

# CARLISLE CITY COUNCIL

Report to:- **Carlisle City Council**

Date of Meeting:- 15 September 2009

Agenda Item No:-

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**Public**

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Title:- **ASSET MANAGEMENT PLAN**

Report of:- **HEAD OF ECONOMY, PROPERTY & TOURISM**

Report reference:- **DS 075/09**

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## **Summary:-**

The Asset Management Plan for 2009 – 2014 has been considered at the Executive meetings of 27 July and 1 September 2009 and Resources Overview and Scrutiny Panel on 25 August 2009. It is now brought to Full Council for agreement as part of the Council's Policy Framework.

## **Recommendation:-**

To adopt the Asset Management Plan for 2009 - 2014

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3 September 2009

**Note: non-compliance with Section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: DS 58/09, DS 70/09 & DS 72/09**



*Managing property as a resource for the City*

## **ASSET MANAGEMENT PLAN**

**2009 - 2014**

ΙΣΤΕΥΣΤΟΝ ΙΣ ΠΕΘΓΕ



# ASSET MANAGEMENT PLAN 2009 - 2014

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## **The Council**

Carlisle City Council delivers services to just over 100,000 people and has a net revenue budget of £17.284 million for 2009/10 and capital expenditure of £13.378 million for 2009/10. The Council uses its property resources to deliver services and improve quality of life for local people.

The Council's asset base is one of its key financial resources, with a rental income of around £5.8 million per annum and an asset value of £130 million. The income is comparable to that of Council Tax. Over 20% (12,500 people) of Carlisle's workforce are based on the Council's assets.

## **The Asset Management Plan and Council Priorities**

The Carlisle City Council Corporate Improvement Plan 2007 – 2010, developed within an overarching commitment to the Carlisle Renaissance agenda, is undergoing review. The Council recently set out two new priority areas namely:

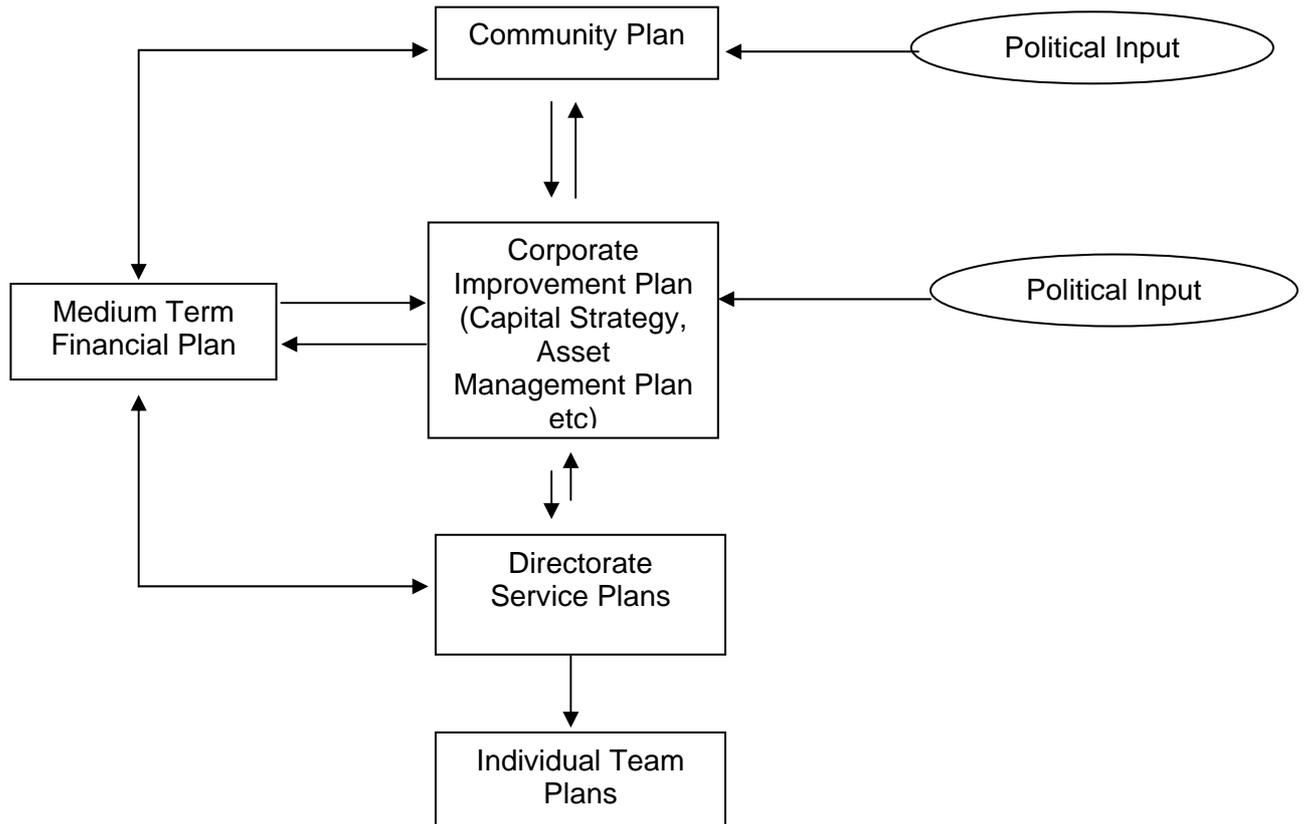
- Economy
- Environment

This asset plan describes how the Council's strategies and policies for property ownership will support these emerging corporate priorities and Directorate Service plans. The plan also aims to guide readers about the overall performance of the asset base, and how it is being used and reviewed. It also takes account of, and links into, the Council's Medium Term Financial Plan and the Capital Strategy, which provides guidance on the Capital Programme and use of capital resources.

# ASSET MANAGEMENT PLAN 2009 - 2014

## The Council's Strategic Planning Framework

This is the mechanism for generating the Council's key priorities and targets for the next five years and for ensuring that the financial and planning processes are aligned and consistent.



## Organisational Framework

The Property Services and Facilities Management teams together provide the Council with strategic and operational property advice on the valuation, estate and asset management of the corporate portfolio and contribute, through the Corporate Asset Management Group (CAMG), to the Asset Management Plan.

## ASSET MANAGEMENT PLAN 2009 - 2014

The Corporate Asset Management Group (CAMG), chaired by the Director of Development Services, provides strategic direction, oversees the corporate management of the Council's property assets, and directs the work programme. The Terms of Reference are:-

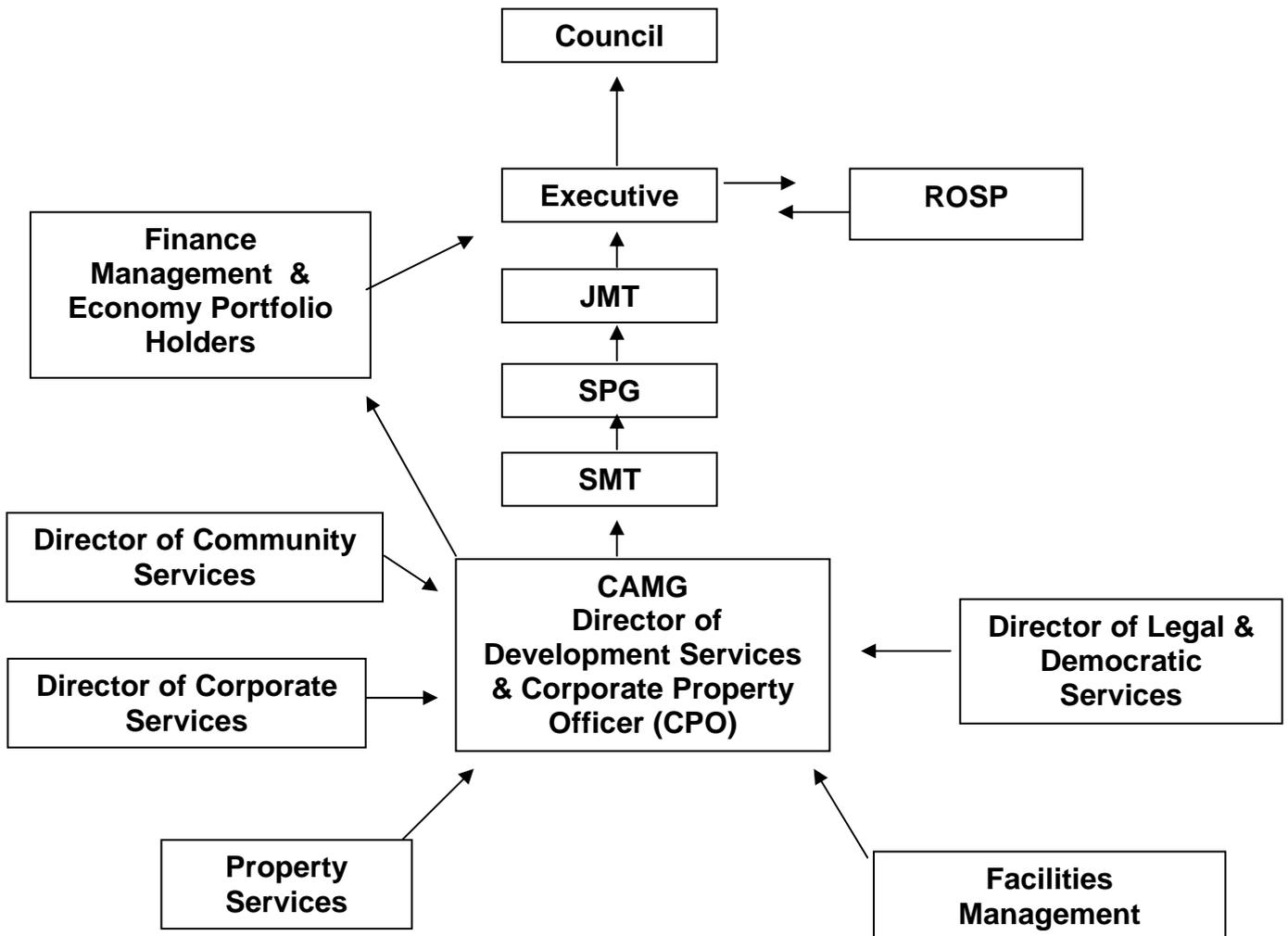
- ◆ To develop and implement corporate policy and best practise in relation to the Council's property assets.
- ◆ To give strategic direction to other corporate officer groups dealing with operational property matters.
- ◆ To ensure co-ordination of reporting and decision making on strategic matters relating to property.

The Groups meeting schedule is bi-monthly and membership comprises:-

- ◆ Director of Development Services (Chair and Corporate Property Officer [CPO])
- ◆ Director of Corporate Services
- ◆ Director of Legal and Democratic Services
- ◆ Head of Facilities
- ◆ Head of Economy, Property and Tourism
- ◆ Property Services Manager
- ◆ Head of Financial Services

The work of the Group reports through the Council's formal channels to Senior Management Team (SMT), Strategic Planning Group (SPG), Joint Management Team (JMT), the Finance Management Portfolio Holder, the Executive and Resources Overview and Scrutiny Panel (ROSP), and finally the Council.

## ORGANISATIONAL & REPORTING STRUCTURE



### Corporate Asset Objectives

#### Aim

- To set out the Council's policy on the use of assets in order to have a flexible approach to asset ownership in order to secure a portfolio of the right size, quality, cost and location and one which is suitable and sustainable for service delivery now and into the future.
- To develop a planned approach to the management of the Council's assets linked to corporate priorities.

## ASSET MANAGEMENT PLAN 2009 - 2014

### Objectives

1. To identify all property which the Council owns or uses, compile accurate records, establish its value and the function which it performs, monitoring and updating this information to enable decision making and support to the Council.
2. To make services aware of the costs of occupying property, maximising the use of the asset base to enable efficiency savings, and increasing rental income.
3. To effectively respond to the changing property requirements of service delivery improvements.
4. To provide a transparent basis for property investment decisions, through the Capital Programme, and to have a planned approach to the management of the Council's assets, aligned to Corporate objectives.
5. To ensure a healthy and safe environment for property users, promoting improved standards, sufficiency and suitability across the portfolio.
6. To apply "Green Design" principles to construction, refurbishment and maintenance projects and encourage environmentally sustainable management of operational properties.
7. To support the Council's Climate Change Strategy, approved in January 2009, to reduce carbon emissions from our property estate in accordance with the policies and actions set out in the Carbon Management Plan (CMP).
8. To promote community and equitable use of assets.
9. To link into and contribute to the Council's Medium Term Financial Plan and Capital Strategy.
10. To provide sustainable planned maintenance programmes for a 5-year period.

### Delivery

- To develop a planned approach through:-
  - Links to corporate priorities.
  - Carrying out conditions surveys
  - Meeting Disabled Discrimination Act requirements.

## ASSET MANAGEMENT PLAN 2009 - 2014

- Health and Safety risk assessments.
- Benchmarking & performance measurement.
- Improving asset management to:-
  - Identify “expensive “and “obsolete” assets.
  - Identify surplus assets.
  - Identify changes to asset requirements, eg shared services and home working.
  - Improve energy efficiency and set targets for carbon reduction.
  - Identify improvements to assets or the asset base to improve service delivery.
  - Ensure assets are “fit for purposes” and “sustainable”.
  - Identify investment opportunities to improve income yields.

### **Performance Monitoring and Measurement**

The Council will manage and monitor the use of its property resources to ensure the portfolio meets the objectives set and delivers performance improvements linked to corporate and service objectives. The Council, using the ‘Covalent system’ overseen by the People, Policy and Performance Directorate, manages and monitors performance indicators.

The Council will aim to own assets which are suitable, fit for purpose and sustainable to enable services to be delivered effectively and with equality of access.

The Corporate Asset Management Group (CAMG) continues to review performance and seek the development of SMART indicators which will effectively measure the contribution property makes to the achievement of corporate objectives.

A fundamental review of our Indicator Set and Core Asset Data has recently been undertaken in conjunction with CIPFA to assess the suitability and range of information collected on our assets. As a result of this review, a new data capture procedure is being established and an extensive data collection exercise is ongoing. It is inevitable that, during this period of transition, there will be conflicts between the old and new recording systems and this should be borne in mind when considering the statistical information contained in this report and the Appendices. However once the exercise is complete the new system will allow the Authority to improve its monitoring of asset performance and allow benchmarking with other Authorities.

## ASSET MANAGEMENT PLAN 2009 - 2014

The Government's Operational Efficiency Programme (OEP) recommends that Local Authorities and other agencies should use the CIPFA Property Asset Management Planning Network (AMP) when coming together to share best practice. The strong recommendation was contained in the Treasury's Operational Efficiency Programme Report, published in advance of this year's Budget. The OEP Report also strongly recommended the use of benchmarking to help drive efficiencies.

The Authority is already members of the CIPFA IPF Asset Management Plan Network and we will, in the coming years, use the benchmarking facility to assess our performance. Current best practice is to use the National Property Performance Initiative (NAPPMI) indicators. These are shown in Appendix I. These indices measure property condition, maintenance backlog and spend, the cost of energy, water and CO<sub>2</sub> emissions, accessibility and space utilisation. Suitability surveys and assessments on the operational portfolio haven't yet been undertaken. It is hoped a programme to commence surveys will begin during the course of this year.

The Authority also produces a suite of local indicators, these are shown in Appendix II, which additionally measure occupancy rates for the let estate, sustainability and CO<sub>2</sub> emissions from our buildings.

Previously the Council were members of the Historic Cities Benchmarking Group. On the recommendation of CIPFA we intend, over the next two years, to establish a local benchmarking group with our neighbouring Cumbrian Authorities to provide local benchmarking.

## **Policy and Strategy**

### **1. Operational Property Strategy**

- The Council will own a highly rationalised portfolio of property to deliver services which provides users with a good standard of suitable, sufficient, accessible and energy efficient accommodation and facilities, in the right location and at the right cost.
- All service property will be efficient and effective in supporting delivery of the Council's priorities.
- The Council will occupy freehold property where appropriate.
- The Council will hold leasehold property only when necessary to deliver accommodation required on a flexible basis, or when freehold is not available.
- The Council will develop partnership working with other local authorities, public sector bodies, the community and voluntary sector to co-locate services.
- Investment in property will only be made following the consideration of a detailed business case and options appraisal which includes the revenue implications over its useful life (ie whole life costing).

The following policy principles are to be applied to enable delivery of the service property strategy:

#### **Investment Principles**

Investment should be made only through a 5 year programme where:

- The property is required for the medium or long term use of the Council, and
- The investment:
  - ❖ enhances service delivery
  - ❖ improves environmental sustainability
  - ❖ improves utilisation
  - ❖ increases efficiency
  - ❖ adds value
- It addresses statutory obligations

## **2. *Non-Operational Property Strategy***

- The Council will own property that helps to deliver the corporate priorities of Environment and Economy.
- The Council will investigate new medium and long-term development opportunities that will support delivery of Carlisle Renaissance, “Growing Carlisle” and the Economic Development Strategy.
- The Council will own property that provides a regular and sustainable income stream, as a key component of the Medium Term Financial Plan.
- The Council will strive to improve the performance of the income stream and reduce liability through partnership working and grant assistance where appropriate.

The following policy principles are to be applied to enable delivery of the non-operational property strategy:

### **Investment Principles**

Commercial property will only be held where:

- It provides an acceptable financial return
- There is potential for Council involvement to deliver economic development objectives
- It contributes effectively to the delivery of other Council priorities
- It improves future sustainability of income
- It addresses legal or contractual liabilities and obligations

### **3. Surplus Property Strategy**

- The Council will normally dispose of assets that it does not require on the open market on a freehold and leasehold basis at best consideration.

The following policy principles are to be applied to enable delivery of the surplus property strategy and the generation of annual capital receipts of £600,000 in 2009/10, and £500,000 between 2010/11 and 2014/15, in line with the Capital Strategy and Medium Term Financial Plan.

#### **Surplus Property**

All operational and non-operational property will be sold unless:

- It is occupied efficiently and effectively for services in the right location, at the right price.
- It can be used to deliver social, housing, economic or environmental benefits to meet the Council's agreed priorities, in which case the Council may take a flexible approach to a disposal at less than market value, subject to compliance with any statutory consents and full Council approval.
- It is a long-term strategic investment.

### **4. Property Acquisition Strategy**

- The Council will only acquire assets if there is a business case to support the improvement in service delivery in the Capital Strategy.
- The Council will acquire assets that assist with the delivery of Economic Development policy if there is a business case in the Capital Strategy.
- The Council will develop opportunities, in partnership, to assemble sites to deliver Council objectives, particularly its priorities of Environment and Economy.

## ASSET MANAGEMENT PLAN 2009 - 2014

The following policy principles should be applied to enable delivery of the property acquisition strategy:

### **Property Acquisition**

Property will only be acquired in the following circumstances:

- Where the service cannot be efficiently delivered without it.
- Where it is required to deliver Economic Development policy.
- Where it is required to support the delivery of other Council services and priorities.
- Whole life costing and option appraisals exercise is undertaken.

### **Government Policy and Statutory Responsibilities**

The overall amount available for distribution to Local Government is determined by the Government's Spending Review. The last review in 2007 (CSR07) is committed to: -

*"Delivering a step change in the management of the public sector asset base"*.

More specifically, the spending review focuses on the condition and management of the public asset stock as a basis for looking at investment decisions. The aim is to maximise value from assets through:

- Disposing of assets no longer required for service delivery.
- Improving the management and utilisation of retained assets.
- Basing future investment decisions on a more complete assessment of the condition and performance of the existing asset base.

The Government's regional policy aims to improve the economic performance of the English regions and to reduce the gap in performance between the regions. The Review of Sub National Economic Development and Regeneration (SNR) set out a comprehensive package of reform to improve performance. The CSR07 takes forward the conclusions of the SNR.

## ASSET MANAGEMENT PLAN 2009 - 2014

The Housing and Regeneration Bill aims to deliver the commitments set out in the Housing Green Paper to provide more and greener homes, in mixed and sustainable communities. The Council has been designated as a Growth Point and is seeking ways to encourage increased levels of affordable housing within the district, working with partners to bring Council owned sites into development for the provision of social and affordable housing.

Although the recent structural changes to local government in England have not resulted in a change in governance in local areas in Cumbria, there remains an impetus to increase levels of joint working and to improve the efficiency of service delivery. Regarding the Property Service, the City Council is participating in a shared services property review with the County Council which involves a number of public sector bodies identifying opportunities for rationalising and consolidating operational property to improve access for public services.

The Government is also promoting the community management and ownership of public sector assets, acting on the recommendations of the Quirk Review. It believes that community asset transfer can form part of a strategic approach to the use of local authority assets and that it is an important factor in enabling community organisations to be sustainable.

The Government recently passed the Climate Change Bill setting ambitious targets for carbon reduction. In line with its Climate Change Strategy and the Nottingham Declaration, the Council has committed itself to tackling environmental improvement and responding to climate change.

A 5-year Carbon Management Plan has been developed with support from the Carbon Trust. Along with other Cumbrian authorities the Council has set an aspirational target of reducing carbon emissions from its buildings, street lighting and transport related functions by 25% by April 2013 against a 2007/08 baseline of 6,306 tonnes of carbon. Buildings account for 74% of the carbon baseline and the larger part of the reduction target (20%) will be achieved through energy efficiency and renewable projects in relation to our buildings.

### **The Resource Context: Key Line of Enquiry**

The Audit Commission measures how well an organisation manages its resources and delivers value for money and better and sustainable outcomes for local people through an annual Use of Resources assessment.

From 2005 – 2008, the assessment of *how well the Council manages its asset base* was assessed as part of the Financial Management Key Line of Enquiry (KLoE). The last published scored assessment under this regime was in 2008, where, for management of its asset base, the Council achieved a respectable score of 3 (Performing Well).

From 2009 the approach to the assessment and the structure and scoring of the KLoEs has changed. Under the theme of Managing Resources, KLoE 3.2 considers *how well the organisation manages its assets effectively to help deliver its strategic priorities and service needs*.

The Asset Management Plan must demonstrate the Council-wide approach to managing assets as a corporate resource, with focus on using its assets to help to deliver social, environmental and economic outcomes for local communities. Asset management planning, is shown to be fully integrated with corporate and service planning with clear alignment between asset plans and other corporate and service plans.

Collaborating with partner organisations on strategic asset management planning also forms an important element of the assessment. The Council will continue to develop its strategic approach to working with other bodies to identify opportunities for the shared use and alternative options for the management and ownership of its assets.

Use of resources forms part of the Comprehensive Area Assessment (CAA) framework and links will be drawn from KLoE 3.2 and the Managing Performance theme of the CAA organisational assessment.

### **Changes in the External Environment and Implications for Property**

The underlying economic factors affecting the national economy apply to Carlisle subject to unique geographical characteristics. The City is held back from its full potential because it has not been considered a prime location for investment by property market decision-makers. In overall terms, its property economy is relatively self-contained on a needs must basis.

## ASSET MANAGEMENT PLAN 2009 - 2014

Mainly sub-regional and local developers and investors serve the Carlisle property market, with the possible exception of the retail sector. When the UK market shows an upward trend, stability or decline, the Carlisle market follows – subject to a time delay because of its location.

The City's peaks have been historically, neither high enough or long enough to attract much national interest – or more importantly, the magnet of institutional funds which finances property development. This may be changing and the intention of Carlisle Renaissance has been to increase interest and make sites more attractive to a wider market, thus stimulating the local economy.

It is the major financial institutions who ultimately control capital flow and investment. It is such institutions that make decisions in the UK property market. These funders prefer rapid rental growth in return for their capital investment in order to secure large rewards quickly and offset risk.

Unless such funders are looking for long-term sustainable investment with the need for a geographic time consuming commitment, developers will prefer more profitable southern locations: where rental growth increases more rapidly and over longer periods. The focus of the Carlisle Economic Strategy is therefore to address the conditions that will make Carlisle more attractive to investors.

This risk averse attitude by the private sector has meant that to date, the public sector has had to be proactive in order to attract development to Carlisle in order to improve economic development opportunity for its community. This is why Carlisle City Council owns a considerable property portfolio and needs to be at the leading edge of public – private partnership working.

The changing economic climate, both at a national and local level, arising from the “credit crunch” and restricted borrowing regimes is impacting on the local property market. Demand has fallen in all sectors, capital and rental values have fallen, the residential and commercial investment markets in particular are in a state of turmoil, with uncertain futures. These downward trends in the market have undoubtedly affected the Council's portfolio, and will influence what we can do and the way we do it in the forthcoming years. The capital value of the portfolio has fallen 13% from £150 million (2008) to £130 million (2009). The investment portfolio is fortunately quite resilient, rental income should not decline over the short term, but it will be several years before signs of growth are likely to return.

Opportunities to generate capital receipts will undoubtedly diminish with the downturn in the market, and disposal receipts are likely to decline in the foreseeable future.

## ASSET MANAGEMENT PLAN 2009 - 2014

### The Existing Portfolio and Current Performance

Asset Value as at 31 March 2009.

	Operational assets		Non operational assets		Total
	Community Assets	Land & Buildings	Investment	Surplus	
<b>No of assets</b>	55	78	53	24	210
<b>Total income</b>	-	£60,000	£5,678,000	£59,000	£5,797,000
<b>Capital value</b>	-	£37,000,000	£80,000,000	13,000,000	£130,000,000
<b>Capital Expenditure</b>	£6,280,000	£6,600,000	£630,000	-	£13,510,000
<b>Asset Reserve</b>		-	£1,000,000	£1,000,000	£2,000,000
<b>Capital Receipts</b>		-	-	£600,000	£600,000
<b>Maintenance backlog</b>		* £3,216,225	£2,000,000	-	£5,216,225

### Maintenance Backlog

	09/10	10/11	11/12	12/13	13/14
<b>Total Revenue Budget</b>	£718,000	£738,000	£759,000	£780,000	£800,000
<b>Capital Schemes Special Projects</b>	£300,000	£300,000	£300,000	£300,000	£300,000
<b>Asset Investment Fund (Industrial Estates)</b>	£200,000	£200,000	£200,000	£200,000	200,000
<b>Ratio Planned: Reactive Maintenance</b>	73 : 27	73 : 27	73 : 27	73 : 27	73 : 27

\* This figure was calculated using the previous recording system.

## ASSET MANAGEMENT PLAN 2009 - 2014

Based upon property condition surveys, an annual planned maintenance programme has been established for all the operational assets. There is a maintenance backlog, currently £ 3.216 m for the operational portfolio, the delivery programme to reduce this incorporates a degree of flexibility and balance in order to respond to the demands and aspirations for service delivery, asset review, and other changing circumstances which may arise during the course of the programme. Members approved a 5 year programme of planned and reactive maintenance on 24 November 2008 (report reference CORP 63/08). In condition category terms the split is as follows:-

<b>Condition Category</b> (as a % of Gross Internal Area)	<b>Sustainable Criteria</b>
<b>A. (Excellent) 39%</b>	<b>Yes</b>
<b>B. (Good) 31%</b>	<b>Yes</b>
<b>C. (Mediocre) 13%</b>	<b>Review</b>
<b>D. (Poor) 8%</b>	<b>No</b>

In previous years the categories reflected the number of buildings in each category. With improved data collection it is now possible to use the Gross Internal Area of each building to express the % of total GIA in each category, this has resulted in the change in the presentation of the statistics.

### **Energy Efficiency**

Reflecting the Council's Environmental Policy and Carbon Management Plan a programme of energy efficiency and renewable energy projects is currently underway. Energy audits have been carried out and a programme of projects has been established with the most effective of these funded under the Council's Carbon Management Plan, with capital funding of £161,000 allocated in 09/10 from the Carbon Management Initiative.

## ASSET MANAGEMENT PLAN 2009 - 2014

The capital schemes special project fund for the programme 2009/10 has been allocated as follows:-

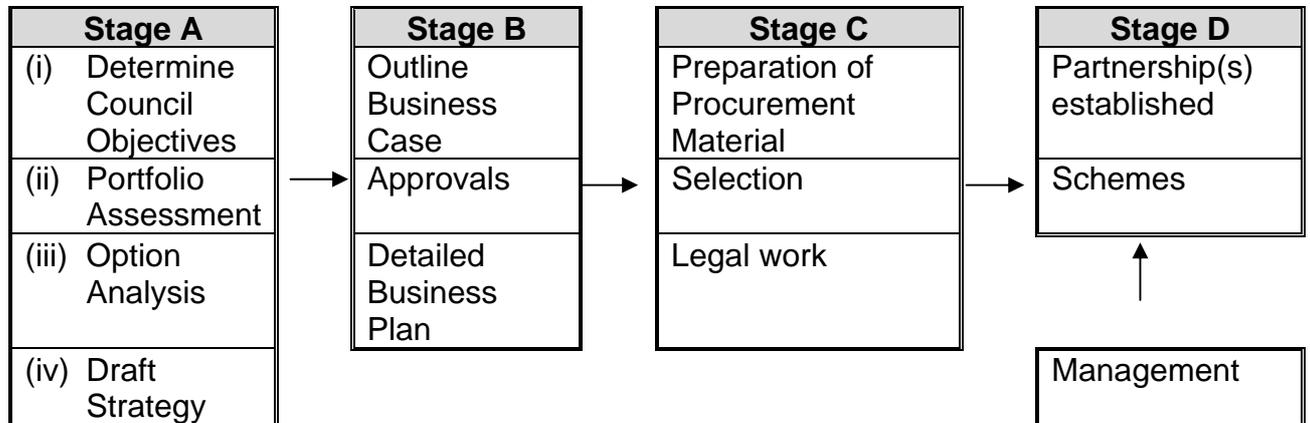
Civic Centre fire precautions and rewiring	£150,000
Access Improvements	£30,000
Public conveniences refurbishment	£30,000
Asbestos management work	£10,000
West Walls enhancement	£20,000
Old Town Hall roofing work	£30,000
Morton Community Centre Roofing work	<u>£20,000</u>
Total	<u>£300,000</u>

### **Continuous Review and Challenge**

1. The City Council holds a significant portfolio of assets across Carlisle. This portfolio generates considerable income for the City and has an important impact on the local economy.
2. It has a highly rationalised operational (service occupied) portfolio with a manageable maintenance backlog.
3. It has a diverse and mixed non-operational (predominantly commercial) portfolio which has considerable further potential.
4. The Council possesses a good portfolio and has a record of using property well to meet its aims, but needs to plan for future investment and development to allow it to continue to do this.
5. There is a significant opportunity to create dynamic and robust support to Carlisle Renaissance and other priorities.
6. The shared services property review with the County Council has identified opportunities for rationalising and consolidating operational property to improve access for public services.

## ASSET MANAGEMENT PLAN 2009 - 2014

7. A systematic review of the City Council's assets is being undertaken as follows:



8. Options to rationalise the portfolio, maximise returns and sustain the quality and economic value of the assets were assessed as follows:-

<b>EXAMPLE 1</b>	The City Council establishes a single joint venture to which all the non-operational properties are transferred, managed and developed.
<b>EXAMPLE 2</b>	The City Council retains most of the assets and selects appropriate site by site joint ventures for the private sector to undertake schemes.
<b>EXAMPLE 3</b>	The City Council acts as a developer itself by buying old buildings and brownfield land, refurbishing and creating additional income.
<b>EXAMPLE 4</b>	The City Council divests some or all of the non-operational assets and their management to provide capital to invest in other priorities.
<b>EXAMPLE 5</b>	The City Council retains assets as they are now.

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<b>EXAMPLE 6</b>	The City Council establishes a strategic property partnership which covers the management and development of both the operational and non-operational assets.
<b>EXAMPLE 7</b>	The City Council establishes a partnership for the management of all its assets.

9. As part of this process, further investigation is underway to examine the Property Portfolio Options and what sort of model might be appropriate to maximise the potential of the Council's assets and help deliver the Council's Economic Development Strategy and Renaissance agenda into the future. This could involve a Local Asset Vehicle (LAV) for part of the portfolio, site by site joint ventures or some combination of these and other activities. A LAV would involve a public private property partnership and the establishment of a special purpose vehicle into which the public sector transfer property assets and the private sector partner contributes cash and other resources.
10. The Council's investigations into future options for its property portfolio, and the development of a new approach to the management and utilisation of its own assets, has been supported and informed with advice from the Homes & Community Agency, the consultants Montagu Evans LLP, and a process of consultation with stake holders and partner organisations.

The Council has agreed in principle to:-

- A higher priority for the management of property within the corporate structure.
- A different more strategic way of working.
- Learning from the private sector in the way property is managed and decisions taken.
- Investing to improve the Council's capability.
- Funding up to £200,000 to progress the work.

## ASSET MANAGEMENT PLAN 2009 - 2014

The Council has also concluded that:-

- The “do nothing” and single asset vehicle options are rejected.
- Breaking the portfolio into categories of assets (or “buckets”) provides a sound base for business planning and development of a coherent strategy.
- To implement change and capitalise on opportunities the Council will need access to significant financial resources, skills and expertise and require assistance from the private sector.
- Organisationally the Council will need to introduce procedures, structures and processes to enable effective partnership working with the private sector.

A Working Group has been established to implement the project delivery plan over the next 12 months with an outcome aimed at establishing a preferred route, including any detailed methodology, for the future management of the Council’s property portfolio.

### **Summary**

- 1 The Asset Management Plan, together with the Capital Strategy gives direction on how the Council will use and manage its assets to meet corporate and service objectives in the future.
- 2 The Council has the Finance Management Portfolio Holder responsible for asset management.
- 3 Members are aware and have approved a plan to address backlog maintenance.
- 4 Performance measures, which are being improved upon, are in place to evaluate asset use in relation to corporate objectives.
- 5 The Council has a highly rationalised and suitable service occupied portfolio with a manageable maintenance backlog; it has a considerable commercial portfolio, which is generating substantial rental income.
- 6 The Council’s asset base has considerable latent value, which if unlocked through a new strategy, will create robust support to economic development and Carlisle Renaissance initiatives.

## **ASSET MANAGEMENT PLAN 2009 - 2014**

- 7 The Asset Review will investigate the potential, and look at the Property Portfolio Options to deliver the Council's future agenda most effectively.
- 8 The Council is looking at opportunities for rationalising the portfolio and sharing accommodation with other public bodies and partner organisations.

**APPENDIX I**

**NATIONAL PROPERTY PERFORMANCE INDICATORS**

	Asset Management Plan		
	<b>Appendix : Property Performance Indicators</b>		
<b>COPROP Property Management Initiative Property Performance Indicators (PMI's)</b>			
<b><u>PMI 1A: % gross internal floor-space in condition categories A- D</u></b>			
	<b><u>Mar-09</u></b>	<b><u>Mar-10</u></b>	<b><u>Mar-11</u></b>
(a) <b>Schools:</b>			
Good condition (category A)	n/a		
Satisfactory condition (category B)	n/a		
Poor condition (category C)	n/a		
Bad condition (category D)	n/a		
(b) <b>Other Land &amp; Buildings:</b>			
Good condition (category A)	34%		
Satisfactory condition (category B)	40%		
Poor condition (category C)	19%		
Bad condition (category D)	7%		
(c) <b>Community Assets:</b>			
Good condition (category A)	n/a		
Satisfactory condition (category B)	n/a		
Poor condition (category C)	n/a		
Bad condition (category D)	n/a		
(d) <b>Non-operational assets:</b>			
Good condition (category A)	0%		
Satisfactory condition (category B)	19%		
Poor condition (category C)	6%		
Bad condition (category D)	75%		
<b>Objective:-</b>			
To measure the condition of the asset for its current use			
<b>Definitions:-</b>			
<b>A:</b> Good – Performing as intended and operating efficiently			
<b>B:</b> Satisfactory – Performing as intended but showing minor deterioration			
<b>C:</b> Poor – Showing major defects and/or not operating as intended			
<b>D:</b> Bad – Life expired and/or serious risk of imminent failure			

**Comments:-**

We do not currently hold the required level of information on our Community assets and this information will be collated in due course. Non-operational assets include our investment portfolio of individual shops and offices, workshops and the Enterprise Centre. It does not include our ground lease portfolio. All priority 1 repairs are included in the planned maintenance programme and will be carried out as soon as possible subject to operational considerations.

## ASSET MANAGEMENT PLAN 2009 - 2014

	<p style="text-align: center;">Asset Management Plan</p> <hr/> <p><b>Appendix : Property Performance Indicators</b></p>
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<b>PMI 1B: required maintenance by cost expressed (i) as total cost in priority levels 1-3; (ii) as a % in priority levels 1-3; and (iii) overall cost per m<sup>2</sup> GIA</b>						
	Mar-09		Mar-10		Mar-11	
	£	%	£	%	£	%
<b>(a) Schools</b>						
Urgent repairs (priority 1)	n/a					
Essential repairs (priority 2)	n/a					
Desirable repairs (priority 3)	n/a					
Total	n/a					
<i>Overall Cost per m<sup>2</sup> GIA</i>	n/a					
<b>(b) Other Land &amp; Buildings</b>						
Urgent repairs (priority 1)	390000	14.3				
Essential repairs (priority 2)	2,136,725	78.5				
Desirable repairs (priority 3)	196,500	7.2				
Total	2,723,225					
<i>Overall Cost per m<sup>2</sup> GIA</i>	34.62					
<b>(c) Community Assets:</b>						
Urgent repairs (priority 1)	n/a					
Essential repairs (priority 2)	n/a					
Desirable repairs (priority 3)	n/a					
Total	n/a					
<i>Overall Cost per m<sup>2</sup> GIA</i>	n/a					
<b>(d) Non-operational Assets:</b>						
Urgent repairs (priority 1)	0					
Essential repairs (priority 2)	226,500	100				
Desirable repairs (priority 3)	0					
Total	226,500					
<i>Overall Cost per m<sup>2</sup> GIA</i>	43.23					
<b>Objective:-</b>						
Measure required maintenance.						

**Definitions:-**

Priority 1. Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation.

Priority 2. Essential work required within two years that will prevent serious deterioration of the fabric of the services and/or address a medium risk to the health and safety of the occupants and/or remedy a minor breach of the legislation.

Priority 3. Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of the occupants and/or a minor breach of the legislation.

**Comments:-**

Non-operational assets include our investment portfolio of individual shops and offices, workshops and the Enterprise Centre. It does not include our ground lease portfolio. All priority 1 repairs are included in the planned maintenance programme and will be carried out as soon as possible subject to operational considerations.

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## ASSET MANAGEMENT PLAN 2009 - 2014

	Asset Management Plan  <b>Appendix: Property Performance Indicators</b>
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**PMI 1C: Annual Percentage change to total required maintenance figure over previous year**

	<b>Mar-09</b>
Total Required Maintenance	2,949,725
Annual % Change is total required maintenance from previous year	n/a

**Objective:-** Measure changes in spend on maintenance.

**Definitions:-**

**Required maintenance** is defined as “The cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or meet statutory or contract obligations and maintain it at the standard”.

**Spend on maintenance** covers the total repair and maintenance programme (reactive and planned) including any associated fees for the work. It should also include any capital spending on repair and maintenance.

**Comments:-**

The total required maintenance figure is calculated differently and therefore previous comparison is not possible.

**PMI 1D: Maintenance Spend**

		<b>2008/09</b>	<b>2009/10</b>
(i)	Total spend on maintenance	840,546	
(ii)	Total spend on maintenance per m <sup>2</sup> GIA	14.38	
(iii)	Planned/reactive maintenance split	73% 27%	

**Objective:-** Show split in type of maintenance

**Definition of Planned and Reactive Repairs:-**

**Planned** – If the work is part of a regular routine e.g. removing leaves from gutters, re-decorations, replacing worn out items, routine servicing of plant etc.

**Reactive** – If the work is unexpected e.g. leaking roof, broken toilet seat etc. This would include urgent/critical work identified during routine servicing.

To be classified as planned, you do not necessarily need to have known in advance

that you would be arranging the work at a specific point in time but you were aware that work would be needed.

**Comments:-**

The improved data available has allowed a more accurate calculation of this figure compared to previous years.

## ASSET MANAGEMENT PLAN 2009 - 2014

	Asset Management Plan
	<b>Appendix: Property Performance Indicators</b>

<b>PMI 2 A, B &amp; C Environmental Property Issues</b>				
		<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>
A	Energy Cost – total spend (£)	474,771.35		
	Energy Total Consumption (kwh)	7,572,951.45		
	Energy Cost per m <sup>2</sup> (£/m <sup>2</sup> )	15.45		
	Energy Consumption per m <sup>2</sup>	246.40		
B	Water Cost – total spend (£)	46,955.39		
	Water Total Consumption (m <sup>3</sup> )	n/a		
	Water Cost per m <sup>2</sup> (£/m <sup>2</sup> )	1.53		
	Water Consumption per m <sup>2</sup> (m <sup>3</sup> /m <sup>2</sup> )	n/a		
C	CO2 Total Emissions (tonnes CO <sup>2</sup> )	2,400.54		
	CO2 total Emissions/m <sup>2</sup> (Tonnes CO <sup>2</sup> /m <sup>2</sup> )	0.078		
<p><b>Objective:-</b> To encourage efficient use of assets over time and year-on-year improvements in energy efficiency.</p>				
<p><b>Definitions:-</b> To reduce environmental impacts of operational property. To highlight areas of poor or mediocre energy and water efficiency/performance and act as a catalyst for improvement. To compliment the process for 'Energy Certificates'. To support the assessment of property performance together with condition and suitability within the framework of Asset Management Planning.</p>				
<p><b>Comments:-</b> A new recording regime will be implemented to allow collection of all the required information which will allow for improved monitoring in future years.</p>				

		Asset Management Plan
		<b>Appendix: Property Performance Indicators</b>

<b>PMI 3 A &amp; B: Suitability Surveys (Local Indicator)</b>			
	<b>Mar-09</b>	<b>Mar-10</b>	<b>Mar-11</b>
% of Portfolio by GIA m <sup>2</sup> for which a Suitability Survey has been undertaken in the last 5 years	0		
Number of properties, for which a Suitability Survey has been undertaken over the last 5 years	0		
<b>Objective:-</b> To encourage Local Authorities to carry out Suitability Surveys enabling them to identify how assets support and contribute to the effectiveness of frontline service delivery i.e. are they fit for purpose.			
<b>Definitions:-</b> To be reported for <b>all</b> operational buildings (excluding Schools) occupied by the Local Authority. To ensure that the property meets the needs of the user. To enable key decisions to be made.			
<b>Comments:-</b> Suitability surveys will be undertaken on a phased basis as and when resources allow.			

## ASSET MANAGEMENT PLAN 2009 - 2014

		Asset Management Plan
		<b>Appendix: Property Performance Indicators</b>

<b>PMI 4 A, B, C &amp; D: Provision of access to buildings for people with disabilities</b>			
		<b>Mar-09</b>	<b>Mar-10</b>
(A)	% of Portfolio by GIA sq.m for which an Access Audit has been undertaken by a competent person	67.5%	
(B)	Number of properties for which an Access Audit has been undertaken by a competent person	30	
(C)	% of Portfolio by GIA sq.m for which there is an Accessibility Plan in place	67.5%	
(D)	Number of properties for which there is an Accessibility Plan in place	30	
BV 156	% Percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	81.81%	
<b>Objective:-</b> To monitor progress in providing access to buildings for people with disabilities.			
<b>Definitions:-</b> To monitor the progress at which Local Authorities carry out access audits. To enable key decisions to be made.			
<b>Comments:-</b> The BV 156 figure is down slightly on previous year due to the disposal of properties that met the accessibility standard.			

## ASSET MANAGEMENT PLAN 2009 - 2014

		Asset Management Plan
		<b>Appendix: Property Performance Indicators</b>

<b>PMI 5 A &amp; B: Sufficiency (Capacity and Utilisation) Office Portfolio</b>			
		<b>Mar-09</b>	<b>Mar-10</b>
A1a	Operational office property as a percentage (% GIA m <sup>2</sup> ) of the total portfolio	21.7%	
A1b	Office space per head of population	0.13 sq m	
A2	Office space as a % of total floor space in operational office buildings using NOS to NIA	86.4%	
A3a	The number of office or operational buildings shared with other public agencies	1	
A3b	The % of office or operational buildings shared with public agencies	50%	
B1	Average office floor space per number of staff in office based teams (NIA per FTE)	13.70 sqm	
B2	Average floor space per workstation (not FTE)	14.87 sqm	
B3	Annual property cost per workstation (not FTE)	£1,457.08	
<p><b>Objective:-</b>            To measure the capacity and utilisation of the office portfolio. There is an implicit assumption that services should be delivered in the minimum amount of space as space is costly to own and use. For a similar reason an authority should occupy a minimum of administrative accommodation.</p>			
<p><b>Definitions:-</b>            To identify the intensity of use of space.            To assist councils to identify and minimise assets which are surplus or not in use.            To minimise costs of assets (or avoidance of costs from acquiring more space) through intensification of use.            To measure the level of usage.  <b>Net Internal Area (NIA):</b> The usable area within a building measured to the internal face of the perimeter walls at each floor level.  <b>Net Office Space (NOS):</b> NIA less primary circulation space, civic areas, reception</p>			

areas, canteen facilities and basement store.

**Full Time Equivalent (FTE):** No of staff based in the building expressed in full time equivalent terms.

**Comments:-**

This new indicator will allow us to benchmark with other authorities and aim for year on year improvement. The policy of creating open plan layouts where possible will enable improvements in this indicator.

## ASSET MANAGEMENT PLAN 2009 - 2014

		Asset Management Plan
		<b>Appendix : Property Performance Indicators</b>

<b>PMI 6: Spend</b>		
	<b>Mar-09</b>	<b>Mar-10</b>
Gross Property Costs of the operational estate as a % of the Gross Revenue Budget	3.5%	
Gross Property Costs per m <sup>2</sup> GIA by CIPFA Categories/Types:	£/m <sup>2</sup>	£/m <sup>2</sup>
Schools		
Operational Buildings	45.52	
Community Assets	N/A	
Non-operational Assets	13.38	
<b>Objective:-</b> To measure the overall property costs and changes over time. This will be backed up by a number of local indicators relating to the various elements of buildings.		
<b>Comments:-</b> This new indicator will show trends over time.		

## ASSET MANAGEMENT PLAN 2009 - 2014

		Asset Management Plan
		<b>Appendix : Property Performance Indicators</b>

<b>PMI 7 A, B, C &amp; D: Time &amp; Cost Predictability</b>		<b>Mar-09</b>	<b>Mar-10</b>
A	The % of projects where the actual time between Commit to Design & Commit to Construct is within, or not more than 5% above, the time predicted at Commit to Design	100%	
B	The % of projects where the actual time between Commit to Construct & Available for Use is within, or not more than 5% above, the time predicted at Commit to Construct	100%	
C	The % of projects where the actual cost at Commit to Construct is within +/- 5% of the cost predicted at Commit to Design	100%	
D	The % of projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct	100%	
<b>Objective:-</b> To measure time and cost predictability pre and post-contract. To identify variability through the design and construction phases of the project, with the added flexibility of optional "local" indicators to start the measures at an earlier stage.			
<b>Comments:-</b> A cautious approach is taken to target setting for project timescales. Costs limits are strictly enforced and projects are amended to meet the budget if unforeseeable events result in increases beyond the contingency sum. This is reflected in the indicator result.			

**APPENDIX II**

**LOCAL PERFORMANCE INDICATORS**

## ASSET MANAGEMENT PLAN 2009 - 2014

### APPENDIX II

Indicator	06/07 Actual	07/08 Target	07/08 Actual	08/09 Actual	09/10 Target	Comments
<b>BV 156</b> Percentage of buildings open to the public suitable for and accessible to disabled people	82.35%	83.00%	82.3%	81.81%	85%	Change is due to the demolition of Swifts Driving Range as part of the EA Flood Defence work and the termination of the lease at Brampton Business Centre.
<b>LP 57</b> Maximise the occupancy of Council's commercially let business units	96%	97%	94%	90.53%	95%	Performance in 2007/08 was affected by downturn in the property market over the period.
<b>LP 58</b> Maximise the amount of the Council's property in sustainable condition and suitable for use.	93%	94%	94%	96%	94%	New indicator from 2006/07. Residue of Category D premises requires considerable expenditure or replacement
<b>LI485</b> carbon dioxide emissions from our buildings measured in tonnes.	-	-	4640	4,404	-	New indicator from 2009/10. The Council has set an aspirational target of achieving a 25% reduction in CO2 across its operations by 2012/13 of which 20% will be from buildings.