

DRAFT

Asset Management Strategy and Plan 2008 - 2010

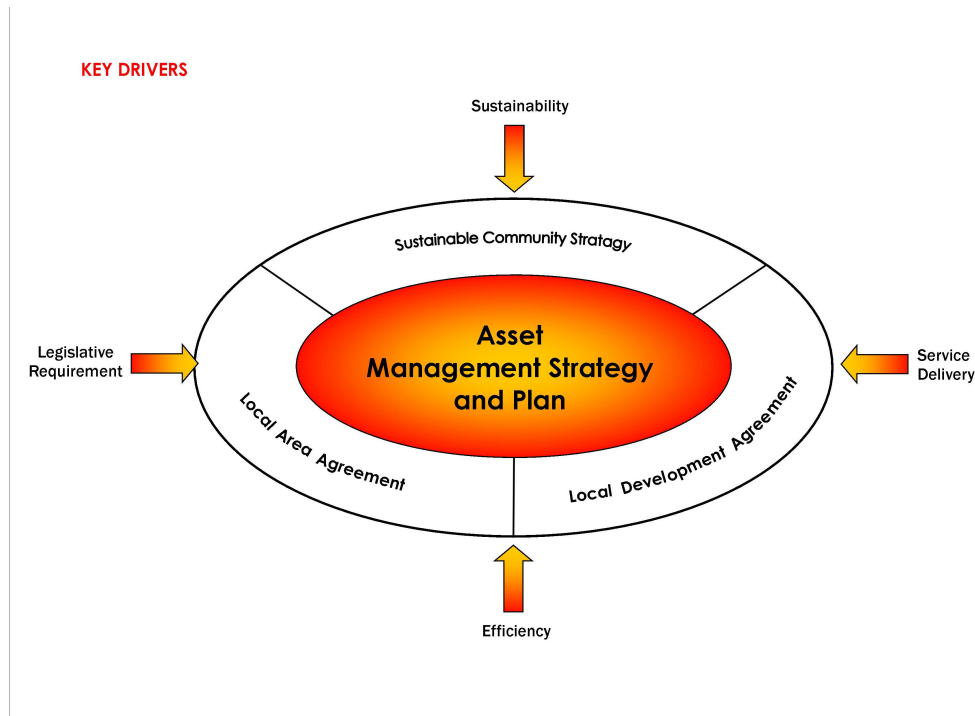
Introduction

1. Chorley Council's Asset Management Plan has been revised in 2008 to incorporate good practice guidance contained in:
 - Royal Institution of Chartered Surveyors (RICS) public sector asset management guidance issued January 2008 - a guide to good practice
 - BUILDING ON STRONG FOUNDATIONS - A Framework for Local Authority Asset Management – issued February 2008 - Communities for Local Government (CLG)
2. 'Previous guidance focused on encouraging the development of the necessary processes for asset management within local government. The new guidelines seek to foster a greater emphasis on achievements, in terms of outputs (e.g. improved property assets) and outcomes (e.g. better achievement of corporate objectives and more efficient and effective services to the public resulting from improved property landlord assets).
3. Property and land is a key strategic resource and such assets are essential to local authorities' functions and their best use and management are crucial in the delivery of efficient and effective services. Local authorities' corporate and service needs are changing increasingly rapidly as demands for services change and as expectations of performance increase.
4. Asset Management forms an integrated part of business management. It's aim is to ensure that local authorities have the right space, at the right time, in the right place and at the right cost so as properly to support their strategic corporate and services goals and objectives.'
5. The Council has in the last 2 years market tested the provision of professional property services and as a result Liberata Plc were appointed and started to deliver the Council's property services in July 2007.

Chapter One

Purpose of Chorley Council's Asset Strategy and Asset Management Plan

In this chapter details are given of the purpose and drivers for good asset management.



5. **Asset Management Strategy**

Chorley Council's asset strategy describes the high level, longer term vision to achieve the Council's goals. It takes account of service delivery, customer and user requirements in the light of changing business drivers.

6. Asset strategy is placed in the context of wider organisational issues. It aligns asset objectives with organisational objectives. It ensures overall efficient and effective use of assets in the medium/long term and provides:

- a platform for structured and rigorous forward thinking;
- a basis for corporate and consultative strategy development;
- an explicit description of the direction of the organisation (or a particular aspect of that organisation, in this case, assets)
- a clear statement for communicating the strategy to the organisation - changes planned, coordinated and prioritised within the corporate plan, all key service areas involved;
- a basis for future decision making
- corporate leadership

7. 'Asset strategy' is used to describe the general direction that the asset base will take over the next 3-5 years, the approach to be adopted in getting there and the policies that will be applied to decision making. Business goals and objectives of the organisation are considered, its business drivers, its financial context and the implications for the

organisation's assets. It describes the organisation's asset objectives and its longer term vision for the asset base, and the overall financial framework in which this would happen.

8. The asset strategy is delivered through the asset management plan and a good asset management plan would aim to deliver.
- deliver exceptional services for citizens, aligned with locally agreed priorities, whilst focusing investment clearly on need;
 - empower communities and stimulate debate;
 - improve the economic well-being of an area;
 - ensure that, once built, assets are correctly maintained;
 - Introduce new working practices and trigger cultural organisational changes;
 - reduce carbon emissions and improve environmental sustainability;
 - increase co-location, partnership working and sharing of knowledge;
 - improve the accessibility of services and ensure compliance with the Disability Discrimination Act (DDA) 2005;
 - generate efficiency gains, capital receipts, or an income stream; and
 - Improve the quality of the public realm.

The aims and actions exemplified in this document look to achieve three good procurers.

9. **Asset Management Plan**

In addition to the strategy the asset management plan describes the organisational arrangements that are to be adopted to implement the strategy in the short to medium term and makes clear the critical success factors and associated performance measures that will need to be met in implementing the strategy, together with an assessment of current performance.

It brings clarity to the way assets are managed in the organization in the following way by the systems and processes to support good asset management by:

- identifying the organisational arrangements for asset management;
- identifying corporate processes for assets;
- identifying performance measures and measurement;
- identifying data management;
- capacity management
- clear property objectives

10. **Operational Asset Management**

Operational asset management involves the carrying out of actions in the shorter term to achieve the strategic goals and to ensure efficient and effective use of the Council's assets as a resource.

This will involve:

- Prioritising building repair and maintenance works
- Ensuring projects are delivered on time and within budget, minimising service disruption.
- Rationalising the portfolio, disposing of properties that do not support objectives or fail to make an adequate return on investment.
- Implementing the requirements of health and safety legislation, fire safety legislation and the Disability Discrimination Act 2005.
- Assessing sufficiency, suitability and costs of assets.
- Minimising space utilisation and building revenue costs.
- Improving building energy efficiency.

- Co-location/ sharing premises with Council departments and with other public bodies and voluntary organisations.
- Securing continuous improvement to services.

The programme management and Development Plan included in this document detail how the above will be administered.

Chapter Two

Asset Management Strategy

In this chapter we explore what Chorley Borough Council is seeking to do, making sure that those and the organisation's major business drivers that have asset implications are highlighted

12. **The essential steps in successful property asset management, illustrated in diagram below:**

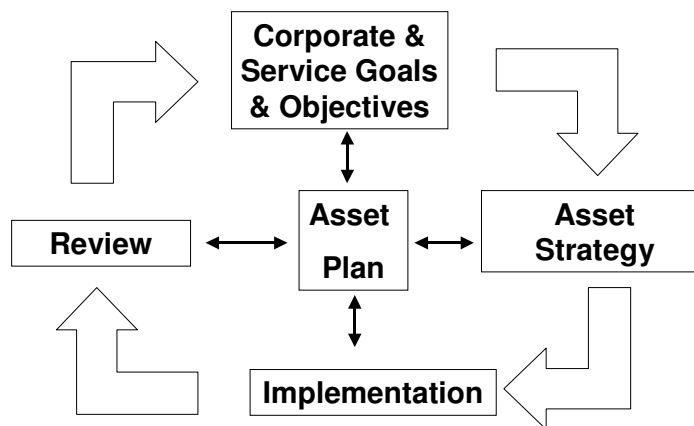


Diagram: Key Steps in Asset Management

13. **Chorley Council Corporate goals and objectives:**

The Council in partnership with a number of outside organisations under the auspices of the Chorley partnership has committed itself to a Community Strategy which aims to ensure that:

Chorley becomes one of the most attractive caring and vibrant places in the North West to live. In order to achieve this the Council will need to ensure:

- Activities are better co-ordinated
- The Council is responsive to the needs of local communities
- Services are delivered in ways that suit local people
- The needs of future generations are taken into account.

14. The Community Strategy has three key components:

- An analysis of the challenges and opportunities facing Chorley
- A long term vision for the area based on the collective views of the partners and the wider community in the Borough
- A set of priority areas for action that the partnership will focus on in achieving these outcomes

15. The strategy has led the Council to a corporate commitment of five priorities to:
1. Put Chorley at the heart of regional economic developments in the Central Lancashire sub-region.
 2. Improving equality of opportunity of life chance.
 3. Involving people in their communities.
 4. Develop local solutions to climate change.
 5. Develop the character and feel of Chorley as a good place to live and visit.
 6. Ensuring Chorley Borough Council is a performing organisation.

In these respects the Council's assets management aims are aligned to the Corporate Strategy as follows:

Vision

Chorley's vision for its assets are that they will be fit for purpose be maximised to their full potential and make a significant contribution to its corporate objective.

16. Asset Management Aims:

Strategic Objective	Aim
Putting Chorley at the heart of regional economic development in the central Lancashire sub region.	Maximise the use of the Councils asset base to encourage economic development.

Strategic Objective	Aim
Improving equality of opportunity of life chances.	Ensure all the Council assets offer the opportunity for participation and accessibility.

Strategic Objective	Aim
Getting people involved in their communities.	Maximise the use of the Council's asset base and to look to transfer assets into community ownership where appropriate.

Strategic Objective	Aim
Develop local solutions to climate change.	Make the Council's property assets more energy efficient and reduce it's carbon footprint.

Strategic Objective	Aim
Develop the character and feel of Chorley as a good place to live and visit.	Use of our asset base to contribute towards development of a balanced housing market.

Strategic Objective	Aim
Ensure Chorley is a performing organisation.	Maintain the score 3 of the asset management elements of the use of resources and to work towards achieving level 4.

In order to deliver the asset management aims the Council will undertake a series of key tasks and priorities designed to contribute or meet the desired aims. These are outlined below.

Chapter Three

Asset Management Plan

In this chapter the key actions that are necessary to achieve the Council's aims are outlined.

Aim	Action
Maximise the use of the Council's asset base to encourage economic development.	<ul style="list-style-type: none">• Invest in improving the covered market facility• Undertake a town centre audit and develop a plan to improve the public realm.• Complete the Local Development Framework process ensuring policies maximise the opportunity for economic development.• Continue to develop Market Walk Phase II.• Contribute towards the work being undertaken by the LSP Sub Group on economic regeneration.

Aim	Action
Ensure all the Council's assets offer the opportunity for participation and accessibility.	<ul style="list-style-type: none">• Undertake access audits for all Council facilities.

Aim	Action
Getting people involved in their communities.	Complete the programme of transfer of assets into community use.

Aim	Action
Develop local solutions to climate change.	<ul style="list-style-type: none"> • Implement the energy management policy and action plan. • Submit a proposal for an enterprise/green technology centre. • Ensure sustainable procurement is undertaken on asset spend.

Aim	Action
<p>Use our asset base to develop a balanced housing market.</p> <p>Develop our community assets including parks and open spaces to encourage usage.</p>	<p>Review of surplus land assets and establish a disposal programme influenced by the need for affordable housing development.</p> <p>Improve our community assets in Chorley including parks and open spaces to ensure they are fit for purpose.</p> <p>Make our vehicle assets more energy efficient.</p>

Aim	Action
Maintain level 3 of the asset management element of the use of resources and to work balances achieving level 4.	<ul style="list-style-type: none"> • Review performance measures and benchmarks of asset performance and their contribution towards corporate objectives. • Maintaining the Council's asset portfolio so it is fit for purpose and sustain and sufficient for needs. • Undertake strategic asset review. • Ensure whole life costing techniques are future developments. • Work with other parties to produce joint asset management plans.

The aims contained in this document are already limited to Directorates Improvement Plans.

Chapter Four

Operational Management

17. In this chapter the various roles and responsibilities on asset management are actioned together with the key policies, process and procedure that will be maintained.

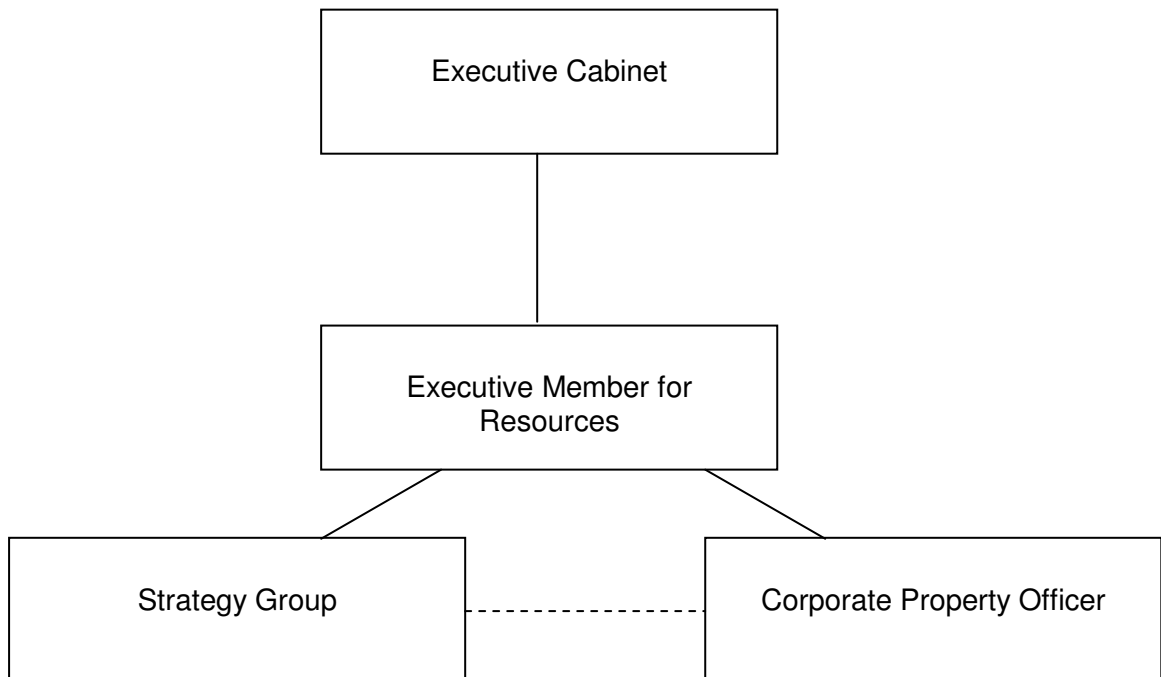
This section sets out how the Council will manage its asset base by defining:

- Roles and responsibilities
- Policies and procedures
- Data management
- Consultation

18. Role and Responsibilities

The overall strategic lead and the hierarchy of decision making on asset management is shown in the diagram below.

Strategic Overview



The various roles and responsibilities are presented as follows:

19. **Role of Executive Cabinet and Executive Member for Resources**

Administering the Council's Assisted Car Purchase and Car Leasing Schemes and the determination of interest rates in relation to such schemes in consultation with the Executive Member for Resources.

Effecting all arrangement for the leasing of equipment or other assets on behalf of the Council.

To ensure the regular write off of irrecoverable debts in line with the scheme of authority contained within the Financial Procedure Rules forming part of this Constitution.

Proposal of alterations to valuation lists and appearance for the Council at Valuation Tribunals.

Determination of claims for housing benefit (including backdating of benefit) in accordance with the applicable regulations.

Variation of the summons charge in the light of rising staff costs.

Taking of action to collect and recover personal, standard and collective Community Charge, Council Tax and Non-Domestic Rates (including, but not limited to, applying for distress warrants and instituting and pursuing committal proceedings).

Determination of applications for house purchase and improvement loans, in accordance with the Council's approved scheme.

Determination of claims for discretionary housing payments.

To determine, in consultation with the relevant Executive Members ,applications for discretionary rate relief in accordance with approved Council policies

Authorisation of directed surveillance exercises under the Regulation of Investigatory Powers Act 2000.ⁱ

Authority to write off irrecoverable debts.

HEAD OF PROPERTY SERVICES

Approval of the following land and property functions and transactions:

Acquisitions and disposals of interests in property up to a maximum amount of £1,000.

Settlement of compensation claims for disturbance arising out of displacement of residential, business and agricultural occupiers (Land Compensation Acts and Planning and Compensation Act 1991) or any subsequent legislation up to a maximum of £1,500

Assessment and payment of Home Loss and Farm Loss payments arising out of displacement of residential and agricultural occupiers (Land Compensation Acts) up to a maximum of £1,500.

Settlement of claims under Part I of the Land Compensation Act 1973 or any subsequent legislation for depreciation in value of an interest where no land is taken up to a maximum of £1,000.

Employment of private contractors for housing and other building maintenance works on a labour and materials basis, to supplement or assist the Building Maintenance Direct Labour Organisation.

Resolving on behalf of the Council under the relevant Town and Country Planning Regulations to seek planning permission for development carried out or to be carried out by the Council or for development of land or property owned by the Council.

DIRECTOR OF CUSTOMER, DEMOCRATIC AND LEGAL SERVICES AND ALSO CERTAIN INDIVIDUAL OFFICERS OF THE LEGAL SERVICES UNIT WHERE INDICATED BELOW

Following consultation with the appropriate Chief Officer, instructing Counsel with regard to functions of the Executive.

Attesting the Council's Seal and signing legal documents on the Council's behalf with regard to functions of the Executive.

Authority to institute legal proceedings under Section 37 of the Local Government (Miscellaneous Provisions) Act 1982 – failure to give the prescribed notice of holding a temporary market (on the recommendation of the Head of Property Services).

Authority to determine applications for the Council's written consent, as Ground Landlord, to alterations to residential properties under the terms of respective leases.

Resolving to institute legal proceedings on behalf of the Council and representing the Council before any Court, Tribunal, Inquiry or other hearing with regard to any function of the Executive.

Agreeing to Right to Buy applications as joint purchases by husband and wife where only one spouse has signed the Right to Buy form and agreeing that members of tenants' families may be joined in as parties to Right to Buy purchases.

Authorising and serving serve Notices of Entry under the relevant statutory power to gain possession of land or property included within Clearance Areas or adjacent to General Improvement Areas.

Authorising and serving Notices of Entry under Section 11 of the Compulsory Purchase Act 1965, or any subsequent legislation, to gain possession of land or property comprised within a confirmed Compulsory Purchase Order.

Following consultation with the Director of Streetscene, Neighbourhoods and Environment, authorisation and institution of proceedings under Sections 219 and 220 of the Highways Act 1980 (The Advance Payments Code).

Authorisation and taking of action under part IX of the Highways Act 1980 in respect of unlawful interference with highways and streets.

Action in connection with temporary closures of roads or restriction of traffic under part II of the Road Traffic Regulation Act 1984, section 21 of the Town Police Clauses Act 1847 or section 15 of the County of Lancashire Act 1984.

Grant or issue of any licences or permits under a function which is the responsibility of the Executive and is not specifically allocated to any other officer of the Council.

The institution of legal proceedings to obtain possession of Housing Revenue Account properties following the issue of Notices of Proceedings for Possession in respect of introductory tenancies under the Housing Act 1996 and Notices to Quit in respect of non-secure tenancies.

To be exercised jointly with the Director of Development and Regeneration, the functions, powers and duties contained within Sections 20, 31 and 34 of the County of Lancashire Act 1984 or any subsequent legislation

Following consultation with the Director of Finance, authority to prosecute in relation to housing benefit and council tax benefit fraudⁱⁱ and authority to prosecute in relation to offences concerning Department of Works and Pensions administered benefits where invited to do so under joint working arrangements with the Department of Work and Pensions.ⁱⁱⁱ

DIRECTOR OF CUSTOMER, DEMOCRATIC AND LEGAL SERVICES

Hire of rooms for Members' surgeries where there is no suitable Council-owned accommodation.

Following consultation with the Executive Leader and Deputy Leader of the Council, approval of the free use of the Council Chamber and Committee Rooms for charities and voluntary bodies or other similar purposes.

Approval of requests for reproduction of the Council's coat of arms.

Lettings and bookings of the Lancastrian Hall and Mayflower Room.

The functions of:

- i) authorising the service of notices and the undertaking of consequential action, including carrying out work in default;
- ii) authorising officers to exercise powers of entry where the legislation confers such a power (including making any necessary applications for warrants);
- iii) issuing and signing formal cautions on behalf of the Council,

in connection with the enforcement of the following legislation and all subordinate legislation made under it, in so far as it relates to a dwelling, a caravan, a mobile home or a caravan site or site to be used for this purpose of a mobile home or as a camping site:

Public Health Act 1936
National Assistance Act 1948
Caravan Sites and Control of Development Act 1960
Local Government (Miscellaneous Provisions) Act 1976
Mobile Homes Act 1983
Building Act 1984
Housing Act 1985
Housing Act 1989
Environmental Protection Act 1990
Home Energy Conservation Act 1995
Housing Act 1996
Housing Grants, Construction and Regeneration Act 1996

For the purpose of the above functions, "dwelling" has the meaning assigned to it in the Housing Act 1985 and "caravan", "mobile home", "caravan site" and "camping site", have the meanings assigned to them in the relevant legislation.

To consent on behalf of the council to the addition of family members onto Right to Buy applications where either they were not included originally or they do not fulfil the 12 months residency requirement; and

To act on behalf of the Council in respect of offers/requests received under the Right of First refusal regulations

DIRECTOR OF LEISURE AND CULTURAL SERVICES

Administration and letting of all amenity facilities in accordance with conditions and policies approved by the Council from time to time.

The promotion and advertising of sporting, community and cultural events, entertainments, exhibitions etc in accordance with the policies approved by the Executive from time to time.

Approval of hire charges at Duxbury Park Golf Course and amendments to the Golf Club rules.

Management and letting of all cultural facilities in accordance with conditions and policies approved by the Executive from time to time

Following consultation with the relevant Executive and Representative Members , authority to vary or implement fees and charges for services and facilities provided by the Leisure and Cultural Services Unit on an occasional basis.

Following consultation with the relevant Executive Member, the variation of programmes at the leisure centres and swimming pools.

Agreeing the transfer to the Council of land which forms part of the community related assets held by the Commission for New Towns or English Partnerships, where the transfer is for a nil or nominal consideration.

Determination of requests for the use of Astley Hall, including, following consultation with the relevant Executive Member , requests for its use on a concessionary basis.

Following consultation with the relevant Executive Member and approval of the level of funding by the Executive Cabinet or by the relevant Executive Member (where the level of core funding does not exceed £5000), authorisation of core funding grant agreements with appropriate bodies providing services relevant to life and leisure and tourism issues.

Determination or variation of the amounts of fees or charges for particular services or facilities within the responsibility of the Executive (except for housing rents and other housing related charges).	The Executive Member with responsibility for the particular service or facility.
Temporary closure of particular facilities within the responsibility of the Executive for the purpose of specific events or special activities.	The Executive Member with responsibility for the service to which the particular facility relates.
Authorisation to enter into contracts for the supply of goods or services or the execution of works.	The Executive Member with responsibility for the service to which the contract relates

Settle terms of consultation documents, within agreed or established Executive Cabinet plans and polices	The Executive Member for the particular service or activity concerned.
To determine responses on behalf of the Council to consultation documents and papers	The Executive Member(s) responsible for the relevant function or service; if more than one, jointly.
Property Matters	
Approval of terms of property transactions (e.g purchase and sale prices, rents and terms and conditions of leases and tenancies).	The Executive Member responsible for Resources
Determination that particular land or property is no longer required for the particular purpose for which it is held by the Council.	The Executive Member responsible for the service for which the land or property is currently held.
Determination that particular land or property which is no longer required for the particular purpose for which it is held may be disposed of or appropriated for some other statutory purpose of the Council.	The Executive Member responsible for Resources

20. **Strategy Group**

Strategy Groups role will be as follows:

- Agree the Five year draft PMP
- Oversee the PMP – Work programme broken down into quarters as a minimum – effectively a project plan for year ahead
- Quarterly monitoring using highlight reports, monitoring progress against the programme management and development plan of the current year reporting timetable)
- Rectifying any problems with either the PMP or disposal programme not being delivered as planned.
- Agree and manage submit the Joint Risk Register

21. **CORPORATE PROPERTY OFFICER**

The Council is required to designate a Corporate Property Officer.

The CPO currently designated as the Assistant Chief Executive, who works closely in partnership with Liberata UK Ltd and the partnership and contract management encompasses all corporate property management and maintenance.

22. In fulfilling his role, the CPO:

- Report to Strategy Group on Property Performance.
- Reviews all Units' Business Plans for the ensuing financial year. These give full details of the specific service proposals from which the CPO is above to gauge implications for future property resources and match them to the existing asset base. From this will flow recommendations as to the level of property holdings required over the three year life of the Service Plans.
- Monitors decisions of the Executive Cabinet on corporate issues likely to have an effect on the Council's requirement for property and ensures adequate property advice is provided as part of the decision making process. This may take the form of in-house expertise or commissioning of feasibility studies on the range of options available, capital costs and revenue consequences.
- Monitors a rolling programme that reviews property holdings and their maintenance over a seven year period. The information from Business Plans and corporate proposals is fed into this monitoring review process in order to produce recommendations as to the level, condition and cost of the property assets needed to deliver the Council's services.
- Ensures that information is collated, maintained and updated to enable the production of a number of local performance indicators to monitor property performance in the context of specific service aspirations. The local PI's are described later.

23. Policies and Procedure

The Council will maintain the following Policies and Procedures as part of its suite of information designed to ensure programme asset management procedures are followed:

- Legionella Management Plan
- Asbestos Management Plan
- Energy Management Plan
- Fire Regulation Management Plan

These Plans contain detailed action and designed roles and responsibilities of the Council and its partner Liberata.

24. DATA MANAGEMENT

Data quality and data management are fundamental to ensuring effective management of the Council's asset base. In this respect the Council's property records are currently held in a number of computerised and paper based databases. The following information will therefore be retained and maintained by Liberata.

- **Land Terrier** – The Council's Land Terrier, recording details of land ownership acquisitions and disposals, comprises a paper and plan based system containing individual property records which are cross referenced to Deed Packets held in the secure Deed Rooms. The paper based records are supported by CAD drawings of the main Council buildings.

The Terrier provides the basis for a five-yearly rolling programme for inspection of the boundaries of all Council land to identify any encroachments that have occurred and to enable action to be taken to ensure the integrity of the Council's estate.

- **Asset Register** – This comprises a Microsoft Access database for non-housing property assets. The databases hold information on address, service unit responsible; cost centre; method of valuation; purpose held; asset category; valuation, valuation date and date sold (if

applicable). The Access database can also generate valuation certificates for each individual asset. The Asset Register is updated by reference to the Land Terrier and revaluations are carried out on a five year rolling programme. It is mainly used as an accounting tool to measure the cost of service delivery. The data will be transferred to the Technology Forge asset management system in 2008/09.

- **Let Estate Portfolio Database** – This comprises a paper database detailing all properties let by the Council. It includes lease/licence details, rental income and rent review dates, tenant details and termination dates. A Microsoft Access database has been designed to take over from the paper based system. The system is updated on receipt of completion statements from the Legal Services Unit and the information is used in the production of performance indicators for the non-operational investment portfolio. The data will be transferred to the Technology Forge asset management system in 2008/09.
 - **Property Maintenance System** – The Technology Force asset management system is used to provide a reactive online repair reporting system. This system is also currently used for the issuing of works orders. The system is updated daily and can produce a summary information of expenditure and commitments on property for use in the production of performance indicators. It also holds details of the planned maintenance programme.
 - **Asbestos Register** – The production of an Asbestos Register by the Council provides an information source for all occupiers and contractors working in Council buildings. In its draft form the register is used in the preparation of the planned maintenance programme. The asbestos surveys are to be reviewed.
 - **Disability Audit** – All the Council's public buildings have been surveyed for the purposes of producing an audit in connection with the Disability Discrimination Act. The information is held as a series of individual building audits used not only to ensure compliance but to inform the planned maintenance programme. This information is to be reviewed and revised audits carried out.
 - **Condition Surveys** – Condition surveys have been carried out on all the Council's buildings. The information has been input into Technology Forge and then used in preparation of the planned maintenance programme and in production of performance indicators. The condition of all non-housing properties is assessed at least every five years, however some more heavily used or sensitive properties are re-visited on a yearly basis dependant on the extent of use and corporate functionality.
25. Individual Service Units keep their own databases to manage day to day lettings of the properties for which they are responsible, eg community centres, Astley Hall, leisure facilities, car parks etc. These are used to ensure efficient service provision and to assist in forecasting, budget monitoring and the production of local performance indicators. The information can also be used when reviewing options for service provision or relocation.
26. As part of its e-government strategy, the Council has established a website on which property information is made available for marketing purposes and exchange of information.

Data Quality

27. The Council's Partnership framework requires all key partners to ensure that their procedures for the collection of performance data are robust and ensure the data produced is accurate.

In relation to this Liberata will:

- Implement ISO9022 quality system by July 2009
- Comply with the Council's Data Quality Policy

Consultation

28. The Council is committed to ensuring that proper Consultation takes place in relation to its Asset Portfolio. The main avenues for consultation will be as follows:

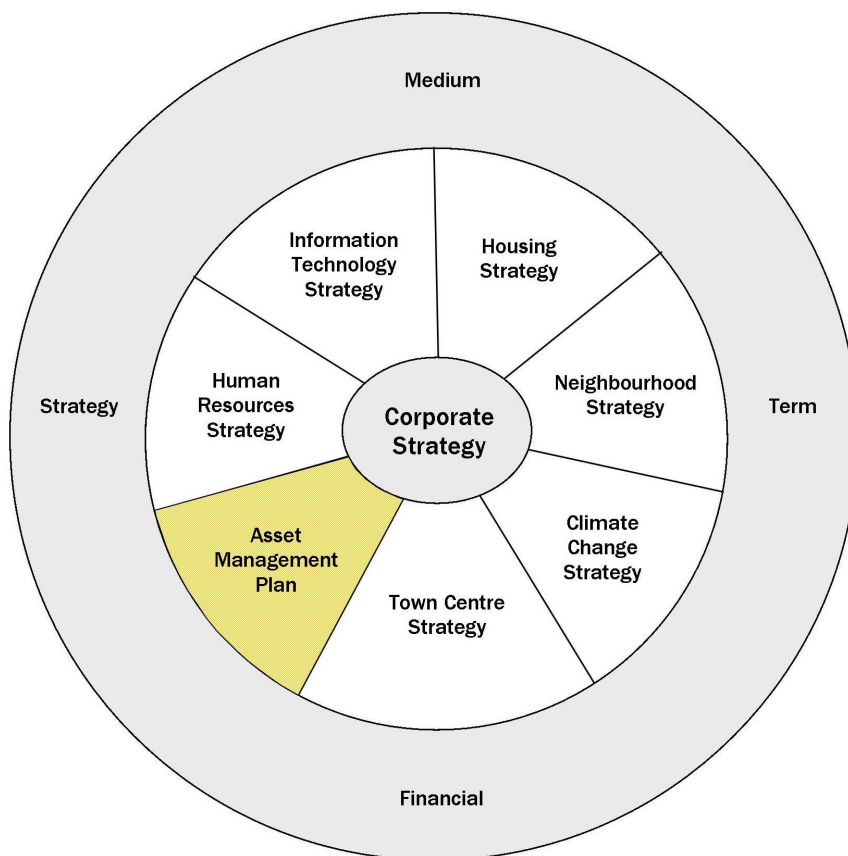
- The Citizens Panel
- Town Centre Forum
- Various voluntary and community lists
- Disability Liaison Committee
- Council for Voluntary Services
- Age Concern

Chapter Five

Resourcing and Performance Measurement

In this chapter an analysis is provided of the resource context and key spending planned for the Council's assets and the Financial Planning Period 2008/09 to 2010/11. In addition the Performance Framework for asset management management is presented and the programme of works and development required to deliver on the strategy.

The Asset Management Strategy and Plan links to the Corporate Strategy and is part of a suite of Plans requires to inform the Councils delivery on its promises. This position is presented diagrammatically below:



Diagram

Assets management plus relationship to the Councils Corporate Strategy

The Council has committed the following resources to the maintenance and enhancement of its current asset base for the period 2008/09 to 2010/11. The resources allocated are to enable Council's promise to in particular enhance its asset base to make it fit for purpose in deliver on its corporate objectives.

Capital Resources

Set out in the table below is a summary of the Capital Resources allocated or the period 2008/09 – 2010/11.

	£ 000
Planned Maintenance of Property Assets	700
Making the Council's property assets energy efficient and fit for purpose	150
Planned Enhancing	
Town Centre and markets	1.400
Leisure Centre/Swimming Pool refurbishments	785
Duxbury Golf Course	290
Improvements to football pitches	300
Ancillary Community Assets	
Astley Park improvements	1.381
Woodland and Play Areas	313
Common Bank	99
	5.418

In addition the following sums are committed as part of the Council's arrangement with Liberata to manage and maintain its property 'asset' portfolio from revenue resources.

	£'000	£'000	£'000	£'000
Core Management Services	283	283	283	849
Reactive maintenance	75	75	75	900
Minor Asset Management	22	22	22	66
	380	380	380	9.815

The successful delivery of this strategy will be dependent upon the right level of resources being committed, and this is evidenced above but also ensuring performance and critical success focus are achieved. In this respect set out below are the critical success factors and measures that will be used to gauge the success of the strategy.

Performance Measures

In order to measure the effectiveness of the asset management strategy set out in the table below of the critical success factor that will be used to establish if the overall aim of the Plan have been achieved.

Strategic Aim	Measures (Critical Success Factors)
Maximise the use of the Council's own asset base to encourage economic development.	Maintain void levels at less than 5% of turnaround on the investment portfolio. Continue to work with developers to complete Market Walk phase II.
Ensure the Council's assets offer the opportunity for participation and accessibility.	% of buildings open to the public meeting the requirements of the Disabled Discrimination Act. % measured of assets fit for purpose.
Maximise the use of the Council's asset base and look transfer assets into community ownership where appropriate.	Increase the number of visits young people make to leisure facilities. Increase the number of visits to leisure facilities. Increase the % of people satisfied with parks and open spaces. Increase the number of parks receiving green flag status. Number of assets transferred to community management.
Make the Council's Property assets more energy efficient and reduce its carbon footprint.	Reduction in energy usage by 10% by 2010. Achieve requirements of Level 5 of the Sustainable procurement framework.
Use our asset base to contribute to development of abandoned housing market.	Hectare of land released for affordable housing.
Develop our community assets including parks and open spaces to encourage usage.	% of community assets fit for purpose.
Maintain level 3 of the Asset management element of the use of resources and look towards achieving level 4.	% floor area in good or satisfactory condition. % of planned maintenance programme completed. % land registration recording completed and information available electronically. Target capitals achieved (% of approved budget) Income generated from investment property approved budget) The number of interarches that is achieved electronically. Compliance with legislative timescales.
	£ per square now cost of 3 main action buildings.
	square metres municipal employee.
	Customer satisfaction.

*** Targets to be confirmed as part of consultation**

Programme Management and Development Plan

In respect of the specific aims required by those charged with providing professional property advice and support, a number of key inputs and outputs required, these are set out in the Programmes and development plan set out below:

CORE ASSET MANAGEMENT SERVICE

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
<p>Acquisition of Land and Property</p>	<p>(A) The Service Provider will take instructions on requests from the Director of Finance to acquire interests in land and will also</p> <p>Carry out inspections/surveys & prepare plans</p> <p>Reference ownerships & negotiate terms for the acquisition of all property interests to meet the Council's service needs, including purchase price, disturbance claims, home loss claims, fees, costs and other compensation payments, if applicable.</p> <p>Agree terms in accordance with authority delegated by the Council or "subject to contract" for subsequent approval by the Council or, failing agreement take instructions on the preparation and implementation of a Compulsory Purchase Order.</p> <p>Prepare and submit reports in the Council's corporate style for authorisation of agreed terms by the appropriate officer or Member of the Council in accordance with delegated authority.</p> <p>Issue instructions on the terms of acquisition and items of disturbance etc to the Director of Customer, Democratic & Legal Service.</p>	<p>1</p> <p>Completion of negotiation & reporting stages to a timescale agreed with the Director of Finance and issue of instructions within 1 week of authorisation</p>	<p>O</p>	<p>Annual Review with D o F</p>	<p>31 March annually</p>

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
Identification and sale of surplus assets	(B) The Service Provider will provide information to, and where necessary, be suitably represented at any Public Inquiry associated with the compulsory purchase of property or through written representations to an arbitrator.	2	Representation at Public Inquiries	0	Annual Review with D of F	31 March annually	
	(C) The Service Provider will provide a quarterly monitoring statement to the Contract Manager showing progress with negotiations within 1 week of each Quarter Day.	3	Production of timely monitoring statements	0	To be included in Quarterly report	8 Jan 8 April 8 July 8 October	
	(A) The Service Provider will keep under review the assets in the Miscellaneous Land and Buildings Portfolio and Investment Portfolio and identify any land or buildings that in the view of the Service Provider are under performing or are surplus to the Council's requirements.	4	Production of monitoring report within 1 week of the quarter day	0	To be included in Quarterly report	8 Jan 8 April 8 July 8 October	
	(B) The Service Provider will report to the Corporate Improvement Board (CIB) with recommendations for investment or disposal and the formulation of a three-year disposal programme of surplus assets in line with corporate objectives to augment the Council's capital programme.	5	Production of monitoring report within 1 week of each Quarter Day	0	To be included in Quarterly report	8 Jan 8 April 8 July 8 October	
	(C) The Service Provider will prepare and submit written reports with recommendations for disposal, on behalf of the CIB to the appropriate Executive Member.	6	All reports produced within 2 weeks of instruction	0	Annual review with D of F	31 March Annually	
	(D) The Service Provider will take instructions from the Director of Finance to dispose of property assets and will also: Obtain the best planning consent available, prepare sales particulars and market the assets for sale or otherwise	7	Completion of negotiation & reporting stages to a timescale agreed with the Director of Finance and issue of	0	Annual Review with D of F	31 March Annually	

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>negotiate terms in accordance with Government directives and Council policies and to a timescale agreed by the CPB.</p> <p>Agree terms in accordance with authority delegated by the Council or "subject to contract" for subsequent approval by the Council</p> <p>Prepare and submit a report in the Council's corporate style for authorisation by the appropriate officer or Member of the Council in accordance with delegation arrangements in force at the time</p> <p>Issue instructions on the terms of disposal to the Director of Customer, Democratic & legal Service</p> <p>(E) The Service Provider will provide a quarterly monitoring statement to the Contract Manager showing progress with negotiations.</p>	<p>instructions within 1 week of authorisation</p> <p>8</p>	<p>O</p>	<p>To be included in Quarterly report</p>	<p>8 Jan 8 April 8 July 8 October</p>
Property Management	<p>(A) The Service Provider will provide a property management service for the Council's non operational property (see section 5 for management requirements) including, but not limited to, initiating and concluding negotiations for leases, rent reviews, lease renewals, covenant enforcement & variations, terminations, dilapidations, licences, rights, easements and way leaves.</p> <p>(B) The Service Provider will maintain void levels at less than 5% of turnover on the Investment Portfolio.</p>	<p>9</p> <p>10</p>	<p>K</p> <p>K</p>	<p>Annual Review with Clients</p> <p>To be included in Quarterly report</p>	<p>31 March Annually</p> <p>8 Jan 8 April 8 July 8 October</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>(C) The Service Provider will provide a property management service, as requested by an Authorised Contact in respect of parts of operational assets temporarily surplus to the Council's operational requirements and will also</p> <p>Prepare and submit reports on terms agreed in the Council's corporate style for authorisation by the appropriate officer or Member of the Council in accordance with delegation arrangements in force at the time within 1 week of request.</p> <p>Issue instructions to the Director of Customer, Democratic & Legal Service to draw up the relevant agreements and to the Director of Finance to invoice rents and service charges.</p> <p>Record all relevant details of tenancies, licences and leases and make them available for inspection by the Contract Manager at all times.</p> <p>Provide an ongoing quarterly summary to the Director of Finance of all leases and licenses and their payment terms.</p>	<p>11</p> <p>All reports produced in an accurate timely & professional manner and instructions issued within 1 week of authorisation.</p>	<p>○</p>	<p>Annual review with clients and D of CuDLS</p>	<p>31 March Annually</p>
	<p>(D) The Service Provider will initiate appropriate action against any unsatisfactory tenant or unauthorised occupants of the Council's land and if necessary commission action through the Director of Customer, Democratic & Legal Service to terminate the tenancy/secure possession in accordance with established procedures. In the case of occupation of private land by unauthorised travellers the Service Provider to liaise with and assist the owner to regain possession.</p>	<p>11 a</p> <p>Quarterly summary provided to D of F</p> <p>12</p> <p>Appropriate action initiated.</p>	<p>○</p> <p>○</p>	<p>Annual Review with D of F</p> <p>Annual Review with D of F</p>	<p>31 March Annually</p> <p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
Property Management	(E) The Service Provider will report quarterly to the CIB as to the nature and use of the Investment Property portfolio, identifying any under performing property with recommendations on commercial opportunities that may exist for investment, acquisition or disposal as these occur. Attend and present reports to Members to include updates on Performance Indicators (PIs) in the Service Delivery Plan.	13	Production of monitoring report within 1 week of each Quarter Day	K	To be included in Quarterly report	8 Jan 8 April 8 July 8 October	
	(F) The Service Provider will prepare, submit, agree and implement an Energy Management Plan, monitor and manage energy consumption in these buildings to achieve efficiencies and promote sustainability within 3 months of commencement of the Contract. (NB this excludes responsibility for procuring and paying for energy which requires only technical input from the Service Provider.)	14	Production of Energy Management Plan within 3 months of Contract start & annual update as part of Service Delivery Plan. Energy related PIs in Appendix A.	O	Check receipt of EMP Check receipt of EMP update	30 Sept annually	
	(G) The Service Provider will prepare, submit, agree and implement an Asbestos Management Plan for the Council's Operational Buildings within 3 months of the Contract commencement including nomination of duty holders within the scope of the relevant legislation	15	Asbestos Management Plan produced within 3 months of Contract start and annual update in Service Delivery Plan.	O	Check receipt of AMP Check receipt of AMP update	30 Sept annually	
	(H) The Service Provider will prepare, submit, agree and implement a Legionella Management Plan for the Council's Operational Buildings within 3 months of the Contract commencement including nomination of duty holders within the scope of the relevant legislation	16	Legionella Management Plan produced within 3 months of Contract start & annual	O	Check receipt of LMP Check receipt of	1 Oct 07 30 Sept annually	

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
		update in Service Delivery Plan.		LMP update	
Maintenance of and Access to Property Records	<p>(A) The Service Provider will take over responsibility for the Council's files and records of property assets, maintain accurate records, create electronic versions of new files and provide information to Service Directorates, the public and other organisations as required. This may include details of tenure, tenants, vacant land or buildings, plans of land & buildings, budgets, monitoring of expenditure and details of service charges and making available or providing access to electronic records of ownership plans and details for use by GIS users in the Council.</p> <p>The Service Provider will notify the Director of Finance of all properties which remain unoccupied for a period in excess of 3 months.</p>	<p>17</p> <p>All files up to date & new ones capable of electronic access by or transmission to the Council within 12 months of contract start date</p> <p>100% Notification</p>	K	<p>Annual statement of compliance required + Annual review with Clients</p> <p>Annual review with D of F</p>	<p>31 March Annually</p> <p>31 March Annually</p>
	<p>(B) The Service Provider will protect the Council's interests in land ownership through a 5 year rolling programme of inspections, check boundaries, and resolve difficulties with adjoining land owners as necessary.</p>	<p>18</p> <p>20% assets inspected each year</p>	O	Check Inspection Programme	31 March Annually
	<p>(C) The Service Provider will review and maintain a register of the Council's land and property assets above an agreed de minimus level of value. Value these assets in accordance with the national accounting code of practice and record the results on the register. Update and maintain information in the register to prevailing CIPFA and RICS standards.</p>	<p>19</p> <p>Maintenance of an accurate register and provision of timely report to the Director of Finance</p>	K	Check Asset Register Provided annually to D of F	30 April Annually

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
	Provide an up to date version for the Director of Finance by 30 April each year.					Commission check valuations	31 May Annually
Valuations	(A) The Service Provider will Undertake and certify valuations for all Council purposes as requested by an Authorised Contact in accordance with RICS and CIPFA guidelines within 4 weeks of request.	20	Provision of accurate valuations within 4 weeks of request.	○	Annual review with Clients Commission check valuations	31 March Annually 31 March Annually	
	(B) The Service Provider will evaluate the rating assessment of the Council's property assets and take action to lodge and pursue appeals against those assessments considered incorrect.	21	Production of annual report detailing changes & challenges by 30 April each year	○	Check receipt of report	30 April Annually	
	(C) The Service Provider will evaluate the Council Tax bandings of the Council owned non HRA residential properties and challenge and if appropriate appeal those considered incorrect.	22	Production of annual report detailing changes & challenges by 30 April each year.	○	Check receipt of report.	30 April Annually	
	(D) The Service Provider will maintain an up to date schedule of insurance valuations for the Council's property with annual indexing to maintain their real value and carry out a detailed valuation review at least every 3 years. Notify the Council of the appropriate insurance levels and advise of any specific risk that could impact upon insurance liability.	23	Present an updated schedule of indexed and re-valued property assets for insurance purposes by 31 January each year.	○	Check receipt of schedule + detailed review at 2010 and 2013	31 January Annually 2010/2013	

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When	
Consultancy & General Property Advice	(A) The Service Provider will provide representation upon Corporate Officer Working Groups as required and advise the Council of its options based upon the Service Provider's expertise.	24	O	Representation provided as required	Annual Review with Clients	31 March Annually
	(B) The Service Provider will provide a suitably qualified person to act as expert witness for all property matters, to prepare reports and appear in court as may be required.	25	O	Expert witness available on request	Annual Review with Clients	31 March Annually
	(C) The Service Provider will advise and consult with the Director of Finance on different methods of procuring property related maintenance & servicing contracts, including the implementation and awarding of all such contracts and assist in the development of the Council's procurement policy and strategy.	26	O	Advice given on request and summary of procurement activity produced by 30 April each year.	Annual review with D of F Check receipt of proc. summary	31 March Annually 1 May Annually
	(D) The Service Provider will advise the Council on property issues concerned in the preparation and implementation of its strategic objectives including, but not limited to the following –	27	O	Advice and assistance provided as requested, twelve half days per annum	Annual Review with Clients	31 March Annually

- Economic Regeneration Strategy
- Town Centre Strategy
- Local development Framework
- Housing Strategy
- Leisure Strategy etc.
- Medium Term Financial Strategy

Service Delivery	Detail	28	Target/Performance Measure	Status	What Needs Doing	When
	<p>(E) The Service Provider will undertake a strategic review of the Council's operational accommodation resources and requirements within 6 months of Contract commencement and update annually thereafter.</p> <p>(F) The Service Provider will provide the Council with advice and produce any appropriate drawings or documentation to support grant aided programmes, heritage and conservation responsibilities or schemes promoted by voluntary sector partners.</p>	28	<p>Production of strategic review within 6 months of the Contract Start and updates by 30 September each year thereafter.</p> <p>Provision of an appropriate, professional service within agreed timescales.</p>	<p>O</p> <p>O</p>	<p>Check receipt of review /Check receipt of review updates</p> <p>Annual Review with Clients</p>	<p>30.9.08 then annually</p> <p>31 March Annually</p>

CORE ASSET MAINTENANCE SERVICE

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
Planned Maintenance	(A) The Service Provider will maintain an up to date record of the condition of the Council's buildings, plant and machinery and associated property assets based on the methodology of the Baseline Condition Survey in respect of a sample of properties selected by the Contract Manager. Present to the Contract Manager by 30 September each year an itemised estimate of requirements to maintain them by way of a 5 year Planned Maintenance Programme (PMP) within the cost envelope provided by the Council.	30 Maintenance of accurate records of condition and production of draft PMP by 30 September each year.	K	Check production of draft PMP Check records of Property Condition Order full Condition Survey	30 September annually 30 September annually 1 March 2012 1 March 2014
	(B) The PMP in its final form will <ul style="list-style-type: none"> • Demonstrate how it provides for effective programmed maintenance of the fabric, decoration and Service of the assets • Demonstrate how it meets the requirements of any Government legislation in respect of the property assets. 	31 Production of final PMP by 31 December each year	O	Check production of PMP	31 December Annually
	(C) The Service Provider will carry out servicing & safety checks of Council owned buildings, plant, machinery and equipment annually or as required by legislation or regulations. This information shall be recorded on a register to be maintained and updated by the Service Provider.	32 Completion of all servicing & safety checks	K	Check Certification Register	31 March Annually

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
	(D) The Service Provider will provide estimates of costs & timescales for improvements to property assets in response to requests by Authorised Contacts.	33	Provision of advice within 4 weeks of request.	O	Annual Review with Clients	31 March Annually	
Responsive Maintenance	<p>(A) The Service Provider will provide a responsive maintenance & repair service for assets as described in section 5 of this specification and will also</p> <ul style="list-style-type: none"> • Advise the Authorised Contacts of the need for specific works, inspect buildings for defects, legislative or regulatory requirements, dangerous materials etc. and provide options for dealing with the issues of a constructional nature. • Provide an “out of hours” emergency service to secure & make good property pending repair work for those assets in section 5 with a maintenance obligation. • Have regard to the nature of the asset when ordering work, particularly where sensitive community issues are involved e.g. community centres with nursery groups. • Acknowledge receipt of instructions with a reference number for subsequent enquiries, notify category and advise the Authorised Contact on completion of work through electronic means. 	34	<p>Instructions taken, categorised as below, acknowledged within 1 working day, acted upon and completion notified.</p> <p>Emergency for completion within 4 hours</p> <p>Urgent for completion within 2 working days</p> <p>Routine for completion within 10 working days</p> <p>Planned for inclusion in the PMP</p>	K	Annual Review with Clients	31 March Annually	
Improvement and Development of	<p>(A) The Service Provider will provide an architectural service including but not limited to the following:</p> <ul style="list-style-type: none"> • Advise on the Council's requirements for works, which 	35	Provision of an appropriate, professional service within agreed	O	Annual Review with Clients	31 March Annually	

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
Property Assets	<p>will include quality, timing, costs, performance measures and general advice on how to proceed with any works project.</p> <ul style="list-style-type: none"> • Advise on materials, energy efficiency, longer term maintenance liabilities, designing out crime, compliance with statutory requirements and other elements of good design and practice. • Undertake site appraisals, obtain information on ownership, existing buildings and occupancy, boundaries, easements, encroachments, Service and rights of way. • Analyse the Council's requirements, preparation of outline proposals and budget estimates • Undertake scheme design and development to a point where approvals, bids and funding streams can be assessed. • Undertake site investigation surveys including levels, Service, highway implications, planning applications, and full cost estimates. • Complete scheme design to illustrate the size and character of the project in sufficient detail to allow the spatial arrangements, materials and appearance to be evident to the relevant Council officers. • Present proposals to appropriate meetings of Council officer groups and evening meetings as necessary to move towards scheme approval. 	<p>timescales</p>			
Improve-ment and Develop-ment of Property Assets	<p>(B) The Service Provider will provide a project management service including but not limited to</p> <ul style="list-style-type: none"> • Develop a programme to implement any approved scheme and provide appropriate management for the project including the letting of contracts for works and site supervision. 	<p>36</p>	<p>0</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<ul style="list-style-type: none"> • Submit to the Council the Project Plan and Project Management Methodology, in accordance with the Council's adopted methodology for that project within 10 working days of commissioning. • Finalise the design, obtain any statutory approvals, issue, receive and award tenders for works for the project in compliance with the Council's Corporate Procurement arrangements for such contracts. • Perform the role of planning supervisor for the project, complete and compile all relevant CDM documentation, health and safety notifications and consents or approvals required. • Arrange and manage all pre-contract meetings and arrange regular meetings on the progress of the project with appropriate officers of the Council. • Carry out the approved Project Management Methodology, which shall include full clerk of work duties, preparation of regular cash flow statements and forecasts, minor variations and authorisation of all payments due under the contract. • Certify practical completion of the project, and agree final accounts with the appointed Contractor, Sub Contractors and any consultants or suppliers and deal with any disputes or arbitration. • Advise the Council on the use, control, operation or maintenance of the completed project including fixtures, fittings, heating, electrical or mechanical equipment included. • Compile service drawings, service manuals and any other appropriate documentation of the completed project; attend any hand-over meetings, maintain contact with the contractor through the defects liability period, carry out inspections, ensure that defects are rectified and issue certificates of making good. • Manage any retentions outstanding, issue final 				

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>certificates and present final costs of projects to the Council including explanations as to any variations to costs or the programme</p>				
<p>Improve-ment and Develop-ment of Property Assets</p>	<p>(C) The Service Provider will provide a quantity surveying service including but not limited to</p> <ul style="list-style-type: none"> • Prepare specifications and schedules as required for contracts for works required by the Council. • Maintain lists of companies in line with the Council's Corporate Procurement Policy and select from such lists contractors to provide engineering, building, or other works required by the Council. Maintain and apply criteria in accordance with the Council's Corporate Procurement Rules to select such companies for admission to the lists and for specific tender invitation. <p>(D) The Service Provider will provide or procure further specialist services to assist with appraisals and/or service provision on specific projects where needed. including but not limited to the following professional fields:</p> <ul style="list-style-type: none"> • Services for historic buildings & monuments • Land surveying • Mechanical & electrical engineering • Environmental & utility issues • Structural engineering • Environmental & sustainability issues • Archaeological services • Ecological services • Hydrogeology & geotechnical services • Waste management services 	<p>36a</p> <p>Provision of an appropriate, professional service within agreed timescales</p>	<p>O</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>
		<p>37</p> <p>Provision of an appropriate, professional service within agreed timescales</p>	<p>O</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When	
Additional Services	<p>(A) The Service Provider will provide expertise as required in the fields of</p> <ul style="list-style-type: none"> • General practice surveying & valuation • Building surveying • Quantity surveying • Project management • Land surveying • Mechanical & electrical engineering • Environmental & sustainability issues • Architecture • Structural engineering • Archaeological services • Ecological services • Hydrogeology & geotechnical services • Waste management services 	38	Expertise provided as required	0	Annual Review with Clients	31 March Annually
Communications	(A) The Service Provider will undertake all liaison on contract and performance issues through the Contract Manager	39	All liaison via Contract Manager	0	Annual Review Contract Manager	31 March Annually
	(B) The Service Provider will nominate key staff as contacts for the Service and for overall management of the Contract to be available during normal working hours.	40	All key staff nominated	0	Annual Review with Clients	31 March Annually
	(C) The Service Provider will supply data in electronic format to meet the performance measures of the Council in respect of the Contract, in particular to monitor and report progress to the Contract Manager in meeting specific Performance Indicators (PIs) in the annual Service Delivery Plan.	41	All relevant data supplied within 1 week of the month/quarter due.	0	Check receipt of data	Month End

Service Delivery	Detail	Target/Performance Measure			When	
		Status	What Needs Doing	When		
	(D) The Service Provider will deliver to the Contract Manager a quarterly summary demonstrating progress on schemes within the PMP and capital programme	42	Quarterly report delivered to Contract Manager	K	Incl. in Qtrly report. Check submission of report to CIB	8 th Jan 8 th April 8 th July 8 th Oct
	(E) The Service Provider will receive and respond to instructions from Authorised Contacts through electronic means in an agreed format.	43	Instructions received & acknowledged within 1 week.	O	Annual review with Clients	31 March Annually
	(F) The Service Provider will acknowledge receipt of instructions for responsive repairs within 1 day with a reference number for subsequent enquiries, notify category and advise the Authorised Contact on completion of work through electronic means.	44	Instructions received, acknowledged within 1 day & acted upon	O	Annual Review with Clients	31 March Annually
Communications	(G) The Service Provider will use designs agreed with the Council for joint branding on letterheads, forms and other stationary to promote the partnership between the Council and the Service Provider.	45	Use of designs agreed	K	Annual Review	31 March Annually
Customer Care	(A) The Service Provider will deal with correspondence, enquiries and complaints in accordance with the Council's policies.	46	Council's policies and timescales complied with.	O	Annual Review with Clients	31 March Annually
	(B) The Service Provider will maintain a web site in respect of the Service provided by the Service Provider with links to the Council's web site in an agreed format.	47	Web site maintained in an agreed form.	K	Quarterly check on Web site	1 Jan 1 April 1 July 1 Oct Annually

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
	(C) The Service Provider will agree in March each year with the Contract Manager, a programme of customer consultation / survey / involvement activity to reflect the needs, wants and expectations of customers, and deliver this programme.	48	Programme agreed and delivered	O	<p>Check programme agreed for year ahead</p> <p>Check programme agreed and delivered for previous year</p>	<p>31 March Annually</p> <p>30 April Annually</p>	
Service Delivery Plan and Budgets	(A) The Service Provider will prepare an annual Service Delivery Plan as an appendix to the Asset Management Plan reviewing service performance in the previous 12 months, detailing how the Service is to be delivered in the forthcoming year including any Service Improvement Change Proposals (SICP) introduced or proposed and ensuring that the aims of the Plan are in line with the Council's strategic objectives and integrate with the Business Plans of the Council's other services.	49	Production of an annual Service Delivery Plan by 30 September and meeting PI targets in Appendix A.	K	Check Production of Service Plan	30 September Annually	
	(B) The Service Provider will supply details to the Contract Manager of cost / price breakdowns of Service provided to individual Service Areas to facilitate the management of the Council's internal market by 31 March each year.	50	Production of annual breakdown of estimated and actual costs for future/past years by 31 March each year	O	Check receipt of breakdown	31 March Annually	

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
The Asset Management Plan and Statement	(A) The Service Provider will prepare an annual Asset Management Plan (AMP) in accordance with CIPFA, RICS & Government guidelines and in conjunction with the Corporate Property Officer, co-incident with the Council's annual Business Plan cycle, setting out the Council's strategic and management plans for the use and development of its property assets over the ensuing year.	51 Production of an AMP by September 30 each year to maintain the existing achieved level of excellence standards in the CIPFA guidelines..	K	Check Production of Asset Management Plan	30 September Annually
	(B) The Service Provider will supply to the Contract Manager quarterly, monthly and annual data as required by the Plan (C) The Service Provider will contribute to the updating of the Council's Capital Strategy, and provide information on capital bidding and programme requirements based on information gained through condition surveys undertaken on the Council's assets including advice on asset renewal requirements and programming, relative needs, priorities and matters arising.	52 Provision of data at timely intervals	O	Check provision of data and S.P's submission of O&S report	Included in Quarterly/ Annual reports
Financial Procedures and Control	(A) In relation to budgets for specific projects being managed by the Service Provider on the Council's behalf, the Service Provider is charged with the proper administration of financial affairs in relation to the managed budgets, consistent with the Council's own Financial Regulations which cover issues such as: - • High standards of conduct, financial management, security, accountability ;	53 Information provided by 31 December each year	O	Check Information provided	31 December Annually
		54 Maintaining standards consistent with the Council's Financial regulations	K	Annual review with D of F	31 March Annually

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<ul style="list-style-type: none"> • Taking reasonable action to ensure that the use of resources is legal, properly authorised, providing value for money and achieving best value • Ensure accounting records are properly maintained and held securely • Provision of relevant information (e.g. in relation to Performance Indicators, grant claims, value for money and analyses as required) • Access to records for audit purposes and consultation with the Council's Director of Finance where changes to systems are being proposed 				
	<p>(B) The Service Provider will channel all legal work, advice etc through the Council's Director of Customer, Democratic and Legal Service and ensure legal commitments on leases, sales & acquisitions are not entered into without the Director's approval.</p> <p>(C) The Service Provider will advise the Council on relevant property related aspects of risk management.</p> <p>(D) The Service Provider will comply with audit requirements (see below) and encourage a culture and practice of preventing frauds and corruption. Report to the Council's Money Laundering Officer where suspicious circumstances encountered e.g. cash property transactions.</p>	<p>55</p> <p>All legal work procured through the Director of Customer, Democratic & Legal Service.</p> <p>56</p> <p>Advice provided as required</p> <p>57</p> <p>Compliance with audit requirements</p>	<p>○</p> <p>○</p> <p>○</p>	<p>Annual Review with clients and DCuDLS</p> <p>Annual Review with D of F</p> <p>Annual Review with Clients and D of F</p>	<p>31 March Annually</p> <p>31 March Annually</p> <p>31 March Annually</p>
Financial Procedures and Control	(E) The Service Provider will identify and advise on the property and financial implications of any new proposals or proposed changes in Council policy .	Advice provided as required	○	Annual Review with Clients	31 March Annually

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
	<p>(F) The Service Provider will integrate financial management and planning with the Council's Business Plans time-scale.</p> <p>(G) The Service Provider will assess, agree and notify to the Director of Customer, Democratic and Legal Services, contributions to legal & surveyor's fees and costs, in accordance with the Council's approved scale of charges for sales and lettings of property</p>	59	Integration achieved including Service Provider's annual property business plan using the Council's own business plans as provided to the Service Provider.	O	Check Integration achieved	30 September Annually	
Staff	(A) The Service Provider will comply with the security requirements of the Council's administrative buildings with all staff conforming to the security systems, and visitors to the Service Provider being subject to established control and supervision.	60	All fees and costs assessed, agreed and notified to the DCuDLS	O	Annual Review with the D of CuDLS	31 March Annually	
Quality Assurance and Monitoring	(A) The Service Provider will take appropriate steps to safeguard the quality of the Service, accuracy of work undertaken by staff and to ensure that all financial and statistical data is accurate, reliable and supported by relevant documentation. Any data conflicts will be promptly identified and resolved.	61	All security measures complied with.	O	Annual Review with Clients and D of CuDLS	31 March Annually	
		62	Compliance with quality assurance procedures of relevant accreditation	O	Annual Review with Clients	31 March Annually	

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>(B) The Service Provider will ensure that all reports relating to the data integrity of the systems in use are reviewed and processed promptly and evidenced by a signature and date of the member of staff concerned. These shall be available for the Contract Manager to inspect at any time during the normal working day.</p> <p>(C) The Service Provider will have in place quality systems approved by the Contract Manager. Provide upon request copies of all relevant procedures and planned programmes to the Contract Manager.</p> <p>(D) The Service Provider will obtain an accreditation for the service equivalent to the standard required for Charter Mark status within 2 years of the contract commencement</p>	<p>63 Compliance with quality assurance procedures of relevant accreditation</p> <p>64 Compliance with quality assurance procedures of relevant accreditation</p> <p>65 Compliance with quality assurance procedures of relevant accreditation within 2 years of contract start.</p>	<p>O</p> <p>O</p> <p>O</p>	<p>Annual Review with D of F</p> <p>Annual Review with D of F</p> <p>Check programme</p> <p>Check Achievement</p>	<p>31 March Annually</p> <p>31 March Annually</p> <p>1 July 08</p> <p>1 July 09</p>
<p>Participation in the wider Corporate role of the Council</p>	<p>(A) The Service Provider will participate in the wider corporate role of the Council which includes, but is not limited to the following:</p> <ul style="list-style-type: none"> • Participate in any future reviews of the Service and make available suitably qualified persons to contribute to any such review. • Provide or contribute to reports to Members and officers charged with making decisions or carrying out scrutiny investigations on behalf of the Council and attend evening meetings of the Council as required. • Attend meetings of Council officers, bodies or groups 	<p>66</p> <ul style="list-style-type: none"> • Participation in reviews • Provision of reports as required • Attendance at meetings • Provision of confidential advice • Provision of suitable advice 	<p>K</p>	<p>Annual Review with Clients and Senior Members</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>associated with the Council's service delivery.</p> <ul style="list-style-type: none"> • Provide good quality, professional advice to the members and officers of the Council • Advise the Council on the implementation of relevant HM Government Circulars, Green Papers, consultation documents and changes to legislation as they affect the operation of the Service. • Advise Members & officers on corporate matters to include recommendations and any cost implications. • Respect the sensitive and confidential nature of the Council's business and not disclose information except where legally required to do so or as may otherwise be necessary to provide the Service. <p>(B) The Service Provider will Fulfil the property Service role within the Council's Local Civil Emergency Plan and Business Continuity Plan, participate in training exercises, contribute to the updating, review and amendment of the plans and contact details. Attend all meetings associated with these plans.</p>	<ul style="list-style-type: none"> • Provision of suitable advice • Maintenance of confidentiality <p>Meet all roles and objectives of the Plans.</p>	K	Annual review with D of CUDLS	31 March Annually
		67			

KEY

0 = Ongoing Performance Measure

K = Key Performance Measure

ⁱ Added by executive cabinet meeting of 18 April 2002

ⁱⁱ Added by executive cabinet meeting of 21 March 2002 and amended following departmental reorganisation approved by the executive cabinet meeting of 26 June 2002

ⁱⁱⁱ Amended by council meeting of 28 January 2003