils corporate Property Strategy.

The diagram below shows in summary, the key themes set out in this document that contribute towards shaping and transforming our portfolio:



As public services become more customer focused, accountability, achieving value for money and excellent customer service become all the more critical. In order to deliver this it is essential that the asset base is effectively and efficiently managed, with a constant eye on future needs.

Property Strategy



April 2009

COVERING THE PERIOD 2009-2023

Cabinet Member Councillor Steve Swift & Councillor Mark Kirk, Leader of North Lincolnshire Council
Lead Officer Chris Ellerby, Head of Asset Management



Last updated: 10 March 2009
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1.0 INTRODUCTION AND PURPOSE

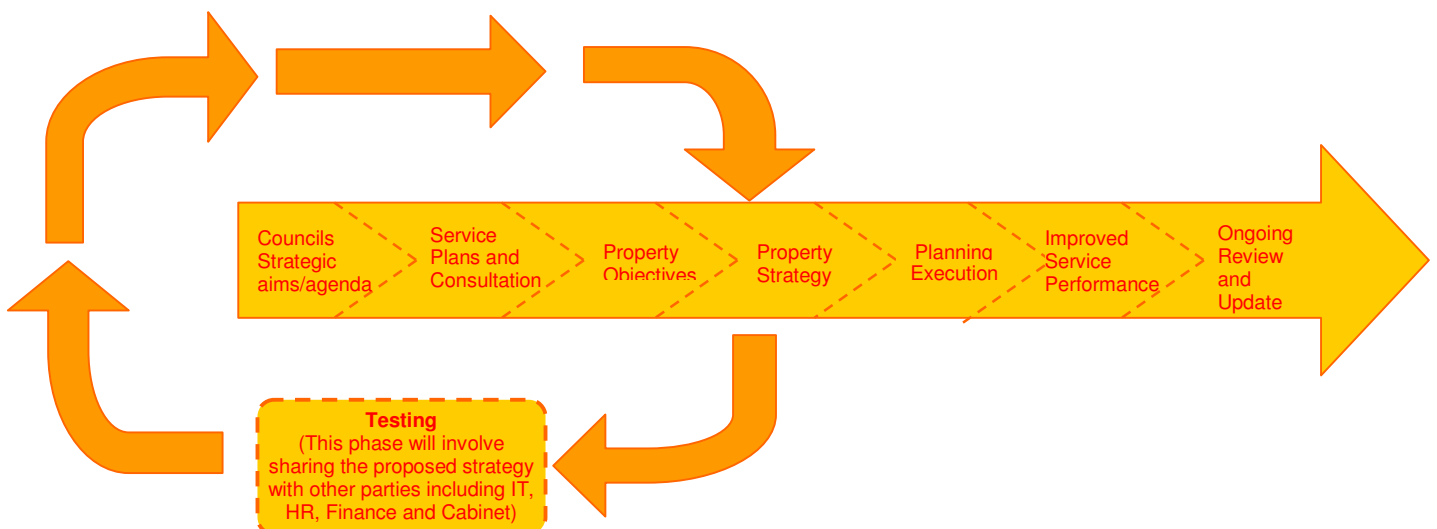
The Property Strategy has been written to support the property related needs and requirements identified within the Corporate Asset Management Plan (AMP) as well as to set out how North Lincolnshire Council will improve the overall performance of its asset base over the next 15 years. The Property Strategy is therefore closely linked with the Corporate AMP and Capital Strategy and the documents should be read in conjunction with one another.

Everything set out in the Corporate Asset Management Plan needs to be considered within this document including council objectives, its financial context and the areas regional context - these will be the councils 'business drivers' behind the Property Strategy and fundamentally, the 'strategic component'. The 'operational component' behind the Property Strategy is the functioning performance of individual & groups of assets including its condition, energy efficiency & suitability for delivering its intended service.

The Property Strategy focuses on supporting the current and future needs of services and consequently enabling the council to provide a positive customer experience to North Lincolnshire Residents. Although continuously improved customer service is a key driver behind this document there are also many other benefits to be had from having a good suite of documents within the Corporate AMP. These include achieving better value corporately, lowering the carbon footprint of North Lincolnshire, enabling members to make informed decisions around assets and improving the overall performance of council property.

Property is expensive both in terms of revenue and capital, so achieving best value is key and this will be explored within this document in a number of ways:

- Ensuring assets are well utilised.
- Aligning IT, maintenance & energy efficiency programmes with the Property Strategy.
- Gathering robust data.
- Gathering extensive service information to ensure long term planning.
- Ensuring investment is made in the right buildings.
- Working with partners to deliver shared ambitions, rather than duplicating services.
- Disposing of surplus assets so that capital can be reinvested.
- Reducing revenue/running costs of buildings.
- Supporting delivery of the councils Transformation Programme.
- Using option appraisals and whole life costing.

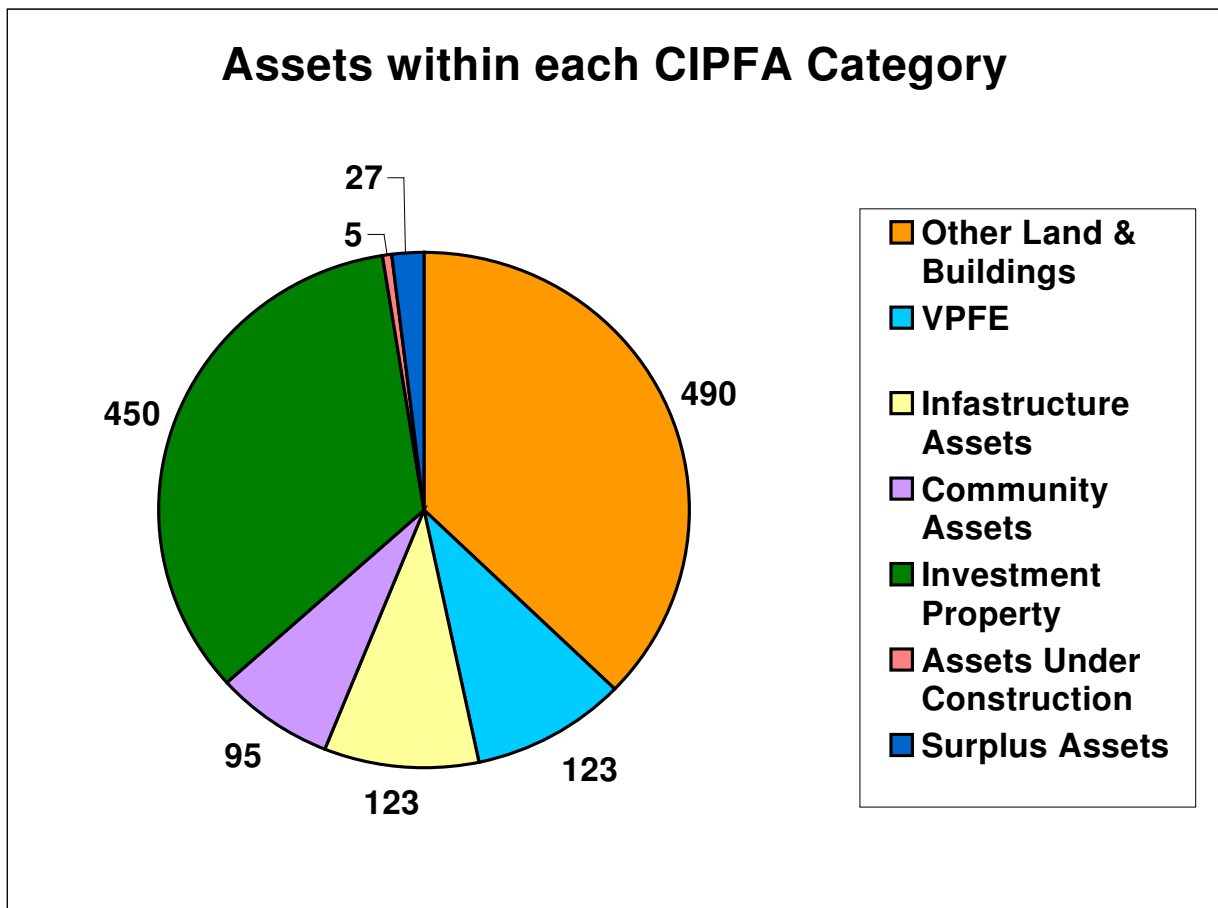


It will be necessary to review the Property Strategy annually as the organisation develops and as the economic environment changes, it's therefore important that the document is flexible and capable of developing to meet new needs and customer requirements.



The councils overall asset value is £413,239,701, of this £406,049,817 is made up of land and buildings. Our buildings alone cover an area of 474,421m². The councils portfolio is diverse and the age, nature and use of buildings varies greatly, from assets such as Normanby Hall to Ashby Link.

The Chartered Institute of Public Finance Association (CIPFA) provides guidance on what categories our assets will fall into. These are: surplus assets held for disposal; community assets; assets under construction; infrastructure; other land and buildings; investment properties and vehicles, plant, furniture and equipment.

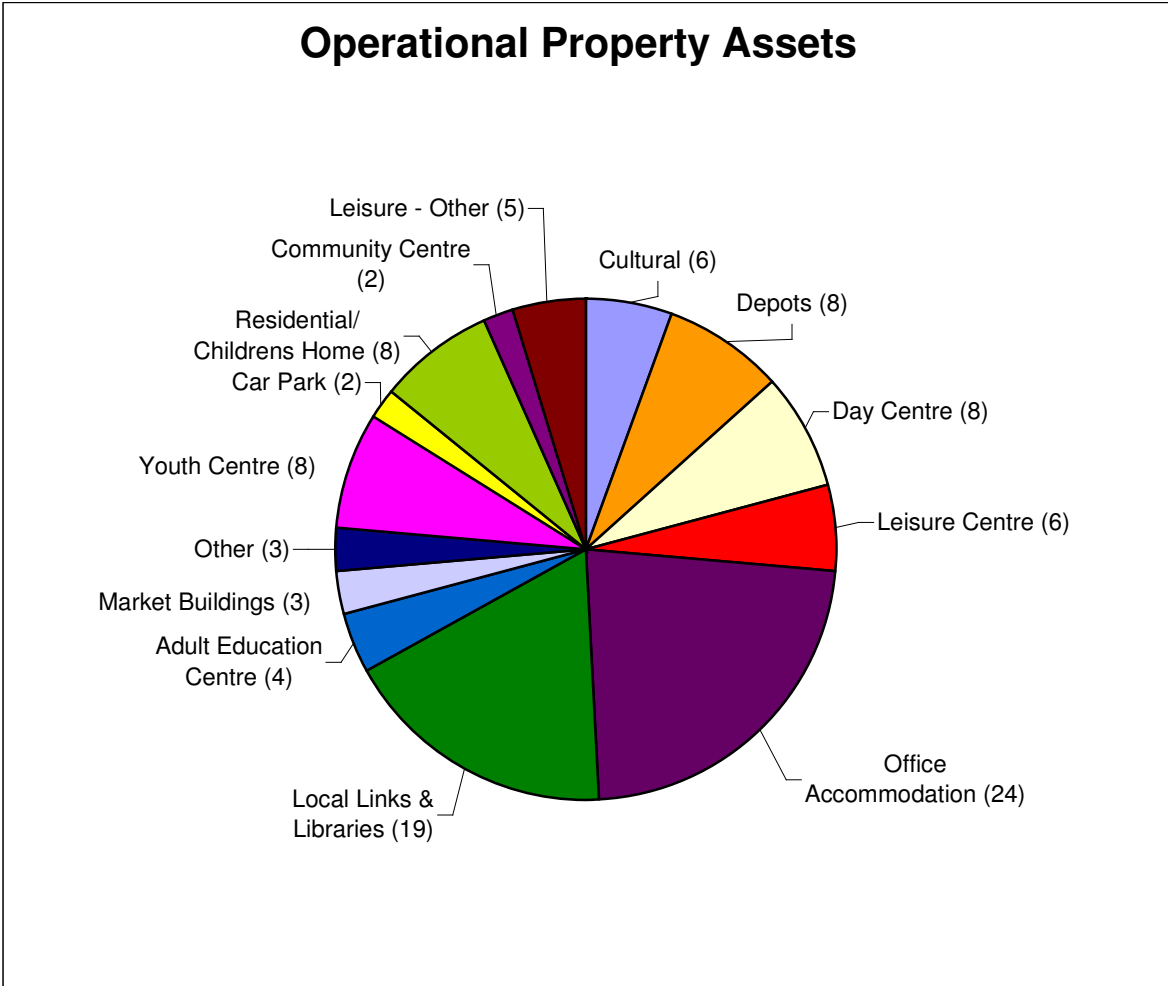


2.1 What assets does the strategy cover?

Of the above 7 categories the Property Strategy focuses on the properties within 'other land and buildings' which also includes 'short term leased in assets'. The assets within this strategy would be described as 'operational' Generally we call our buildings operational if a front line service is delivered from it or it is office accommodation for example offices, leisure centres, libraries, care homes.

We have other operational property, such as public open space, parks and sports grounds, which are predominantly land. These are not covered here - the council's policies on these areas are covered in the 'Greenspace Strategy'.

The council own a wide range of operational property other than our 86 schools. These include:



2.2 Assets not covered in depth in this strategy

Smallholdings

The council own 420 hectares (160 farm business tenancies and 260 agricultural tenancies) of smallholdings. Smallholdings were originally acquired to provide opportunities for farm workers to set up on their own after the First World War. Demand from farmworkers is now greatly reduced.

The portfolio is held largely for investment purposes, but the council is also keen to retain the portfolio to allow new entrants to farming. There may be opportunities to realise capital, by identifying scope to sell land with vacant possession; develop redundant farm buildings for other purposes and sell off farmhouses separately.

Details of the smallholdings are held on our corporate property database.

Sundry Property

We own a number of what we call 'sundry properties'. These are mainly small low value buildings and parcels of land let to voluntary groups. They present a challenge in that they are not necessarily ideal for the groups themselves, and many of these buildings are falling into decline. Details of sundry property are held on our corporate property database. We intend to review the portfolio in 2012-13.

Commercial Property

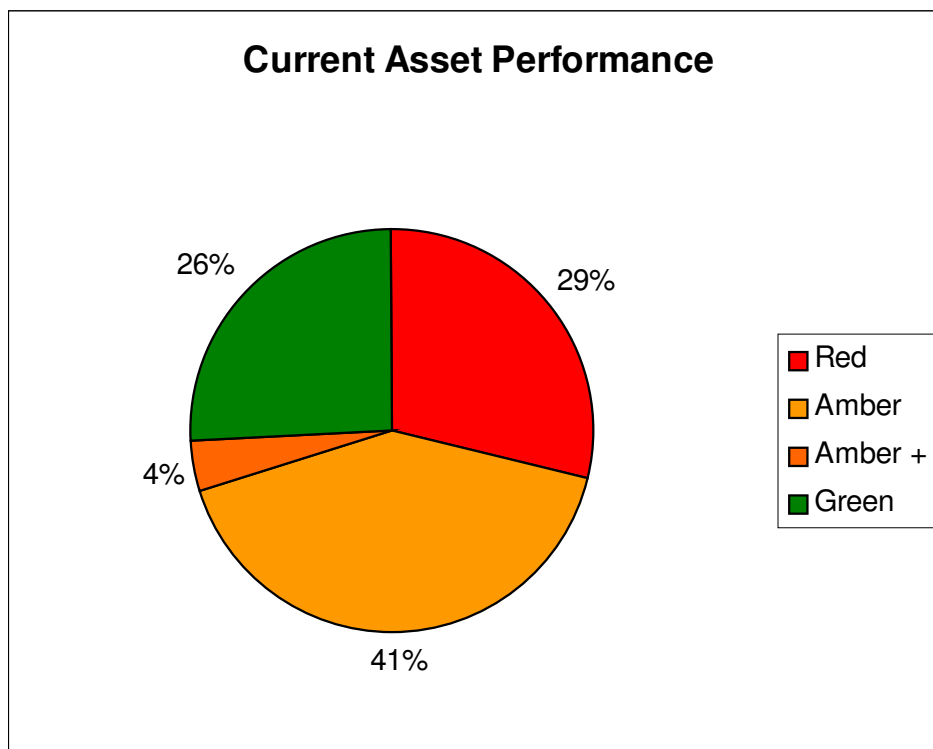
We own a large portfolio of industrial and town centre property. This supports the regeneration of the area, and generates revenue and capital. We are committed to the efficient and effective management of our commercial property and land holdings as a primary method of delivering our service obligations. Briefly, these are to maintain the quality and capacity of the council's commercial land and property holdings, to provide accommodation for the development of business within North Lincolnshire and to address market failure in the commercial marketplace. Our strategy is available from the Head of Commercial Property and Tourism.

Note: Schools

The council is currently delivering Building Schools for the Future (BSF) to tackle issues in the secondary schools in Scunthorpe. The remaining secondary schools will be funded later. Primary Capital should enable us to tackle major building related concerns in the Primary school portfolio. This Property Strategy doesn't tackle the issues concerning individual schools as these are covered by other documents and processes, but BSF information is available on the council's website.

2.3 Where are we now?

This document provides information on the performance of the current operational portfolio at a glance – see below. As at March 2008, 68% of our portfolio was considered to be either performing well or to an acceptable standard but in need of investment. This year we have introduced an 'amber +' category which means that the property has minor issues but still supports the needs of the service and everything that's feasible has been done to improve the property. The chart below shows the % of portfolio which is a 'green', 'amber', 'amber +' or 'red' as at March 2009.



Interpretation of gradings.

	<i>A property is fit for purpose.</i>
	<i>A property is performing to an acceptable standard but may have some minor problems that cannot feasibly be resolved.</i>
	<i>A property is performing to an acceptable standard but has some problems that could potentially be resolved.</i>
	<i>A property that has serious problems affecting the service being delivered from it and it is not providing value for money to the council.</i>

We have made significant improvements to the Property Strategy this year through improving the quality of our data, updating the Corporate Asset Management Plan and through working with others. We have joined up with IT Services and worked alongside them to consider IT implications for current and future projects. The Estates team have been involved to ensure joined up working when considering lease renewals, as have the maintenance and construction divisions to align our programmes.

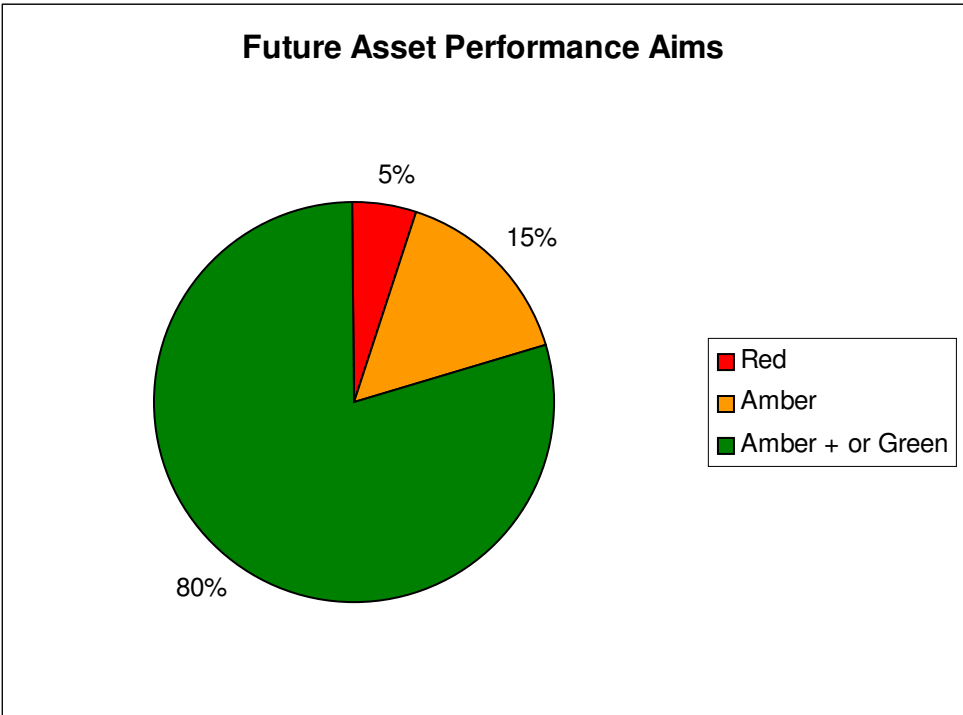
2.4 Where do we want to be in the future?

As previously mentioned, this year we have introduced the new 'amber+' category into the strategy. We are conscious that it's easy to aspire to a 'gold standard' for every property and each individual aspect of the building. Assets need to be fit for purpose but it's unrealistic to expect a perfect assets base. We've started to review what is realistic and achievable for our assets but at the same time making sure the asset base is fit for purpose.

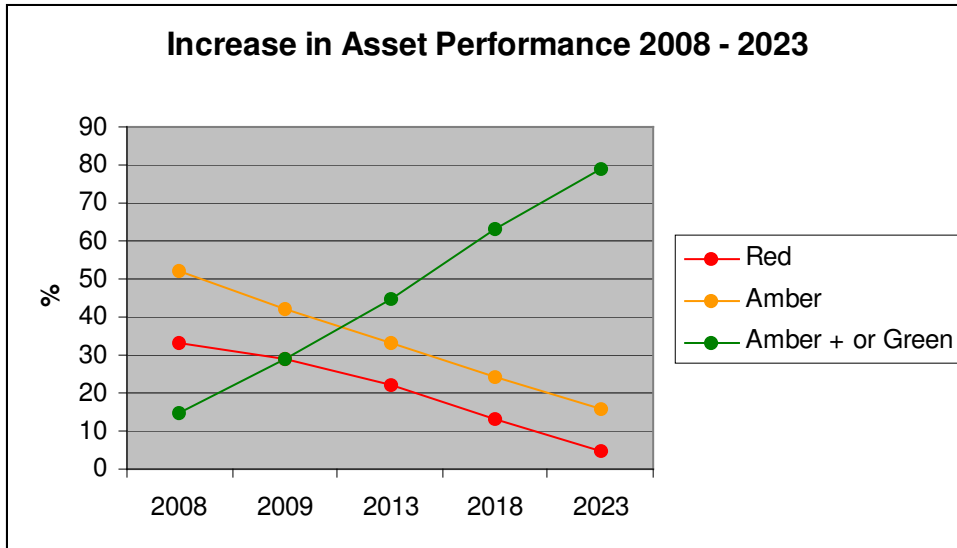
We are conscious that it's easy to aspire to a 'gold standard' for every property and each individual aspect of the building. Assets need to be fit for purpose but it's unrealistic to expect a perfect assets base.

This will be part of our ongoing work over the next year to help bridge the gap between aspirations and available resources.

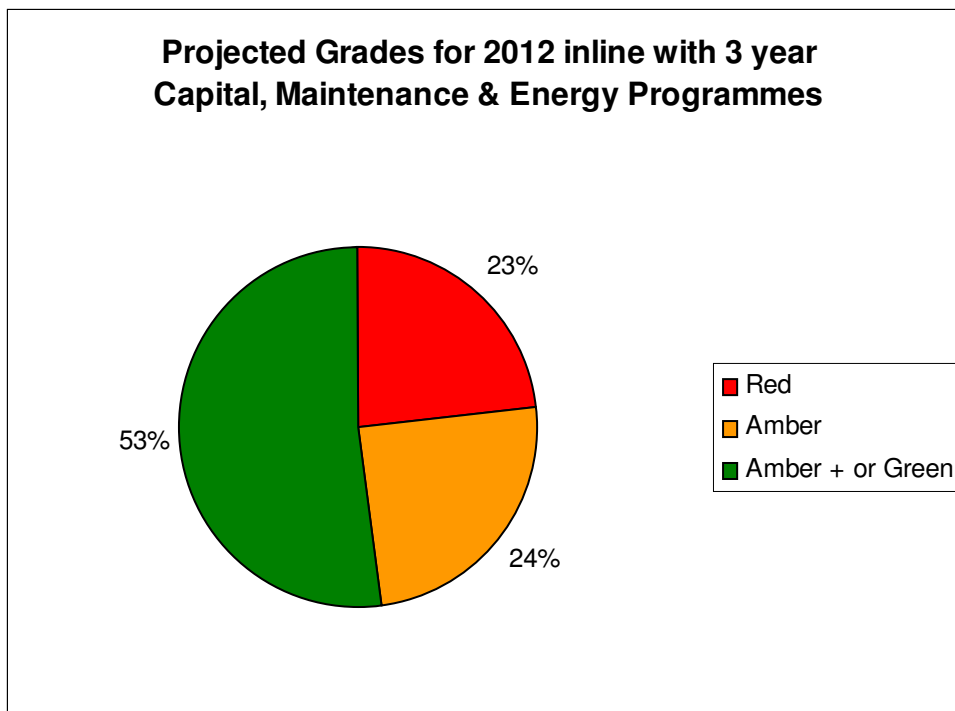
Our aim is to improve the performance of our buildings to an acceptable standard across the board, so that we can provide fit for purpose buildings to deliver excellent customer service. We aim to have 80% of our buildings rated either 'green' or 'amber +' by 2023, only 15% amber and 5% red.



Although we have a long way to go to get to this point it is possible to achieve if we join up our approach both within the council and with current and potential future partners.



Appendix 5 - Asset Scoring Matrix shows the breakdown of current asset ratings, the planned works within related programmes and how this will effect the overall colour rating for each individual property. The table below shows the projected ratings for 2012. If we deliver the programmed works, this will be slightly ahead of target however the current projections will allow for any unforeseen slippage.



All programmes are covered in further detail in section 3 and are attached as appendices. The Capital Programme is also attached in appendix 2.

2.5 Working Together

Although we have improved our relationships with other teams and we are reaping the benefits of this, we recognise that we still need to extend this across other services and partners. We will consult further with Human Resources to further consider HR implications and work closer with the Strategic Development Unit to ensure we maintain a clear strategic vision and develop our asset base inline with strategic ambitions.

It is vital that we work with other teams in delivering this strategy and realise implications on other services such as IT, Maintenance Services and Human Resources. We have aligned our programmes with maintenance and are currently working with IT to develop our programmes further.

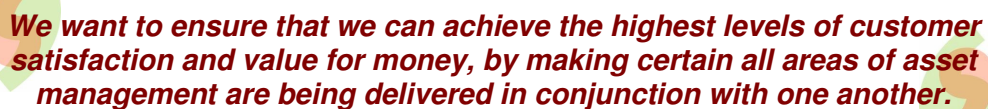
In making decisions around individual and groups of properties there can often be costly IT implications. Although we recognise the need for these issues to be factored in during decision making, we also recognise that IT services need to be involved from a very early planning stage.

From an IT perspective, there are significant variables when estimating the cost of closure of a building and/or relocation of staff.

The parameters in the broadest of terms include:

- Obviously the physical capacity of the building
- The level of investment and when this took place (some sites have old equipment or limited IT space to upgrade)
- The capacity of the connections into the core network (this has been kept to a minimum to ensure value for money)
- The inter-connectivity of the site; many sites are used as bridging points to the main network (again this has been done to contain networking costs)
- Availability of services - many applications do not scale well over wide area networks WANs (site to sites). Local area networks have far greater data bandwidth.
- Voice services vary from site to site based on the evolutionary and historical growth of the telephone system
- Network capacity to absorb users/applications/services at the place where the user(s) will be relocated - this is not known and moving people out is only a part of the total cost. To know the full ramifications it is necessary to know where the users are going to relocate (and what systems they need)

It is also important that we carry on working closely with our Maintenance Team to ensure a shared vision. Plans for buildings need to be shared with these teams to ensure value for money - we don't want to be investing heavily in a building whose future is under review or uncertain.



We want to ensure that we can achieve the highest levels of customer satisfaction and value for money, by making certain all areas of asset management are being delivered in conjunction with one another.



3.0 WHAT IS ALREADY BEING DONE TO IMPROVE THE PERFORMANCE OF OUR ASSETS?

3.1 Planned Maintenance and Condition

Planned maintenance work will initially be prioritised using definitions of 'priority' and 'condition rating' contained within the council's property database. Equally, consideration will be given to the council's short/medium and long term plans for the future of the operational portfolio. Appropriate servicing and inspection regimes will be implemented.

A three-year planned maintenance programme of prioritised spending has been developed for 2009-2012 in line with the three-year budget cycle. Funding comes from council revenue and the Planned Maintenance Capital Rolling Programme.

The council has a maintenance backlog of £37,563,893, which is higher than previous years, however the information is now more robust which explains why the figure has increased.

The council has generally maintained its buildings to an acceptable standard, and compares favourably with other councils:

- We have 17% of our buildings in Condition Category A and 58% B – a total of 75%, compared to an average across unitary councils of 77%, so we are only just below average on this. (We are slightly higher than average for Category A, at 18% compared with 17% average)
- Our Priority 1 maintenance is only 3%, compared to an average across unitary councils of 13%.
- Closures due to building component failure are very infrequent.

The amount of Priority 1 maintenance identified has fallen over the last year. The maintenance backlog needs to be considered when action plans are being developed for the property strategy to ensure that money is directed in the right place.

3.2 Energy Management

Sustainability and energy management work will initially be prioritised based upon estimated CO2 and cost savings together with an assessment of wider 'work specific' environmental/climate change benefits.

In addition to specific sustainability and energy management work, improvements to the sustainability and energy performance of buildings will be delivered via technical staff and general council-wide energy management training and the funding of specialist support and training in order to maximise sustainable, energy efficient and low embodied energy design and material specification.

A three-year sustainability and energy management programme of prioritised spending has been developed for the period 2009-2012 in accordance with the three-year budget cycle. Capital funding is through the Energy Management Capital Rolling Programme, and external funding is currently being sought.

It is important to note that this energy management programme relates only to energy management of council operated property. Other sustainability issues, such as waste management, green travel and community awareness are outside the scope of this

statement, although some positive impact will be made upon these issues when improving the sustainability and energy performance of buildings.

3.3 Disabled Access

Accessibility improvement work will initially be prioritised based upon the contribution any work will make to create a public environment that is reasonably free of physical barriers.



A three-year Accessibility Programme of prioritised spending is being developed for the period 2009-2012 in accordance with the three-year budget cycle. Funding is through the Disabled Access Capital Rolling Programme. Funding for accessibility improvement work to prevent discrimination against staff with disabilities must be found from budgets held by the employing service area.

Note: It is important to note that whilst all accessibility improvement work will be implemented to current best practice guidelines and legislative requirements wherever practicable, the assessment of a fully accessible public area is based wholly on the requirements of 1991 Edition of Part M of the Building Regulations. This is based upon the requirements of the former BVPI 156 as defined by the Audit Commission.

3.4 Asbestos Management

The council's approach to the management of Asbestos Containing Materials (ACMs) within our operational estate and schools is to reduce the risks to people because of exposure to ACMs to lowest practicable level.

Asbestos removal work will initially be prioritised using a definition of risk contained within the council's property database. This will take account of condition and location. Where ACMs are present within a site and they do not present immediate risk to people, robust management controls will be put in place in order to avoid any exposure to people of asbestos fibres.

Funding for asbestos management currently comes from council revenue budgets, however, removal work required as part of a refurbishment/development project will be funded from the budget for that specific project – this may be revenue, capital or Property Trading Account or potentially external funding.

3.5 Suitability

We have a two-year rolling programme of Suitability Assessments (Appendix 1). The suitability identifies whether or not the building has a positive or negative affect on the service being delivered from it. Any issues are considered along with other factors to identify potential solutions to improve performance. Potential schemes can be funded through a number of routes: capital bid (internal or external funding); through revenue budgets (particularly slow cost or significant invest to save projects); planned works as part of capital rolling programmes; minor works.

3.6 Sufficiency

Through the suitability and survey programmes we regularly update our records on sufficiency. What we mean by sufficiency is, is there enough space in the building for the service to operate and is it fully utilised. Property with surplus capacity results in excessive running costs and the trapping of capital so depriving other aspects of service delivery of resources. The proportion of different types of space is also important and is taken into consideration. We record the information in the Corporate Property Database and it is used to identify under and



over-occupied buildings, helping us to comply with health, safety and welfare legislation and providing efficiency information on how well we use the space in our buildings. Where buildings are under-utilised and the service cannot increase its own use, options should be considered to share with other services/organisations where appropriate.

3.7 Running Costs

We have baseline data on the running costs of 95% of our operational portfolio. Further work is required to improve access to this information so that data can be analysed appropriately.

3.8 Surplus Property and our Disposals Strategy

Our five-year disposals strategy is included in this document and our capital receipts programme is kept under regular review. In July 2004, the then Chancellor announced a target of at least £30bn of public sector assets to be disposed of within the period 2004-05 to 2010-11. Local authorities across the UK are expected to make a significant contribution to the delivery of this target and current assumptions are that UK local authorities will contribute at least £4bn per annum over the Comprehensive Spending Review period.

We actively manage our surplus properties to generate capital. We carried out a complete review of all vacant land during the 2007 calendar year to identify any sites with development potential in the run up to the Local Development Framework, which will replace the Local Plan.

Our Disposals Strategy is set out in Appendix 2. Our Capital Receipts Forecast Programme – Appendix 3 - has been prepared. However as this is a confidential document as it is commercially sensitive, access is restricted and it is not available to the public. Surplus properties are circulated prior to them appearing in the Capital Receipts programme and business cases are invited where a need has been identified in the service plan.

The Disposals Strategy is flexible to allow for market and economic downturns. (The affect of the recession is covered in more depth in the Corporate AMP)

3.9 Data Management

Through investment in resources and technology it is now possible to access and analyse critical data relating to the portfolio and provide direction for further projects or work to be carried out to continue the improvement of the portfolio.

Access to accurate and up to date property information has in the past been a major barrier to better use of our property. We now have a comprehensive set of up to date baseline data on all our operational property that has informed this strategy. The Corporate Property Management system holds our land and property information and has the following modules:

- Asset Register (details on all of the council's land and property assets)
- Capital Accounting (information on the value of our land and property assets)
- Estates including Lease database (land ownership and tenancy information)
- Suitability and Sufficiency (use and occupancy numbers - Education only)
- Condition and identified work (condition defect and remedy information)
- Hazards (Asbestos) (location and type, including asbestos survey information)
- DAA (National Performance information)
- Occupancy (utilisation and occupancy of assets)
- Plant Register (details of plant and its maintenance)

Other information held separately on other systems is: Running Costs (Financial Management System); Energy data (Stark); Suitability (Access database).

As stated earlier this Property Strategy focuses on operational property and uses the baseline data as follows: asset challenge, condition; suitability; sufficiency; disabled access;

asbestos; energy efficiency; running costs. Market valuation may also be included, as required.

We are considering the best way in which these systems can work together so that all future Property Strategy data is easily accessed, stored and available to report on to enable us to be more efficient and achieve better value for money from our software.

The baseline data is used to produce an overall performance category for each operational property. The criteria for deciding whether a property is red, amber or green is shown in appendix 11.



4.1 Overview

We have started, and are moving forward with, a comprehensive programme of property reviews on both a geographic basis, and by service functions.

There are a range of reviews, combining one or both of these elements, depending on the key drivers for the review.

Often, a key regeneration programme will be the focus for the review. In other cases, a major investment programme/funding opportunity (such as BSF) will set the key framework for the review.

This section of the Property Strategy outlines the main reviews that are in progress or planned, and lists the council properties covered by the review. We have also flagged up the key partners who need to be involved.

A building will sometimes appear in two reviews. For example, the former South Leys Comprehensive School (now Melior South) is part of the BSF programme but it is also a pivotal property within the Riddings review.

Our methodology for the review is to get alongside the key services and partners, and using core data on council and other buildings, to ask fundamental questions and generate options.

4.2 How do asset reviews fit in with the 'building by building' approach?

The Property Strategy information takes seven key data sets (condition, suitability, energy efficiency, asbestos, access, running costs and utilisation) and comes up with an overall 'traffic light' rating on each individual building.

We also make a very provisional recommendation about the future plans for that building – its 'five R' category – Retain, Remove, Replace, Refurbish or Rationalise.

These data sets are the 'building bricks' of area and service reviews. If there are a number of 'red' buildings in an area or a service, we know (from a property point of view) there is a strong need for a review.

There will be a variety of other reasons that will drive reviews -

- Service reasons – a change in the way services are provided, a drive for efficiency, or the opportunity to work with partners.
- Economic drivers - a significant change in the local or national economy.
- Changes in national context could also be a driver behind a review.

So when we look at a set of buildings in a review, the initial 'R' category can get turned upside down – buildings that would otherwise have a bright future might be freed up.

But the data we provide helps inform the review. Our agenda is to reduce the number of red and amber buildings through the review, whether it be by rationalising and closing down facilities (often working with partners), replacing buildings with new facilities, or refurbishing existing buildings – perhaps funded from selling another building elsewhere.

4.3 How do Asset Management feed into service and area reviews?

Asset management staff support all services and cross cutting panels that are looking at potential programmes affecting services or area based working/regeneration.

Our contribution also involves providing robust and up to date information on assets within in the area or service under review. Without diligent data, informed decisions cannot be made and therefore may not be the best option for the council or for the community.

4.4 How do Area and Neighbourhood Management Teams, and the council's new boards, fit into the review process?

The council has recently set up four programme boards to replace the current Executive Management Team (EMT) and Council Management Team (CMT). These are - Strategy, Communities, Internal and Individuals and this is covered further in the Corporate Asset Management Plan, Section 3.1 'Council Management Structure'.

Neighbourhood Management Teams (NMT) and Area Action Teams (AAT) were set up to tackle issues in individual areas. There are a total of 17 NMTs covering each ward and 5 AATs that NMTs can feed upto, who cover the 5 neighbourhood areas. AATs can cover wider issues effecting more than one ward. Teams consist of local residents, members, council officers, police, local businesses and other agencies which not only aids partnership working but also assists and promotes community engagement.

We will be developing our approach over the coming year to make full use of these new groups to take the area and service review agenda forward.

4.5 Completed Reviews

Reviews recently completed include:

Review of Vacant Land

The council has looked at every parcel of vacant land in its ownership during the run up to the Local Development Framework (LDF). Working with strategic planners we have identified every potential development site. We are working through the LDF process now with a view to eventually gaining planning consent on successful sites for future disposal.

Modernising Leisure

A review of Leisure Services has seen some significant improvements across North Lincolnshire to our leisure facilities including the provision of the new Baysgarth Leisure Centre, considerable improvements to Ancholme Leisure Centre and plans put in place to develop the new Sports Academy at Central Park which will replace the current, dilapidated Scunthorpe Leisure Centre. The success of this review has seen national recognition

including Ancholme Leisure centre being named the most improved sports and leisure facility in the UK by the Association for Public Service Excellence.

Office Accommodation Phase 1

The council has done an initial review of its corporate office accommodation following the move of housing staff to North Lincolnshire Homes. This has allowed us to integrate the management of Children and Young Peoples' Services into one building. Space has been vacated at Church Square House and we are currently looking at options for this space, mainly focussing on giving up leasehold property.

Further reviews will take place under the 'Worksmart' umbrella.

Generic Working

Library Services have reviewed their buildings where generic working is currently in operation or where it may be possible to adopt in the future. It is very important to consider IT implications in a review of this nature. Further details on this are available in appendix 8.

The library and local link service is subject to a phased ongoing review. This is focussed on rolling out the combined library/local link model and removing unsuitable accommodation. This has seen the closure and disposal of Frodingham Library, Ashby Library (merged into Ashby Link) and Crowle Library (merged into Crowle Local Link).

As an outcome of this review an Outline Business Case was submitted in the 2008 round of the capital bidding process for the relocation of Barton Local Link into Providence House. An options appraisal is currently being drafted to look at this.

This will now continue through the reviews on Scunthorpe and Rural Libraries.

Neighbourhood Services depot review

Health and safety requirements, and a growing fleet, have led to a need to review our depot arrangements. The reorganisation of the Cottage Beck Road site will resolve the Health and Safety issues as the site becomes the base for all Waste Management vehicles. A new site has been purchased on which, all vehicle maintenance currently undertaken at the Cottage Beck and Banbury Road sites will be undertaken. The new depot will be operational in January 2010.

Advance Crosby

This is a multi-million pound project that will regenerate the parts of the Crosby area, introducing new and refurbished housing, better open space, better education and improved community areas. The first phase of the project is complete and the second phase is now in the early stages.

Building Schools for the Future (BSF) Phase 1

This has started with Scunthorpe secondary schools, but will eventually cover all secondary schools in the area.

It will result in some rationalisation of the school portfolio, which presents opportunities in some of the other reviews. Where these link to individual schools, these have been highlighted, such as Melior South referred to in the Riddings review below.

Extended Schools

It is important that we link with the Extended Schools agenda when looking at asset management, as there are some significant cross cutting initiatives. It is possible to reduce the cost per hour opening of a building by increasing its usage - this may mean delivering other council and partner services from the building instead of from its own building

4.6 Proposed and Ongoing Reviews

The main reviews are as follows:

Building Schools for the Future (BSF) Phase 2

This will continue to tackle the entire secondary school portfolio as government funding permits.

Primary Capital

This will cover primary schools in North Lincolnshire on a phased basis over 15 years. Already in the first phase being planned, links are apparent with the Riddings review, Westcliff Review and Scunthorpe North review.

Integrated Youth Support Services

A review of Youth Service properties is in its early stages to address the service and property issues raised in the Corporate AMP and in data collected on individual properties (see appendix 5 - Asset Scoring Matrix for more detail). A key theme across youth centres is the evident under-utilisation.

Scunthorpe Outdoor Sport

Following a very successful review of leisure facilities, a review of outdoor sports is now underway. A key aspect of this review will be partnership working due to the significant developments planned both with schools and at John Leggott College.

Children and Young Peoples Services

Now that the two former directorates serving children and young people have combined in the Children & Young People's Service, we are in the process of establishing an Asset Management Group with a remit for the non-schools assets held by the service. The newly appointed Strategic Access Officer will lead the group.

Scunthorpe North

Scunthorpe North is a densely developed area, with pockets of great social deprivation. There is a lot of planned development both in the short, medium and long term, and a number of key council buildings.

The review is in essence a series of projects and programmes which started ten years ago, will be drawn together over a further 15 year period, comprising:

Three phases of (predominantly) retail development in the main town centre, Phase 1 of which is complete, Phase 2 which is at heads of terms stage.

Phase 2 includes the rationalisation and replacement of the council's market. Phase 3 will include the release of the current Leisure Centre site.

The Town Centre Masterplan

Scunthorpe Town Centre has a number of problems including poor quality public realm, unattractive street furniture which clutters the area, outdated shopping and market areas and a lack of quality outlets, which have resulted in people not wanting to spend time in the centre and a migration of shoppers to surrounding regenerated towns. The Town Centre Masterplan is very much work in progress and consist of a great deal of public consultation to ensure community based outcomes. The project will also draw in large private investment.

The **review of Scunthorpe's libraries** will link with Scunthorpe North, as two key buildings are situated here.

Scunthorpe Libraries Review

There are a number of libraries around Scunthorpe and adjoining Bottesford, some of which are either under-utilised or situated in declining buildings. The 'bar code' system presents opportunities to review this portfolio. Two of our lower performing libraries - Riddings and Westcliff, are in localities identified for area reviews.

Rural Libraries Review

The planned introduction of a 'bar code' library system will allow self service. This presents opportunities to review our library portfolio.

Riddings

The former Riddings council estate is an area in need of regeneration. The 'Acorns' project has made a start, but there is a lot more to do. There are a number of declining council buildings. The Melior South closure may present an opportunity for rationalisation, which will be looked at in more detail by a group currently being set up to review the Riddings area.

Westcliff

Another former council estate is an area in need of regeneration, also in the 'Acorns' area. The redevelopment of the 'precinct', a partnership between the Co-op, North Lincolnshire Homes and the Council, presents an opportunity to work to improve one of the more deprived areas which also houses a number of poorly performing council & partner assets.

Winterton and Barton

The CMT Communities Programme Board is tasked with leading for the council on the shared ambition around 'Communities that are Confident and Caring'. One of the commitments to support that ambition involves improving the well-being of disadvantaged communities.

The Communities Programme Board has identified two specific rural areas in North Lincolnshire on which to base a council-wide project. These are areas that have been ranked comparatively high in the English Indices of Multiple Deprivation for both 2004 and 2007.

The two areas are Grangefields, Winterton and Caistor Road, Barton.

Office Accommodation Phases 2 and 3 and 'Worksmart'

The council is looking at its long term need for offices in the wider context of business transformation and modern ways of working - this is covered in more detail in the Corporate Asset Management Plan, section 3.2 '*The Councils Transformation Programme*'. We are about to appoint an external consultant to assist us in planning this 5 year process. This should lead to some of our poorer quality office space being given up and efficiency gains on both capital and revenue.

'Fit for the Future'

This service review within Adult Services will lead eventually to the review of all properties that are used to deliver all adult services.



6.0 REVIEW AND EVALUATION

We will measure how well we are doing against this strategy through the Performance Management System using either existing (shown earlier in the document) or new key

performance indicators. The following programmes will also monitor progress and ensure that baseline information is kept up to date and accurate.

- Service plans
- CAD Survey rolling programme
- Suitability assessment rolling programme
- Condition survey rolling programme
- Asset challenge and asset review
- Asbestos management system
- Access assessments
- Occupancy and utilisation updates
- Office accommodation satisfaction surveys
- Option appraisal
- Feasibility studies
- Capital programme monitoring (rolling programmes for planned maintenance, disabled access, energy management, office accommodation)
- Capital prioritisation
- Post project evaluation



7.0 ACTION PLAN

Now that we have up to date information we have an Action Plan to deal with the red and amber property. This includes a range of proposals including those already in the capital programme and those which are still aspirational.

The action plan will also ensure that where buildings are fit for purpose we continue to maintain them and we plan for future investment before performance starts to decline.



8.0 SUMMARY

We aspire to have at least 80% of the operational portfolio fit for purpose (either green or amber+) and 15% amber by 2023.

This involves a continued combination of:

- Building replacement
- Rationalisation through joining services together or working with partners
- Refurbishing buildings, either through the Capital Programme or Planned Maintenance
- Improving Energy Efficiency through investment
- 'Removing' buildings through disposal or demolition
- Continued maintenance
- Reality and affordability checks - reviewing the appropriate standard for each building to provide a fit for purpose environment, in line with council priorities and available budgets

This process consists of

- Implementing current investment and rationalisation programmes over the next 3-5 years (or longer in the case of BSF and Primary Capital, which covers 58 % of the gross floor area of the portfolio including later waves of both projects).
- Carrying out our agreed programme of area and service reviews leading to further investment and rationalisation.
- Keeping sources of external funding under constant review.

Prior to the recession, we hoped to tackle the entire portfolio over a 15-year period. This timescale may need to be reviewed but we are actively moving forward with the review process.



- Appendix 1 – Service and Property Aspirations
- Appendix 2 – Capital Programme
- Appendix 3 – Disposals Strategy
- Appendix 4 – Capital Receipts Forecast Programme - ***Not for Publication***
- Appendix 5 – Asset Scoring Matrix
- Appendix 6 - Property Rating Criteria
- Appendix 7 - IT Implications on Potential Future Moves
- Appendix 8 - Projects - Strategic Fit
- Appendix 9 - Corporate AMP - Contribution to Council Aims
- Appendix 10 - Performance Data
- Appendix 11 - Prudential Guideline Indicators



APPENDIX 1 - SERVICE AND PROPERTY ASPIRATIONS

Adult Social Care

What does the service provide?

- Home Care Services
- Older People's Services
- Other Disability Services
- Learning Disability Services
- Mental Health Services
- Residential Care

Service Property Portfolio

Adult Social Care's property portfolio is performing to a similar standard across the board. Service provision is generally considered to be of an acceptable standard and generally supporting the needs of the service. There are however certain operational and property related issues that require addressing to avoid further decline and some requiring significant investment in future years. The portfolio is made up of 12 properties within the property strategy. This comprises 3 day centres, 2 office accommodation buildings, 4 resource centres, 3 residential homes and 1 supported housing accommodation.

There is an aspiration to review the provision of day care in the medium term, which will form part of the review under 'Fit for the Future'. This would include Burnham Road Day Centre, Alvingham Road Day Support Services and Tofts Road Day Centre. Day care is moving forward in terms of service provision and providing an outreach service has become more common to improve access to services and reduce travelling times for service users. It is hoped that this will continue to extend further. 'Fit for the Future' will cover all properties listed below.

Key Property Issues/Aspirations

Alvingham Road Day Support Services, Burnham Road Day Centre and Tofts Road Day Centre will all form part of the review of day care provision under 'Fit for the Future'. It would not be suitable to invest extensively into these assets until this review has been undertaken.

Brumby Resource Centre is made up of 8 individual buildings, Hawkstow House (block H) being the most up-to-date and modern. Other buildings require significant investment to bring them up to the required standard. Under phase 1 of the Office Accommodation Review, which will see the council begin to adopt the principles of Worksmart, Brumby Resource Centre will be significantly rationalised. The time scale for this is approximately 2 years and the benefits will be a reduction in revenue costs, a sizeable capital receipt and a more efficient and modern way of working for many staff.

De Lacy House is generally performing well in terms of service delivery. The energy rating for this building however is a "G" which is the lowest rating. We have included this property in the 3-year energy efficiency programme. It is anticipated that this will also result in revenue savings.

Rosecroft bungalows are being transferred to North Lincolnshire Homes in 2009/10 and will therefore be removed from the Property Strategy.

Sandfield House has had significant improvements made during 2008/9, which was funded by The Department of Health. Improvements have been made to site security and work is now underway to renovate the service delivery areas of Sandfield House. This is a key service in North Lincolnshire and service users will be able to enjoy enhanced service delivery.

Scotter House has minor issues in terms of suitability. A project is currently underway which will replace the ground floor commercial kitchen with a more suitable domestic kitchen. This is being funded through the service areas revenue and will also reduce the maintenance backlog by over £32,000. It has been recommended to Adult Social Care that a bid be put together and external funding sought for redeveloping the external areas to a sensory garden. This would resolve one of the main issues identified in the 2006 suitability assessment. Other issues with this building include the need for the replacement of the flat roof areas and external doors and windows, which are estimated to be a combined cost of approximately £40,000 and is required within 2 years to prevent further deterioration. Long term plans for this building will be discussed further with the service area.

The Hollies is not fit for purpose and would require a huge amount of investment to bring it up to a reasonable standard with regards to the condition, and also operationally. The building should ideally be single storey and have more large and flexible rooms to allow for alternative activities. There is a maintenance backlog of over £180,000, which is anticipated will mainly be required in the medium term of around 5-10 years. Adult Social Care aspire to replace this building in the medium term to ensure continued and improved delivery of this key service. Until this time investment should be minimal and purely maintenance, not improvement.

Other Operational Assets;

Ashby Road (No 344)
Brigg Resource Centre
The Willows bungalow

Children Strategy and Partnerships

What does the service provide?

- Audit and Review
- Children in Care
 - Children's Homes
 - Fostering and Adoption
- Children in Need
- Children with Additional Needs/ Complex Care
- Children's Trust Partnership
- Commissioning/Performance
- Family Support Services
- Safeguarding/LSCB
- Voluntary and Community Sector - Commissioning and Partnerships
- Resources/School Support
- Advisory Services to Schools
- Adult Education
- Early Years

- School Support Services
- Special Educational Needs
- Well-being of All Children
- Youth Service
- Transport

Service Property Portfolio

The property portfolio occupied by Children and Young Peoples Services is large and diverse. The standard of these buildings is varied, as is the type of service delivery. It's clear that there is a general pattern showing that Youth Service properties are performing at the lowest level of the properties within this portfolio and therefore it has been recommended that a service review of Youth buildings should take place during 2009/10.

The portfolio consists of 8 Youth Centres, 1 Youth Service sports facility, 4 Residential/Childrens Homes, 6 buildings that are predominantly office Accommodation, 2 Day Centres and 3 Adult Education Centres

Key Property Issues/Aspirations

Ashby Childrens Centre is a shared asset with North Lincolnshire NHS. The building accommodates a large doctors surgery and the NLC Childrens Centre. Although the building is generally performing well and supports the needs of the service, minor issues were picked up in the 2008 suitability assessment. The main problem identified was a lack of one to one space for interaction with parents and a lack of secure storage space for prams and pushchairs. Options should be considered as to how this could be rectified and funded.

The following youth service buildings will be reviewed in a service review in 2009/10 -

- **Barton Youth Centre**
- **Brigg Youth Centre**
- **Crowle Youth Centre**
- **Epworth Youth Centre**
- **Kirton Lindsey Youth Centre**
- **Riddings Youth Centre**
- **Westcliff Youth Centre**
- **Winterton Youth Centre**

Cherry Grove (No 145) will be considered as part of the office accommodation review. The building is generally performing to the required standard so it will not be a high priority in the review, however the nature of the building means that the service could be better accommodated in one of the councils other buildings, freeing up duplicated services such as the reception and allowing staff more time to concentrate on service delivery.

Cliff Gardens Offices accommodate a range of Childrens Services staff. There is a total of 108 staff members over 108 workstations*, however the majority of these workstations are only used for a few hours a day due to the nature of the service.

Cliff Gardens will be considered as part of the office accommodation review. From initial findings it is identified that the building is not fit for purpose and there are issues relating to its energy efficiency. In addition it is expected that a more compressive survey will reveal a high maintenance backlog on this building.

Given the current condition of this building it will be considered in accordance with the council's Surplus Property and Disposal Strategy, following conclusion of the office accommodation reviews

*figure taken from the office data collection on 18 April 2007.

Fieldside Community Home has a high energy efficiency rating and has therefore been included in the 3-year Energy Improvement Programme.

Greeson Hall accommodates Childrens Services staff from Frodingham Childrens Centre. Only a small proportion of the building is leased in and no formal lease is in place, Asset Management therefore hold little information on this building, An Outline Business Case has been submitted for redevelopment of Frodingham Childrens Centre, if this was to go ahead it would be expected that the project would look at how best to accommodate these staff to gain effective revenue savings. In the medium term it maybe more appropriate for these staff to use a touchdown facility planned for Pittwood House.

Poplar Drive (No 13) Community Home is generally performing well and supports the needs of the service being provided. However, the building has a low energy efficiency rating and has therefore been included in the 3 year Energy Improvement Programme. Although there is a maintenance backlog on this building of £76,000 the areas identified as requiring work are still generally classed as "satisfactory" and the need being long term (over 5 years).

The Grove is generally performing well. This building has been scheduled in the 3 year energy efficiency programme to improve the energy efficiency from the current rating of "F". However at the time of the last Condition Survey over £110,000 of maintenance backlog was identified.

West Common Sports Hall is within the grounds of John Leggott College. There are plans at the college, subject to funding, to develop a new indoor sports hall, which will replace the current facility. The property has a maintenance backlog of approximately £75,000 and most of the work has been identified as being needed within 1-2 years.

Other Operational Assets;

Ashby Link (Adult Education)
Brumby Adult Community Learning Centre
Cambridge House
Cole Street Offices
Providence House (Adult Education)
The Cygnets
West Street Family Centre

Community Planning and Resources

What does the service provide?

- Strategic Customer Service
- Public Relations and Communications
- Community Plans and Partnerships
- Library and Information Services
- e-Services and Information Management (ESIM)

- Business Transformation
- Resource Management

Service Property Portfolio

The portfolio for Community Planning and Resources is diverse and varied. Although much has been done over recent years to improve its portfolio some areas still require capital investment to either bring buildings up to standard or replace existing buildings. Assets such as Ashby Link and Crowle Community Resource Centre will remain an inspiration for future projects.

A positive customer experience is important and will always remain a priority when reviewing property and service provision within this service area.

The services operational property portfolio is made up of 19 properties in total. This includes 4 combined Libraries and Local Links, 4 Local Links and 11 Libraries. There will be reviews of Scunthorpe libraries and rural libraries over the medium term.

Key Property Issues/Aspirations

Barton and District Local Link has issues relating to flexibility of the building and energy efficiency issues. There are also issues with regards to the layout of the local link and the provision of safe and confidential interview rooms. The service would like to consider relocating the local link to within Providence House where it will be aptly co-located with the Library service and Adult Education. It is anticipated that if this project was to go ahead it will happen during the 2009/10 financial year and has been submitted as an Outline Business Case for the capital programme. Significant revenue savings would be made in doing this project, however parking is an issue at the Providence House site which needs to be addressed.

Bottesford Library is a leasehold property and the lease expires in December 2013. There is a lack of accessible and usable space in the library and running costs are high. Bottesford Library will form part of the review of Scunthorpe South.

Brigg Library is also a leased in asset, which expires on 30 June 2012. At present there is a lack of space to expand the usage of this busy library service and the current building does not support the needs of the service long term, this being a bright, modern, sociable library setting. Options are being considered to relocate the library along with the local link into the ground floor of The Angel, which would be far more central and accessible to the public. Need for replacement of the gas fired heating system has been identified for 2011/12 at an approximate cost of £6000.

Church Square House Local Link is on the ground floor of Church Square House. It acts as a reception to the building as well as providing the local link service, which can cause certain problems during busy periods. There are issues regarding the layout and the segregation of the public, staff and other visitors to the building. Often visitors are late for meetings as they're having to queue with local link customers to see a receptionist and the flow of people around the local link to the main office area is conflicting and causes congestion. Options are being considered to alter the layout of the ground floor and to introduce a Planning Reception located in the Cash Hall. There is an opportunity to use the space on the ground floor more efficiently to meet future service needs. Crosby Local Link will merge with this building during 2009/10.

Crosby Local Link is to be relocated to Church Square House. Following extensive consultation the decision was reached to amalgamate services due to the proximity of the two local links and the opportunity to work with partners.

Crowle Community Resource Centre has recently undergone work to accommodate the library service, allowing revenue savings.

Hewson House Local Link is on the ground floor of Hewson House and also provides a building reception. The location within Brigg is not ideal as it is away from the main footfall of the town centre. The location of the reception desk is poor in relation to the entrance doors and the area is a thoroughfare and can become congested. Options are being considered to relocate the local link with the library into the ground floor of The Angel, which would coincide with the lease ending at Brigg Library in 2012. This would improve the service to customers due to the location and parking as well as possible efficiency savings for the council.

Park Library is under-utilised and has a maintenance backlog of almost £120,000. The maintenance required includes a full re-heat and a full electrical re-wire. However the adjoining Community Centre, which has its own heating system has less than £8,000 of required identified works. This building will be considered as part of the review of libraries.

Riddings Library is attached to the community centre and the youth centre and is reasonably inflexible in terms of adapting for future service needs. The area has several poorly performing properties and potential neighbouring partners, therefore the area is likely to benefit from an area based review of 'Scunthorpe South'.

Winterton Library and Local Link doesn't fully support the needs of the service. The building is made up of two portable type units linked together and has a maintenance backlog of almost £14,000. There are certain issues around the site, which include the building being freehold and the site being leasehold and access to the site being via the Winterton Rangers driveway. The building is of a poor external condition and creates the wrong image for a forward thinking service area and an ever-modernising service provision. An Outline Business Case was submitted this year for the provision of a community hub in Winterton, although there are excellent community and social outcomes, the cost to the council would be significant. Funding options will be considered over the coming year and a thorough option appraisal undertaken. A project of this nature may attract funding from various sources such as Children and Young Peoples Services, potential partners such as health and external funding from other bodies.

Goxhill Library and Haxey Library are both based within parish council buildings. Their opening hours are short but usage during these times is substantial and there is a clear requirement for the provision of a library service in these areas. Options will be considered over the medium term as to how the council can best provide this service to the communities in outlying areas and potential partners that maybe sought.

North Lincolnshire Library has had several minor improvements made over recent years such as improvements to the entrance and reception layout and improvements to energy efficiency. The library was considered as an option for the relocation of the local link service from Church Square House but was considered not feasible. This now leaves a large space available on the second floor of the library. Options are currently being considered on how best to utilise this space.

Other Operational Assets;

Ashby Library and Local Link
Epworth Library and Local Link
Kirton Lindsey Library
Messingham Library
Providence House Library
Westcliff Library

Neighbourhood and Environmental Services

Service Property Portfolio

The portfolio for Neighbourhood and Environmental Services is made up of two parts - the portfolio of depots and a portfolio of assets delivering community focused and generally sensitive services. Depots have recently been reviewed and this has resulted in the purchase of a new site which will centralise all vehicle maintenance currently being undertaken at Banbury Road/Midland Road Depot and Cottage Beck Road Depot. Neighbourhood and Environmental Services have secured internal funding through the capital programme for £150,000 and are currently seeking external funding for the remainder to develop a hostel for homeless people. The hostel will also offer training facilities and provide thorough rehabilitation to help homeless people get back into work and private/public housing.

Key Property Issues/Aspirations

Cottage Beck Depot and Offices formed part of the recent depot review. Following a HSE Inspection in 2007 options have had to be considered on how we can make the site safer and still support the needs of the service. One of the main issues in the HSE Inspection was the lack of vehicular and pedestrian segregation. To resolve some of the issues raised the cleansing depot has been demolished. Options have been looked at to provide improved service and efficiencies whilst complying with HSE issues raised. This means the relocation of the vehicle maintenance team based at Cottage Beck Road. A further site to provide vehicle maintenance has recently been purchased and will be operational by January 2010.

Midland Road/Banbury Road Depot will be reviewed along with Cottage Beck Road Depot.

Oswald Road (Nos 55/57) is generally performing well. However the Audit Commission have identified slight issues with the reception area, which, subject to landlords approval will be rectified to allow for a more friendly and modern frontline service provision. The lease on this building is due for renewal in September 2009. Our Estates Department have been instructed to negotiate the renewal of this lease for a further 3 years.

Woodlands Crematorium and Cemetery submitted an outline business case in 2008 for the provision of a mercury filtration system at a cost to the council of £750,000. DEFRA Process Guidance Note PG5/2(04) makes this a requirement by 31st December 2012.

Other Operational Assets;

East Acridge Depot
Hewson House Depot
Shelford House
Station Road Depot (2) Main Depot

Asset Management and Culture

Service Property Portfolio

Asset Management and Culture is made up of 3 main services - Property Services, Leisure Services and IT Services. The councils corporate office accommodation falls under the Asset Management and Culture service area which is currently under review. There is clear trend across the office accommodation portfolio that energy efficiency is generally poor. Leisure services have a number of key projects outlined for the future including the replacement of Scunthorpe Leisure Centre with a modern sports academy on the site on Central Park, this forms part of the overall 'Modernising Leisure Agenda' which includes all indoor sports facilities. The outdoor facilities are also being reviewed under the 'Outdoor Sports Review'

Facilities Management, Asset Management, Construction and IT Services are all working closely to ensure a joined up approach in service delivery both in day-to-day asset management as well as in delivering key projects across the council.

Key Property Issues/Aspirations

20-21 Visual Arts Centre is generally performing well. An issue was identified in the 2006 suitability assessment with regards to the inaccessible storage area. A Full Business Case was submitted for this project in 2008 and is in the capital programme for 2009/10 spend. This will then bring the suitability grading to a "No Impact". Although the energy efficiency of this building is "G" little could be done to improve the energy efficiency due to the nature of the building.

The Angel, Cary Lane Offices, Church Square House (Office Accommodation), Hewson House (Office Accommodation), Market Place (No. 7), Manby Road (No. 23), Frances Street (No. 17), Pittwood House and Waters Edge Offices all come under the Office Accommodation Review/Worksmart.

Baths Hall is a political priority and will be developed to a modern entertainment venue costing an estimated £15m. The venue is due to open in 2011. Work has already begun to prepare the site to make way for the iconic venue which will allow for 2,000 people standing, 1,200 people seated, Conference facilities, Bar and café, ticket office and extensive backstage facilities. The provision of such a facility could well contribute to stimulating the local economy at a much-needed time.

Central Security Control Centre submitted an outline business case in 2009 for the provision of Motorola canopy wireless mesh. The building itself was transferred to North Lincolnshire Homes in 2007.

Scunthorpe Leisure Centre has a number of operational issues. The building does not support the needs of the service and has disabled access issues in some areas. The energy efficiency of this building is poor and running costs are also high.

Epworth Leisure Centre has been scheduled in the 3-year energy efficiency programme. As it has the lowest efficiency rating of "G". The 2007 suitability assessment also highlighted issues with regards to staff facilities and storage. Options will be considered as to how these issues could be rectified.

Riddings Pool has been scheduled for work in the capital programme in 2009/10 to provide a health and wellbeing centre at a cost of £70,000.

Other Operational Assets

Ancholme Leisure Centre
Ashley Industrial Estate (Unit 10)
Baysgarth Leisure Centre
Bottesford Sports Centre
Buttercross, The (Tourist Information) and Buttercross, The (Office Accommodation),
Normanby Hall
North Lincolnshire Museum
Oswald Road (No. 92)
Plowright Theatre
Quibell Park
Waters Edge Land Site and Visitors Centre
Winterton Artificial Pitch

Highways and Planning

Service Property Portfolio

The portfolio accommodated by Highways & Planning is small but plays a vital role in delivering council services. Highways also accommodate Waters Edge Offices which falls within the corporate office accommodation portfolio. Options are currently being considered as to the relocation of this team to Church Square House.

Key Property Issues/Aspirations

Alliance House lease is due for renewal in July 2009. Our Estates department are currently in negotiations to extend this lease by 3 years.

Brigg Road Highways Depot
Church Square Multistorey Car Park
The Parishes Multistorey Car Park

Programme	Cost In Year	Grant / Externall y	internally	Cost In Year	Grant / Externall y	internally	Cost In Year	Grant / Externall y	internally	Cost In Year	Grant / Externall y	internally	Cost In Year	Grant / Externall y	internally			
	2008/09	Funded	Funded	2009/10	Funded	Funded	2010/11	Funded	Funded	2011/12	Funded	Funded	2012/13	Funded	Funded			
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's			
Total 2007-08 and Earlier Starts	458	0	458	0	0	0	0	0	0	0	0	0	0	0	0	0		
2009-10 Start Aiming High for Disabled Children				89	89		209	209		0			0					
Total 2009-10 Starts	0	0	0	89	89	0	209	209	0	0	0	0	0	0	0	0		
2010-11 Start Children's Homes Refurbishment	0	0	0	0	0	0	60	0	60	0	0	0	0	0	0	0		
Total 2010-11 Starts	0	0	0	0	0	0	60	0	60	0	0	0	0	0	0	0		
Total Children's Strategy & Partnership	458	0	458	89	89	0	269	209	60	0	0	0	0	0	0	0		
Learning Development & Support Rolling Programme Formula Capital Devolved To Schools Access In Schools	2,911 253	2,911 0	0 253	4,342 351	4,342 0	0 351	3,064 351	3,064 0	0 351	3,064 184	3,064 0	0 184	3,064 518	3,064 0	0 518	0 518		
Total Rolling Programme	3,164	2,911	253	4,693	4,342	351	3,415	3,064	351	3,248	3,064	184	3,582	3,064	518	518		
2007-08 and Earlier Starts South Ferriby Primary Barton Adult Education Centre Brigg Primary School Schools Sustainability Initiative St Lukes Demolition Building Schools for the Future Big Lottery - Pe In Schools Kirton Primary Extension Worlaby Primary - 3 Classroom Barton St Peters - 2 Classroom Parkwood Primary St Hugh's - Specialist School	37 5 10 601 11 1,150 151 8 571 229 21 73	0 0 0 199 0 150 151 0 0 93 0 73	37 5 10 402 11 1,000 0 8 571 136 21 0	0 0 0 0 0 160 0 0 16 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 160 0 0 16 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0
Total 2007-08 and Earlier Starts	2,867	666	2,201	176	0	176	0	0	0	0	0	0	0	0	0	0		
2008-09 Starts Building Schools for the Future - Construction School Kitchens Children's Centres Phase 3 & Early Years Extended Schools Study United Capital Development	848 151 627 135 50	760 0 627 135 30	88 151 0 0 20	18,761 394 1,776 465 0	17,978 0 1,776 465 0	783 394 0 0 0	35,641 0 895 160 0	31,760 0 895 160 0	3,881 0 0 0 0	30,574 0 0 0 0	28,071 0 0 0 0	2,503 0 0 0 0	5,290 0 0 0 0	3,474 0 0 0 0	1,816 0 0 0 0	1,816 0 0 0 0		

Programme	Cost In Year	Grant / Externally	internally	Cost In Year	Grant / Externally	internally	Cost In Year	Grant / Externally	internally	Cost In Year	Grant / Externally	internally	Cost In Year	Grant / Externally	internally
	2008/09	Funded	Funded	2009/10	Funded	Funded	2010/11	Funded	Funded	2011/12	Funded	Funded	2012/13	Funded	Funded
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Young Peoples Housing	334	334	0	0	0	0	0	0	0	0	0	0	0	0	0
Energy Efficiency	100	100	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 2008-09 Starts	1,214	796	418	205	167	38	167	167	0	0	0	0	0	0	0
2009-10 Starts															
Super Hostel	0	0	0	50	0	50	1,000	900	100	0	0	0	0	0	0
Depot rationalisation				860		860	0			0		0	0		
Manifold Road Showman & Travellers Site				500	375	125	0			0		0	0		
Total 2009-10 Starts	0	0	0	1,410	375	1,035	1,000	900	100	0	0	0	0	0	0
2010-11 Starts															
Mercury Filtration Plan at Woodlands Crematorium	0	0	0	0	0	0	50	0	50	700	0	700	0	0	0
Total 2010-11 Starts	0	0	0	0	0	0	50	0	50	700	0	700	0	0	0
Total Neighbourhood & Environment Capital	8,372	6,548	1,824	5,974	3,750	2,224	4,582	3,171	1,411	3,380	2,104	1,276	2,680	2,104	576
Local Area Agreement 2007-08 Starts															
Cleaner Safer Greener (Laa)	77	77	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 2007-08 Starts	77	77	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Local Area Agreement	77	77	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Programme	36,908	19,874	17,035	65,171	48,708	16,463	84,800	57,470	27,330	51,919	36,020	15,899	22,550	9,428	13,122

NORTH LINCOLNSHIRE COUNCIL DISPOSALS STRATEGY

Background

One of the most important activities of the Estates and Valuation team is generating capital receipts.

The potential for gaining planning consent on more sites, and pressure nationally for councils to release surplus property, makes it timely to examine if we are getting 'Value for Money' out of our surplus assets.

The recession has made it more difficult to achieve disposals so we've had to review our forecasting.

Sources of information

We have carried out a review drawing upon:

1. The experience and ideas from our team of valuers, and colleagues in other services
2. Two disposal strategies from other councils
3. The 'Guide to the Disposal of Surplus Property' published by the OGC.

Proposals

1. A renewed focus on performance management of disposals, with targets and regular monitoring and review

- We currently identify all assets for disposal with indicative valuation and timescale
- We recently introduced a 'risk factor' to this process for each
- We plan to improve this process by identifying and quantifying risks, and identify a timeline/key milestones for major disposals
- We plan to review disposals to assess how accurate our indicative valuations were, our timescales, and our assessment of risk

2. Better working with our planners

- We have held meetings with our planners to discuss all sites identified for possible disposal
- We are working very closely with our planners over the emerging Local Development Framework
- We will continue to pursue this close liaison with planners
- We have forged closer links with the environment agency in flood risk areas

3. Managing our resources to give priority to disposals

- We will free up resources previously used to support work carried out for our housing client to concentrate on disposals during 2008/9 and beyond.

4. *Using a range of marketing methods, including auctions, and use of external consultants, to overcome capacity problems and deal with peaks in workload*

- We plan to enter into a framework agreement with one or more agents to be able to quickly and easily progress disposals externally where necessary
- We will look at a possible framework agreement to cover such issues as flood risk, contamination advice, archaeology and traffic assessments.

5. *A comprehensive review of our vacant sites*

- We have carried out a complete review of every piece of vacant land owned by the council. Most of this is public open space or amenity land.
- Discussions are ongoing with our planners as to which areas can be allocated for development through the LDF process.

6. *Ongoing review of operational property, hopefully with a commitment to see recommendations implemented*

Most of our disposals are vacant land, but buildings sometimes become surplus. We need to encourage the release of unsuitable properties through asset management . This is medium to long-term, but actions include:

- Release property by having more shared use with other organisations
- Identify opportunities where properties can be rationalised on site, releasing part for redevelopment
- Move services around to make better use of facilities, releasing buildings for disposal in the process
- Improve information base using our TF database
- Move forward with our property strategy encouraging an approach based on Remove, Replace, Refurbish, Rationalise or Retain
- Area and service based Asset Reviews.

7. *Improved engagement of members in asset management - the CPO role is likely to become stronger as member involvement in asset management increases*

- We have held a workshop for members and heads of service
- We have a Cabinet Member on the Strategic Asset Management Group
- We need to review how we can manage community, parish council and local member expectations around vacant properties

8. *A more corporate approach to all assets*

- Working more closely with colleagues in all services to ensure a more corporate approach – a number of actions have been suggested in a recent audit that should assist this.
- The move of the Commercial Property Team to Property Services has allowed a more coordinated approach.

9. Strategic, rather than ad hoc, approach to social housing

- At present, although the council strategic housing service do have a Housing Strategy that identifies future needs, this is not translated into a prioritised, costed, programme.
- We need to work with our strategic housing colleagues on framework that:
 - ◆ Identifies all surplus sites, and identifies which of these sites can be made available to Registered Social Landlords, based on a strategic decision in line with council priorities
 - ◆ Takes into account the full range of opportunities for providing social housing, including that provided through the planning process, and opportunities on land owned by North Lincolnshire Homes and other partners.

10. Opportunities for working with the 'third sector'

Council's are encouraged to release operational properties to voluntary groups - the 'third sector'. The council's policies on this need to be developed, but there could clearly be a benefit to both parties where:

- The council can make savings in service provision by transferring provision to the third sector; and
- The third sector can help deliver council priorities; and
- Properties which are unsuitable or in poor condition can be improved by the third sector using government grants

Care will need to be taken though that we don't:

- Support third sector unless the activity supports council priorities
- Forego possible large capital receipts
- Pass properties to the voluntary sector that are too costly to improve, maintain or run.

Capital Receipts Forecasting

We produce each year a capital receipts forecast which projects ahead for the next 5 years. An example of this is attached.

- This is produced annually and formally updated approximately every six months.
- This is now joint between Estates and Commercial Property
- In practice, this forecast is used as a constant tool for work planning and monitoring. Capital receipts are assessed on a monthly basis against targets.
- We have recently reviewed this forecast, deferring disposals previously expected between 2008-11 to 2012-13 and beyond.

Premise	Condition	Suitability	Sufficiency	DAA	Asbestos	Energy Rating	Running Cost	Overall	Asset plans in place
20-21 Visual Arts Centre	A	D	95		1	1 G			Improvements through the capital programme
Alliance House	*B	*NI	100		*2	No Records No Info			Renewing lease
Alvingham Road Day Support Services	C	D	80		2	2 G			
Ancholme Leisure Centre	B	D	90		2	2 E#			Improve energy efficiency
Angel, The	A	*NI	*85		2	1 E			Improve disabled access and worksmart
Ashby Clinic	*A	D	95		1	1 No Info			
Ashby Link (Library & Local Link)	A	NI	100		1	1 C#			
Ashby Link (Adult Education)	A	NI	95		1	1 C#			
Ashby Road (No 344)	B	D	115		2	2 E			
Ashley Estate (Unit 10)	A	NI	90		2	1 C#			
Barton & District Local Link	B	C	95		2	1 F			Possible release
Barton Youth Centre	C	NI	38		2	2 F#			Transfer to community
Baths Hall	D	*A	0		3	3 D			Refurbish
Baysgarth Leisure Centre	A	*NI	95		1	1 B#			
Bottesford Library	B	NI	29		1	3 B			
Bottesford Sports Centre	B	NI	80*		2	1 B			
Brigg Library	B	D	85		2	2 C#			
Brigg Resource Centre	A	NI	100		2	3 C#			
Brigg Road (Highways) Depot	C	NI	95		2	2 A			
Brigg Youth Centre	C	C	44		3	2 E#			
Brumby Adult Community Learning Centre	A	NI	95		1	1 B#			
Brumby Resource Centre	C	D	100		3	3 F			Rationalise
Burnham Road Day Centre	B	NI	100		3	2 D			
Buttercross, The (Office Accommodation)	A	*D	46		3	1 G			
Buttercross, The (Tourist Information)	A	*D	100		*1	1 No Info			
Cambridge House	B	D	100		2	1 F#			
Cary Lane Offices	A	NI	100		2	2 A			
Central Security Control Centre	A	D	100		2	1 B#			
Cherry Grove (No 145)	A	NI	90		2	2 C#			
Church Square House Local Link	A	C	100		2	1 F			Refurbish/Expand Services
Church Square House Offices	A	D	105			1 F			Worksmart
Church Square Multistorey Car Park	B	D	80		1	1 A			
Cliff Gardens Offices	B	*NI	130		2	2 G			
Cole Street Offices	B	*NI	100		2	1 C			
Cottage Beck Depot and Offices	B	B	100		3	3 C			Rationalise
Crosby Local Link	A	NI	95		2	1 C#			Release
Crowle Community Resource Centre	A	D	100		2	1 C#			Assessments due for renewal
Crowle Youth Centre	B	D	15		2	2 D#			
De Lacy House	B	NI	95		2	2 G			Energy Improvements
East Acridge Depot	*B	NI	100		*2	3 C#			
Epworth Leisure Centre	B	D	90		2	1 G			Energy Improvements
Epworth Library & Local Link	B	D	43		2	2 C			
Epworth Youth Centre	B	D	29		2	2 E#			
Fieldside Community Home	B	NI	75		3	2 F			Energy Improvements
Frances Street (No 17)	B	*C	0		3	1 G			Refurbish/Release
Goxhill Library, The Parish Room	B	D	27		1	2 C#			
Greeson Hall	*B	*D	80		*1	No Records No Info			Release
Haxey Library, The Memorial Hall	A	NI	27		2	2 C#			
Hewson House Offices	B	*D	107		2	2 F			
Hewson House Depot	B	NI	100		2	2 F			
Hewson House Local Link	B	D	95		2	2 F			
Kirton Lindsey Library	B	NI	27		2	2 F			
Kirton Lindsey Youth Centre	B	D	11		2	2 F			
Manby Road (No 23)	B	NI	0		2	2 D#			
Market Place (No 7)	B	NI	97		3	2 G			Energy Improvements

Carpet Colour Criteria for the Property Strategy 2008 - 11

				Overall category red if any of these key criteria are red:
Condition	A or B unless Priority 1 work A - Good. Performing as intended and operating efficiently B - Satisfactory. Performing as intended but exhibiting minor deterioration	C Poor. Exhibiting major defects and/or not operating as intended.	D Bad. Life expired and/or serious risk of imminent failure.	x
Suitability	NI No adverse impact on service	C or D C - Management or organisation of service is adversely affected. D - Service user or staff morale or service user behaviour affected adversely	A & B A - Unable to deliver service B - Methods of service delivery are inhibited.	x
Sufficiency	more than 84% occupancy	75 - 84% occupancy	less than 75% occupancy	x
Energy	A, B or C	D, E or F	G	Amber overall if energy rating is a G.
Asbestos	1 - Non Detected	2 - Presumed	3 - Strongly Presumed or Confirmed	
Running Costs	Upto 10% over the building category average	Between 10 & 20% over the building category average	Over 20% over the building category average	
DAA	Public area of building is accessible to old Part M or none of building accessible but not practical to remedy	CR to confirm new lists	Building is non-compliant	

Where only non-key criteria are red, the overall category is amber.

Where all criteria are green, the overall category is green.

If non-key criteria are amber and the remaining criteria are green, the overall category is green.

If a key criterion is amber and the rest green, amber overall.

Low= <10,000
 Medium >10,000 < 50,000
 High >50,000

Premise	Property's Comments on Possible Future Plans	IT Status	IT Comments	IT Cost Estimate
20-21 Visual Arts Centre	Retain	Review	Assume status quo	0
Alliance House	Retain medium term	Retain	Assume status quo	0
Alvingham Road Day Support Services	To be reviewed	Review	termination costs	Low
Ancholme Leisure Centre	Retain long term	Retain	Assume status quo	0
Angel, The	Possibility of relocating Brigg Library & Hewson House Local Link into here.	Review	POP location to be determined. Assume relocation of Brigg Library 'service' and Local Link 'service' only.	High
Ashby Clinic	Retain	Retain	Assume status quo	0
Ashby Link (Library & Local Link)	Retain	Retain	Assume status quo	0
Ashby Link (Adult Education)	Retain	Retain	Assume status quo	0
Ashby Road (No 344)	Retain	Retain	Assume status quo	0
Ashley Estate (Unit 10)	Retain	Retain	Assume status quo	0
Barton & District Local Link	Possible release depending on outcome of options appraisal.	Review	Waters Edge dependencies.	High
Barton Youth Centre	Transfer of asset to Barton Development Trust	Review	termination costs	Low
Baths Hall	Council priority	Review	In NEV project	High
Baysgarth Leisure Centre	Retain	Retain	Assume status quo	0
Bottesford Library	To be reviewed with Scunthorpe South	Review	Assume termination costs only in most extreme case.	Low
Bottesford Sports Centre	Retain	Retain	Assume status quo	0
Brigg Library	Possible Release - depending on feasibility etc (possible move into The Angel)	Review	Major Network Hub (linked to many sites)	High
Brigg Resource Centre	Retain	Retain	Assume status quo	0
Brigg Road (Highways) Depot	Retain	Retain	Assume status quo	0
Brigg Youth Centre	To be reviewed	Review		Low
Brumby Adult Community Learning Centre	Retain	Retain	Assume status quo	0
Brumby Resource Centre	Retain/Rationalise - Rationalise the site - WORKSMART	Review	Major Network Hub (linked to many sites). Inter Brumby site links. PCT/NLC resource sharing.	High
Burnham Road Day Centre	To be reviewed	Review		Low
Buttercross, The (Office Accommodation)	To be reviewed	Review		Low
Buttercross, The (Tourist Information)	To be reviewed	Review		Low
Cambridge House	To be reviewed	Review	termination costs	Medium

Cary Lane Offices	Possible release in the later stages of the office accommodation review?	Review	linked sites	Medium
Central Security Control Centre	Retain	Retain	Assume status quo	0
Cherry Grove (No 145)	Possible release in the later stages of the office accommodation review?	Review	termination costs	Low
Church Square House Local Link	Expand usage (Crosby Local Link)	Review		Medium
Church Square House Offices	Possible site for relocation of Customer Contact Centre. Building to expand worksmart - IT costs mainly in relation to worksmart.	Review	Assume GCSx complaint worksmart	High
Church Square Multistorey Car Park	Retain	Retain	Assume status quo	0
Cliff Gardens Offices	Possible release medium term	Review	Voice Network Hub	Medium
Cole Street Offices	Retain	Retain	Assume status quo	0
Cottage Beck Depot and Offices	Under review/Retain	Review		Medium
Crosby Local Link	Release	Review		Low
Crowle Community Resource Centre	Retain	Retain	Assume status quo	0
Crowle Youth Centre	To be reviewed	Review	termination costs	Low
De Lacy House	Retain	Retain	Assume status quo	0
East Acridge Depot	Retain	Retain	Waters Edge dependencies.	Low
Epworth Leisure Centre	Retain	Retain	Assume status quo	0
Epworth Library & Local Link	Retain	Review	Assume status quo	0
Epworth Youth Centre	To be reviewed	Review	termination costs	Low
Fieldside Community Home	Retain	Retain	Assume status quo	0
Goxhill Library, The Parish Room	To be reviewed	Review		Low
Greson Hall	Release - part leased in short term	Review	termination costs	Low
Haxey Library, The Memorial Hall	To be reviewed	Review	termination costs	Low
Hewson House Offices	Retain	Retain	Brigg Library dependencies	Medium
Hewson House Depot	Retain	Retain	Brigg Library dependencies	Low
Hewson House Local Link	Possible relocation to The Angel	Review	Angel dependencies	Medium
Kirton Lindsey Library	To be reviewed/Retain	Review	Brigg Library dependencies	Medium
Kirton Lindsey Youth Centre	To be reviewed/Retain	Review	Kirton Library Dependent	Low
Manby Road (No 23)	Possible release	Review	no services	0
Market Place (No 7)	Retain	Retain	Cary Lane dependencies	Low
Messingham Library	Retain/To be reviewed with Scunthorpe South	Review	termination costs	Low
Midland Road/Banbury Road Depot	To be reviewed	Review	termination costs	Low
Normanby Hall	Retain	Retain	project ongoing	High
North Lincolnshire Museum	Possible replacement medium/long term - depending on priorities & funding	Review	Oswald Road dependencies	Medium
Oswald Road (No 92) (Registrars)	Retain	Retain	Oswald Road dependencies	Medium
Oswald Road (No 92) (Office Accommodation)	Retain	Review	Oswald Road dependencies	Medium
Oswald Road (Nos 55/57)	Retain medium term - short term leased in asset	Retain	Oswald Road dependencies	Medium
Park Library	To be reviewed	Review	termination costs	Low
Pittwood House	Retain	Review	touch down base	High

Plowright Theatre	Retain	Retain	Assume status quo	0
Poplar Drive (No 13) Community Home	Retain	Retain	Assume status quo	0
Providence House (Adult Education)	Retain	Retain	Waters Edge dependencies.	High
Providence House (Library)	Retain	Retain	Waters Edge dependencies.	High
Quibell Park	Under review - Outdoor Sports	Review	no known services	0
Riddings Library	To be considered in area review	Review		Medium
Riddings Youth Centre	To be considered in area review	Review	termination costs	Low
Riddings Community Centre	To be considered in area review	Review	no known services	0
Riddings Pool	Retain	Review		Medium
Rosecroft bungalows	Possible Release	Review	no known services	0
Sandfield House	Retain	Retain	344 Ashby dependencies	0
Scotter House	Retain	Retain	termination costs	Low
North Lincolnshire Library (Scunthorpe Library)	Retain - Possible expansion of services on the 2nd floor	Review		High
Scunthorpe Leisure Centre	Replace with Sports Academy	Review	Excluding Sports Academy costs and assuming termination costs only	Low
Shelford House	Possible release - This building is owned by the police & its future depends on whether the police retain the building which at the moment is in question	Review	20 Shelford Street dependencies	Medium
Station Road Depot (2) Main Depot	To be reviewed in service review	Review	termination costs	Medium
The Grove	Retain	Retain	Assume status quo	0
The Hollies	Possible replace - long term	Review	termination costs	Low
The Cygnets	Retain	Retain	Assume status quo	0
The Lilacs	Retain	Retain	Assume status quo	0
The Parishes Multi-Storey Car Park	Retain	Retain	Assume status quo	0
The Willows bungalow	Possible Release	Review	Waters Edge dependencies.	Medium
Tofts Road Day Centre	To be reviewed	Review	Waters Edge dependencies.	Medium
Waters Edge Land Site including Visitor's Centre	Retain	Retain	Network under review	Medium
Waters` Edge Offices	To be passed over to Commercial Property	Review	Waters Edge dependencies.	High
West Common Sports Hall	To be considered in partnership with John Leggott College - possible release?	Review	termination costs	Low
West Street Family Centre	Retain	Retain	Assume status quo	0
Westcliff Library	To be considered in area review	Review	termination costs	Low
Westcliff Youth Centre	To be considered in area review	Review	termination costs	Low
Winterton Artificial Pitch	Retain	Retain	Assume status quo	0
Winterton Library & Local Link	Possible replace - Options to be considered to replace this building with a community hub to inc other services if funding could be sought.	Review	termination costs	Medium
Winterton Youth Centre	Consider with above.	Review	termination costs	Low
Woodlands Crematorium and Cemetery	Retain	Retain	Network under review	Medium

Key Service Aims/Priorities/Issues, Key Strategic Issues relating to the service & Key Project Outcomes.

<p align="center">An area that is thriving <i>'A sustainable economy that is diverse, dynamic, competitive & reflects the needs of the 21st Century'</i> <u>Economic</u></p>		
Projects by Service Area	<u>Partners</u>	<u>Direct Impact on Portfolio*</u>
Strategic Regeneration, Housing & Development		
Removing barriers to growth - Humber Bridge Tolls Study	East Riding, North East Lincs & Hull City Councils and the Humber Bridge Board.	No
Develop a Skills and Workforce Strategy for North Lincolnshire		Unknown
Town Centre Masterplan	Local & National Retailers.	Yes
Advance Crosby	Yorkshire Forward	No
Perishables Hub - Humberside Airport	Yorkshire Forward, European Regional Development Fund, Anglia Cargo, Humberside Airport and other local businesses.	No
Normanby Enterprise Park	Social Enterprise Humber, Business Link Humber, European Union. European Regional Development Fund, Yorkshire Forward.	Yes

* The portfolio being operational property only.

Communities that are confident & caring

'People look after themselves, each other & take control of their lives'

Social

	Partners	<u>Direct Impact on Portfolio*</u>
Community Planning & Resources		
Winterton - Provision of a Community Hub/generic working	Winterton Town Council & Winterton Rangers.	Yes
Neighbourhood and Area Action Teams (17 - 5 - 1)	Police, town and parish councils, communities, local businesses and other agencies.	No
Neighbourhood & Environmental Services		
Reduce anti-social behaviour	Police	No
Asset Management & Culture		
Manifold Road Caravan Site	DCLG	Yes
Highways & Planning		
A15 Resurfacing	Clugstons	No

Individuals can see the difference

'Individuals lead health, safe & fulfilling lives'

	Partners	<u>Direct Impact on Portfolio*</u>
Adult Social Care		
Older Persons Supported Living Modernisation		
Learning Disability Supported Living		
Old Crosby Mental Health Re provision	NHS North Lincolnshire	
Provision of 'Healthy Living Centres'		Yes
Short stay respite and rehabilitation service for older people and people with physical. (NLC and PCT)		Yes
Children & Young Peoples Services		
Ashby Clinic and Childrens Centre	NHS North Lincolnshire	Yes
Primary Capital for Change	tbc	Yes
Building Schools for the Future (BSF)	tbc	Yes
Neighbourhood & Environmental Services		
Place of Change	tbc	Yes
Strategic Regeneration, Housing & Development		
Mental Health & Vulnerable Adults Project	NHS North Lincolnshire	Unknown
Teenage Parents - for the provision of supported living for teenage parents		No
Havelok Homes Tennyson Close sheltered living scheme for older people		No
Rural Extra Care	NHS North Lincolnshire	No
Asset Management & Culture		
Riddings Pool - Health & Wellbeing Centre		Yes

Everyone works together for the benefit of North Lincolnshire

'Reconnecting communities for the benefit of the area, communities & Individuals'

	Partners	<u>Direct Impact on Portfolio*</u>
Asset Management and Culture		
Relocation of Lodge Moors Community Centre		Yes
Children & Young Peoples Services		
Aiming High for Disabled Children		Unknown
Community Planning & Resources		
Stronger & Safer Communities	Humberside Police	
Strategic Regeneration, Housing & Development		
Lincolnshire Lakes	tbc	No
Somerby Road & wider Riddings renewal	North Lincs Homes, NHS North Lincolnshire, Riddings Drop-in.	Yes
Highways & Planning		
Local Transport Plan		
Other		
Barton Development Trust	CHAMP, Big Lottery Fund, local businesses and agencies.	Yes

APPENDIX 9

Contribution to Council Aims - Corporate Asset Management Plan including Capital Strategy and Property Strategy

Going Forward Together	Outcomes	Outputs
<i>An Area that is thriving</i>	<ul style="list-style-type: none"> • A portfolio which supports improvement of services • A portfolio which contributes to regeneration • A portfolio which is sustainable • Improved value for money • Maximise the benefits of our portfolio 	<ul style="list-style-type: none"> • Improved results of Post Project Evaluations. • Options Appraisals are carried out on every capital project (relative to size, cost and complexity). • Analyse Whole Life Costs. • Reduced revenue costs.
<i>Communities that are confident and caring</i>	<ul style="list-style-type: none"> • Improved access to services • Community engagement will mean communities take more pride in the area - Communities take ownership 	<ul style="list-style-type: none"> • Improved results in public consultation
<i>Individuals can see the difference</i>	<ul style="list-style-type: none"> • Improved access to key services • A portfolio which is sustainable • Individuals will be able to access services at their own convenience • Improve operational performance 	<ul style="list-style-type: none"> • Improved results of Post Project Evaluations. • Compliance (statutory and regulatory codes – Accessibility, Legionella and Asbestos monitoring and testing, Fire Safety compliance, Periodic Electrical Inspections) • Reduction in operating costs
<i>Everyone works together for the benefit of North Lincolnshire</i>	<ul style="list-style-type: none"> • A portfolio which is sustainable • Investment that delivers value for money • Cost control • Improve operational performance 	<ul style="list-style-type: none"> • Options Appraisals are carried out on every capital project (relative to size, cost and complexity) • Analyse Whole Life Costs • Reduction in operating costs

Asset Management
Performance Indicators 2007/8 (for publication in 2009/10 plan)

1 CONDITION AND REQUIRED MAINTENANCE (National Indicator)													
1A	% gross internal floor space in condition categories A-D												
1B	Required maintenance by cost expressed (i) as total value, (ii) as a % in priority levels 1-3 and (iii) overall cost per sq m GIA pa												
1C	Last year's total required maintenance figure £26,222,472 Annual percentage change to total required maintenance figure over previous year + 43%												
1D	(i) total spend on maintenance in previous financial year £1,459,985 (ii) total spend on maintenance in previous financial year per sq m GIA £3.21 and (iii) % split of total spend on maintenance between planned (61%) and reactive (39%) maintenance												
	Condition Grade (% in each category)				Required Maintenance					Overall Cost			
	A	B	C	D	Total Value £			Totals	Percentage			£ sq m pa	
					1	2	3		1	2	3		
OPERATIONAL PROPERTY													
Schools	8	58	29	5	303,005	8,801,808	20,734,308	29,839,121	1	29	69	131.23	
Other land and buildings	23	58	18	1	918,589	1,573,012	3,439,150	5,930,751	15	27	58	64.29	
Community Assets													
NON-OPERATIONAL PROPERTY													
Non-operational	29	56	9	6	10,706	309,187	1,474,128	1,794,021	1	17	82	25.98	
TOTALS	17	57	22	4	1,232,300	10,684,007	25,647,586	37,563,893	3	28	69	96.65	
2 ENVIRONMENTAL PROPERTY ISSUES (National Indicator)													
2A	Energy costs/consumption GIA (gas, electricity, oil, solid fuel)												N/A
2B	Water costs per square metre GIA/Consumption sq m GIA												N/A
2C	CO ₂ emissions in tonnes of carbon dioxide per square metre GIA												N/A
3 SUITABILITY SURVEYS (National & Local Indicators)													
3A	% of portfolio by GIA for which a Suitability Survey has been undertaken over the last 5 years (National Indicator)												59
3B	Number of properties, for which a Suitability Survey has been undertaken over the last 5 years (National Indicator)												80
3Ci	% of properties where a suitability survey has been carried out within the last 5 years that are graded good or satisfactory (Local Indicator)												83
3Cii	% of properties for which grading has improved since the last suitability survey was carried out (Local Indicator)												0
4 BUILDING ACCESSIBILITY SURVEYS (Local Indicator)													
4A	% of Portfolio by GIA sq m for which an Access Audit has been undertaken by a competent person												81
4B	Number of properties for which an Access Audit has been undertaken by a competent person												111

4C	% of portfolio by GIA sq m for which there is an Accessibility Plan in place	77
4D	Number of properties for which there is an accessibility plan in place	101
BV 156	% of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	86
5	SUFFICIENCY (CAPACITY AND UTILISATION) OFFICE PORTFOLIO	
5A1a	Operational office property as a (% GIA m ²) of the total portfolio	5
5A1b	Office space per head of population	0.13m ²
5A2	Office space as a percentage of total floor space in operational office buildings using NOS to NIA.	82%
5A3a	Number of office or operational buildings shared with other public agencies	22
5A3b	% of office or operational buildings shared with public agencies	14%
5B1	Average office floor space per number of staff in office based teams (NIA per FTE)	11.33 m ²
5B2	Average floor space per workstation (not FTE)	10.50 m ²
5B3	Annual property cost per workstation (not FTE)	£786
6	SPEND	
6A	Gross Property Costs of the operational estate as a % of the Gross Revenue Budget	9%
6B	Gross Property Costs per sq m GIA by CIPFA Categories/Types	
	Schools	£29
	Operational Buildings	£31
7	TIME AND COST PREDICTABILITY	
7A	% of projects where the actual time between Commit to Design and Commit to Construct is within, or not more than 5% above, the time predicted at Commit to Design.	64%
7B	% of projects where the actual time between Commit to Construct and Available for Use is within, or not more than 5% above, the time predicted at Commit to Construct.	92%
7C	% of projects where the actual cost at Commit to Construct is within +/- 5% of the cost predicted at Commit to Design.	21%
7D	% of projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct.	48%

PRUDENTIAL GUIDELINE INDICATORS

	2009-10 £'000	2010-11 £'000	2011-12 £'000	2012-13 £'000	2013-14 £'000	2014-15 £'000	2015-16 £'000
(i) estimates of capital expenditure	65,171	84,800	51,919	22,550	13,841	13,841	13,841
(ii) the ratio of financing costs to the net revenue stream							
Assume growth in resources	5.60%	5.75%	6.27%	5.91%	5.67%	5.65%	5.42%
Assume cash freeze 2011/14	5.60%	5.75%	6.46%	6.26%	6.19%	6.24%	6.04%
(iii) an estimate of the capital financing requirement	126,275	145,151	150,041	147,863	144,384	140,814	137,111
(iv) the incremental impact on Band D council tax (full year effect of annual rolling programme)				£22.53	£8.48	£5.83	£5.70