

DRAFT ASSET MANAGEMENT AND CAPITAL STRATEGY PLAN 2016 - 2020

Mid Devon District Council

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Insert forewords from (to be added following approval)

Councillor Clive Eginton

Leader, Mid Devon District Council

Councillor Ray Stanley

*Portfolio Holder for Housing & Property Services
Mid Devon District Council*

Nick Sanderson

*Head of Housing and Property Services
Mid Devon District Council*

1 Introduction

The Asset Management Plan (AMP) sets out the Council's approach to the Strategic Management of its land and building assets. It is developed in consultation between the Senior Officers and Members of the Council that form the Capital Strategy Asset Management Group (CSAG). The AMP seeks to ensure that assets are used in the most effective and efficient way to support the delivery of the Corporate Plan.

Property Services Business Plan Mission Statement

"Our service vision stated in our business plan is to maximise the value derived from our property holdings for the community by delivering an innovative, sustainable and efficient corporate property service that meets our stakeholders' needs. To be recognised as a forward-thinking, proactive service."

2 Context

Please see Appendix 1 for information on how the AMP relates to other strategic documents of the Council. The structures, roles and responsibilities adopted by the Council in respect of Asset Management are set out in Appendix 2.

3 Why are property assets important to our organisation?

Property assets are linked to the delivery, vision and priorities of the organisation. The way that the Council manages its land and property assets has a direct impact on the quality of services delivered to the public along with shaping the built landscape of a community. It is, therefore, important that efficient and effective use is made of these assets to support corporate and service objectives.

4 Why do we need Asset Management?

Asset Management provides a structured process to ensure best value for money from property assets in serving the strategic needs of the organisation. Property assets are expensive, in terms of both their capital value, annual maintenance and running costs; they need to be carefully managed to ensure best value through their use, maintenance and generation of income. It takes time to carefully determine new property needs and to procure and provide them.

The AMP provides a strategic overview of Mid Devon District Council's property portfolio, specifically providing:

- An illustration of how property assets support the Council's Corporate Priorities.
- Action required to support corporate and service strategies.
- Proposals for improving the effectiveness and efficiency of the portfolio.

The need for Asset Management is further explored at Appendix 3.

The table below identifies our Stakeholders'.

STAKEHOLDER LIST

| Stakeholder | Priority | Internal / External | Needs |
|--|-----------------|----------------------------|---|
| Members of the public | High | External | To have access to public buildings and for those buildings to be safe and fit for purpose. |
| Members of the Council | High | Internal | To be kept informed and provided with accurate information so informed decisions can be made. |
| Town and Parish Councils | Medium | External | To be consulted on work activities that are going on within their parish from installing dog bins to new developments. |
| Charity organisations that use the buildings, such as Shop mobility & Citizens Advice Bureau | Medium | External | A fit for purpose building in order to carry out their day to day business. |
| Leisure Centre management | High | Internal | Well maintained and fit for purpose buildings so that income targets can be met and their customers return to use the facilities. |
| MDDC Employees | High | Internal | To be able to carry out their work in a comfortable and safe office environment. |
| Commercial Tenants inc. Market Walk | High | External | To maintain Landlord obligations to ensure a fit for purpose building in order to carry out their day to day business. |

5 Corporate asset objectives

The overall objective of the Council in the management of its property portfolio is to utilise and manage its land and property assets in accordance with the principles of Best Value; so as to enable high quality services to be provided to our stakeholders. Property can drive corporate objectives and organisational change; this is achieved by recognising and adopting the following objectives:

- To ensure that retained assets are suitable for their proposed/existing use, are fit for purpose, represent value for money and support improved service delivery.
- To challenge the need for property and examine in the context of the opportunity; cost the justification for its continued use including the provision of services.
- To provide innovative accommodation solutions for the provision of appropriate, attractive, accessible and safe means of obtaining services for our stakeholders.
- Provide an appropriate, attractive, secure and safe working environment that motivates employees.
- Minimise, in all respects, the impact of the Council's buildings on the environment throughout their life.
- To ensure the Council's property assets comply with Statutory/Regulatory Codes and are managed efficiently.
- To ensure that the disposal of surplus assets links with the Medium Term Capital and Revenue Financial Plans.
- To identify land for Affordable Housing developments.

6 Portfolio overview - what does the Council own?

Mid Devon District Council holds a wide and varied portfolio of Property and Building Assets comprising non-residential properties and areas of open space with a net book value of circa £40 Million.

The Council's portfolio can be split into three main types of property:

- 1 For the purpose of direct service delivery, such as parks & open spaces and leisure centres.
- 2 To support service delivery, for example administrative offices and depots.
- 3 Tenanted non-residential property. This part of the portfolio is varied. The assets have been made available for a range of reasons; such as the potential to contribute to future regeneration schemes, provide employment, or to retain control over property use. In addition, some properties in the portfolio provide valuable revenue income such as our Market Walk and Fore Street properties.

The housing stock is managed by the Housing Service and is subject to its own Housing Strategy and Housing Revenue Account Business Plan. The management of these assets is outside the scope of this Asset Management Plan.

7 What have we achieved so far?

The Council adopted the principal of strategic asset management in 2003 with the publication of its first Corporate Property Asset Management Plan.

- 1 PROPERTY REGISTER – CAPS database bringing together property information from different software systems across the Council.
- 2 PHOENIX HOUSE - space rationalisation and creation of the Phoenix Chamber.
- 3 FINANCIAL CODING – enabling accurate and more reliable cost recording against individual property assets.
- 4 CAR PARKS REVIEW – collation of car parks information and review of provision in district by a working group consisting of Members and Officers.
- 5 ENERGY MANAGEMENT/ CARBON REDUCTION - energy saving performance contract - 12 year contract with Anesco.
- 6 MANAGEMENT OF LAND DRAINAGE - Flood Management Act.
- 7 DEVELOPMENT OF EMPLOYERS REQUIREMENTS - building design for Affordable Housing Developments.
- 8 CAPITAL DISPOSAL PROGRAM - managed by the CSAG receipts towards capital programme (in addition to usual capital receipts).
- 9 TIVERTON TOWN REGENERATION PROGRAMME – masterplan setting the programme for priority projects, including enhancement and redevelopment of assets owned by the Council.
- 10 LORDS MEADOW LEISURE CENTRE - regeneration, including upgraded fitness gym, sports hall, dance studio with training room and overflow parking provision.
- 11 OPEN SPACE STRATEGY.
- 12 MID DEVON LOCAL PLAN.
- 13 MARKET WALK TIVERTON - purchase of Market walk.
- 14 AFFORDABLE HOMES – development schemes to provide affordable homes: Well Park Crediton, Fir Close Willand, St Andrews Street, Tiverton - refurbishment of surplus property to provide dwellings.
- 15 PUBLIC CONVENIENCIES - working with Town and Parish Councils to secure funding to continue the service or find alternative uses.
- 16 TIVERTON SKATEBOARD PARK - secured funding to deliver community asset.

8 How do our land and building assets support the priorities of the Corporate Plan and how will this support be maintained and improved?

Set out below is an illustration of how property assets support the Council's priorities and the actions required to improve the performance of the portfolio in relation to the delivery of Corporate and Service objectives.

Business Strategies

Corporate Plan 2016 - 2020

Climate Action Plan

Mid Devon Local Plan

Corporate Plan Objectives

HOMES

Corporate objectives:

- Building more Council houses
- Building more homes in the District
- Supporting more affordable homes across the District
- Planning and enhancing the built environment

Council House Building

Mid Devon District Council recognises that it is important to do what it can to meet our housing needs and plans to deliver at least a further 300 Council homes over the next four years. In support of the Council's priority to deliver a significant increase in affordable homes in the District, the following projects are currently being undertaken in respect of the Council's own property assets:

- 1 Conversion of car park to deliver 6 new affordable dwellings in Fir Close, Willand.
- 2 Audit of potential open sites on or adjacent to existing council housing estates that could be used to deliver affordable housing including garage sites.

- 3 St Andrews Street, Tiverton - refurbishment of listed building and surplus property to create 14 new affordable dwellings.
- 4 Planning submitted for 26 new affordable homes on the old allotment and garage site at Palmerston Park, Tiverton.
- 5 Birchen Lane, Tiverton - conversion of end of life commercial unit to create 4 one bed affordable apartments.
- 6 Waddeton Park, Tiverton. Land purchased for 60-70 new affordable homes.

ECONOMY

Corporate objectives:

- Bringing new businesses into the District
- Business development and growth
- Improving our Town Centres
- Grow the tourism sector

Mid Devon District Council will continue to work towards a better local economy.

Business Forum Mid Devon

Mid Devon District Council will continue to work with the Business Forum Mid Devon to continue a good relationship with the local business community and understand their needs. Members and senior officers will be made available to answer questions from the business community.

Business Improvement Districts

The Council will support any of our town centres, should the Business Community wish, to create a Business Improvement District to help raise funding for schemes to improve economic prosperity.

Small and Start-Up Business Advice

The Council will ensure that small and start-up businesses within Mid Devon will continue to receive access to free initial business advice from suitable consultants.

Affordable Retail Units

The Council plans to provide a trial of one or two small retail units within a town centre location; which will be available at a lower rent and a shorter tenancy, to help new retail businesses open within our town centres. This will allow new retail businesses to open with a reduced risk burden.

Town Teams

The Council will continue to work with the existing Town Teams in Tiverton, Crediton and Cullompton to help promote their towns.

Town Centre Car Parking

Mid Devon have introduced £1 for 5 hours parking in our long stay car parks in Tiverton, Crediton and Cullompton, as well as £2 for 10 hours. This benefits businesses, visitors, shoppers and those working in the town. The Council are committed to the principle of low cost, long stay parking in our town centres.

Opportunities for Growth

Mid Devon District Council have recently created a full time Economic Development post, which is responsible for working with businesses, both from inside and outside the district and to offer assistance to businesses to find suitable premises to expand into. The Council are committed to working with businesses to help increase the number and quality of jobs within the district.

COMMUNITIES

Corporate priorities:

- Working with local communities to encourage them to support themselves.
- Working with Town and Parish Councils.
- Increasing activity and promoting health and wellbeing.

Mid Devon District Council have supported a wide range of local community projects in recent years across the district, such as the Tiverton Skateboard Park and also maintain grant payments to the following groups at a consistent level.

- Grand Western Canal
- Age UK
- CHAT
- Tiverton Museum of Mid Devon Life
- Tourist Information Service

Further community groups who have continued to be supported are:

- Involve
- Citizen Advice Bureau
- Tiverton and Crediton Community Transport

The Council have also created a seed fund (in 2012) which has benefitted a number of local community projects.

Leisure Centres

Over the last four years the Council have invested in facilities at all three of our leisure centres.

Lords Meadow Leisure Centre in Crediton benefitted from a redevelopment, creating improved fitness and training areas as well as a new All Terrain Pitch with high performance flood lighting.

Our Sports Centre in Cullompton recently celebrated its 30th anniversary and held an open day with an improved fitness suite and refurbished reception and public areas.

Exe Valley Leisure Centre has a newly extended car park, new spinning studio and upgraded fitness equipment. There are also plans to extend the fitness area, which will result in an increase in capacity by approximately 300m².

Since this investment, the Council has seen a 36% increase in users across the district. The Council continue to be committed to investing in our leisure centres to increase their viability.

The Council also have plans to introduce a trial Trimtrail in a Tiverton Park.

ENVIRONMENT

Corporate plan:

- Increasing recycling and reducing the amount of waste going to landfill.
- Reducing our carbon footprint.
- Protecting the natural environment.

Mid Devon District Council have invested in a wide range of environmentally friendly activities to reduce our energy usage that include solar panels on Council houses, heat pumps in Council house areas without gas, batteries for storage of solar energy, solar panels on corporate buildings and a biomass boiler in Lords Meadow Leisure Centre. This has resulted in lower electricity costs for our housing tenants, as well as generating income.

The Council entered into a 12 year Energy Savings Performance Contract where agreed KWH targets were set for Phoenix House, Multi Storey Car Park, Lords Meadow Leisure Centre, Exe Valley Leisure Centre and Culm Valley Sports Centre. Year 2 verified energy savings show that we have exceeded our energy target for 2014-15. By entering into the Energy Saving Contract, we have not only saved on our electricity bill, but also our capital budget for replacing Air Handling Units and LED Light Fittings.

The Council will continue to apply energy saving measures, where possible, on brown field sites including new industrial units to mix Green Energy with development.

Waste & Recycling

Property services are actively investigating alternative sites for our Recycling Depot following the expansion of the service.

9 Mid Devon Infrastructure & Planning

Policies and useful documents are shown below

- Retail Study 2012 <https://new.middevon.gov.uk/media/103524/retail-study-2012.pdf> (Appendices are also on the evidence page of our website here <https://new.middevon.gov.uk/planning-policy/local-plan-review-evidence-base/>)
- Employment Land Review 2013
<https://new.middevon.gov.uk/media/103536/economy-land-review-2013.pdf>
- Strategic Commercial Land Availability Assessment 2014 https://new.middevon.gov.uk/media/85198/sclaa_site_appraisals_2014_final.pdf (pages 1-30 for sites assessed in Tiverton)
- Core Strategy 2007
https://new.middevon.gov.uk/media/103617/core_strategy_adopted.pdf
(policies COR12 and COR13)
- Allocations and Infrastructure DPD 2011
https://new.middevon.gov.uk/media/103618/final_version_of_the_aidpd_january_2011_.pdf (Tiverton allocations)
- Local Plan part 3: Development Management Policies 2013
https://new.middevon.gov.uk/media/103619/local_plan_part_3_adopted_october_2013.pdf (especially DM16)
- Local Plan Review 2013 – 2033 Proposed Submission
https://new.middevon.gov.uk/media/114000/local_plan_proposed_submission.pdf and maps <https://new.middevon.gov.uk/planning-policy/local-plan-review/local-plan-review-maps/>

Tiverton Town Centre Regeneration

Senior officers and Members are looking to enhance Tiverton Town centre and to develop a master plan that will be sent out for public consultation during 2016.

The guide below aims to be a resource and a starting point for our master plan in order to improve our town centre and to offer advice and information in the following areas:

Working Together

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|---|------|-----------|--------------|---------------------|-------------------------------------|
| Building partnerships | ✓ | ✓ | ✓ | ✓ | |
| Governance and structure | | | | | ✓ |
| Plan-do-review cycle | ✓ | | | ✓ | ✓ |
| Build a vision; make the right plans | ✓ | ✓ | ✓ | ✓ | ✓ |
| Partnership skills audit | | | | | ✓ |
| Building an evidence base | ✓ | ✓ | | ✓ | ✓ |
| Engaging with Landlords | | ✓ | | ✓ | ✓ |
| Forming a Membership Scheme | | ✓ | | ✓ | ✓ |
| Developing Business Improvement Districts | ✓ | ✓ | ✓ | ✓ | ✓ |
| Talking to your local partnership | ✓ | ✓ | ✓ | ✓ | ✓ |
| Attracting funding and sponsorship | ✓ | | | ✓ | ✓ |
| Being charitable | ✓ | | | | |

Building Resilient, Balanced Town Centres

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|----------------------------------|------|-----------|--------------|---------------------|-------------------------------------|
| Reviewing your business offer | | ✓ | | ✓ | ✓ |
| Generating footfall | ✓ | ✓ | | ✓ | ✓ |
| Tools for a balanced town centre | ✓ | | | | |
| Community rights | | | | | |
| Retaining local business | ✓ | ✓ | | ✓ | ✓ |
| Branding your town centre | | ✓ | | ✓ | ✓ |
| Making great local markets | ✓ | | | | |
| Introducing new markets | | ✓ | | ✓ | ✓ |
| Talking to investors | ✓ | ✓ | | ✓ | ✓ |

Enhancing our Town Centre

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|--------------------------------------|------|-----------|--------------|---------------------|-------------------------------------|
| First impressions | ✓ | ✓ | ✓ | ✓ | ✓ |
| Street audits | ✓ | ✓ | ✓ | ✓ | ✓ |
| Designing great places | ✓ | | ✓ | | |
| Removing clutter | ✓ | | ✓ | | ✓ |
| Public wi-fi | | | | | ✓ |
| Litter | ✓ | | ✓ | | |
| Pedestrian signposting or wayfinding | | ✓ | ✓ | ✓ | ✓ |
| Illuminating the public realm | | ✓ | ✓ | ✓ | ✓ |
| Festive lighting | | ✓ | ✓ | ✓ | ✓ |
| Public art | | ✓ | ✓ | ✓ | ✓ |
| Planting and floral displays | ✓ | | ✓ | | ✓ |

Branding, Marketing, PR & Events

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|-------------------------------------|------|-----------|--------------|---------------------|-------------------------------------|
| Know your audience | | ✓ | | ✓ | ✓ |
| Town centres and local people | | ✓ | ✓ | ✓ | ✓ |
| Telling a story | | ✓ | | ✓ | ✓ |
| Guides and maps | | ✓ | ✓ | ✓ | ✓ |
| Street parades, shows and events | ✓ | ✓ | ✓ | ✓ | ✓ |
| Entertaining young families | | ✓ | | ✓ | ✓ |
| Town trails | ✓ | ✓ | ✓ | | ✓ |
| Developing a website | | ✓ | | ✓ | ✓ |
| Online shopping | | | | ✓ | ✓ |
| Social media and mobile marketing | | ✓ | | ✓ | ✓ |
| Shouting about success | | ✓ | | ✓ | ✓ |
| Using 'gateway' opportunities | | ✓ | | ✓ | ✓ |
| Local loyalty and voucher schemes | | ✓ | | ✓ | ✓ |
| Marketing with neighbouring centres | | | | ✓ | ✓ |

Safe, Secure Streets

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|---|------|-----------|--------------|---------------------|-------------------------------------|
| Creating a crime reduction partnership | ✓ | | | | |
| Radio link networks | ✓ | | ✓ | ✓ | ✓ |
| Community alcohol partnerships | ✓ | | | | ✓ |
| Online crime intelligence technology | | | | | ✓ |
| Community wardens | | | ✓ | | |
| Exclusion schemes | | | | | ✓ |
| Child safe zones and lost children | | | | | ✓ |
| Penalty notices and fixed penalty notices | ✓ | | | | |

Managing Spaces & Street Operations

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|---|------|-----------|--------------|---------------------|-------------------------------------|
| Street entertainers | | ✓ | ✓ | ✓ | ✓ |
| Outdoor tables and chairs | | | | ✓ | ✓ |
| A-boards | | | | ✓ | ✓ |
| Street trading and pedlars | ✓ | | | | ✓ |
| Beggars, rough sleepers and the homeless | ✓ | | | | |
| Big Issue vendors | | | | ✓ | ✓ |
| Graffiti and graffiti removal | ✓ | | ✓ | | ✓ |
| Market researchers | | | | | ✓ |
| Face to face fundraisers, charity collections and boxes | ✓ | | | ✓ | ✓ |
| Distribution of free printed material | | | | ✓ | ✓ |
| Pigeons, seagulls and other feathered friends | ✓ | | | | ✓ |
| Trade waste | ✓ | | | ✓ | ✓ |

People, Access & Parking

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|------------------------------------|------|-----------|--------------|---------------------|-------------------------------------|
| Getting to and around town centres | ✓ | ✓ | ✓ | ✓ | ✓ |
| Unifying public transport | ✓ | | | ✓ | ✓ |
| Real time transport information | | | | | ✓ |
| Cycle routes and parking | ✓ | ✓ | ✓ | ✓ | ✓ |
| Parents and young families | | ✓ | | ✓ | ✓ |
| Shopmobility | ✓ | | ✓ | ✓ | ✓ |
| Using private car parks | | ✓ | | ✓ | ✓ |
| Parking charges | ✓ | | | | |

Using Vacant Spaces

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|------------------------------|------|-----------|--------------|---------------------|-------------------------------------|
| Empty property schemes | ✓ | ✓ | | ✓ | ✓ |
| Community ownership | ✓ | ✓ | ✓ | | |
| Pop-up shops | | ✓ | | ✓ | ✓ |
| Community shops | | ✓ | | ✓ | ✓ |
| Business incubators | ✓ | ✓ | | ✓ | ✓ |
| Creating temporary galleries | | ✓ | | ✓ | ✓ |
| Window dressing | | ✓ | | ✓ | ✓ |
| Introducing a crèche | | | | ✓ | ✓ |

The Evening and Night-time Economy

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|---|------|-----------|--------------|---------------------|-------------------------------------|
| Purple flag status | | | | ✓ | ✓ |
| Planning for the evening | ✓ | ✓ | ✓ | ✓ | ✓ |
| Managing the transition between day and night | | ✓ | | ✓ | ✓ |
| Alive after five | | ✓ | | ✓ | ✓ |
| Late night transport | | ✓ | | ✓ | ✓ |
| Evening economy ambassadors | | ✓ | | ✓ | ✓ |
| Light night | | ✓ | | ✓ | ✓ |
| Accreditation schemes for licensed premises | ✓ | | | ✓ | ✓ |
| Street pastors and safe havens | ✓ | ✓ | | ✓ | |

Training, Development & Accreditation

| | MDDC | Town Team | Town Council | Town Centre Manager | Business Improvement District (BID) |
|---|------|-----------|--------------|---------------------|-------------------------------------|
| Local business and industry award schemes | | | | ✓ | ✓ |
| National skills academy for retail | | | | ✓ | ✓ |
| Mentoring and buddy schemes | | | | ✓ | ✓ |
| Learning and best practice | | | | ✓ | ✓ |
| Professional accreditation | | | | ✓ | ✓ |

Schools

Mid Devon District Council have plans in place to address the infrastructure gap in Mid Devon and to work through the planning system to provide new schools to meet future growth needs and demand in the area following our town development plans. There are agreements in place with Devon County Council (DCC) to provide new primary schools within the new urban extensions in Cullompton and Tiverton; the Council will also look at the need for a new primary school in Crediton.

Junction 28

The Council recognises that Junction 28 will soon be at capacity with improvement required to meet the needs of growth beyond that already identified in the adopted local plan. Options for highway improvements to expand junction capacity are currently being investigated and will need to provide improved access to the network and relieve the current road system.

Town Centre Relief Roads

The Council also recognises that Cullompton requires a relief road to address the major congestion issue at the Town Centre. The Council will investigate potential road building opportunities within the area on either side of the motorway corridor and will be in discussions with DCC regarding this.

Cullompton Railway Link

The government has supported the idea of the creation of a railway station at Cullompton and the creation of a commuter rail link between Taunton and Exeter. The Council will continue to support this initiative where possible. It is actively looking at ways to bring this forward. Planning policies recognise the need for a new railway station.

Broadband

Mid Devon District Council recognises that High Speed Broadband is needed to support our rural areas to farmers and businesses. This is required to enable our local economy flourish.

10 The Benefits of Property Asset Management Planning

While the Council's policy relating to the disposal and acquisition of public open space is under review, all land acquisition via the s106 process is considered by the CSAG group before any legal agreement is authorised.

Community Asset Transfer: Establishment of clear procedural policies including option appraisal. (Appendix 5)

Condition of the existing Estate

- i Running Costs:** Alignment of operating costs with a property code to enable analysis. Data will be extracted then to inform and shape the property reviews.
- ii Condition Surveys:** Carried out on non-housing stock on rolling basis. (Appendix 6) Planned maintenance programme now in place.
- iii Statutory Compliance:** There is a programme of statutory inspections and surveys in place.

Data Management:

Comprehensive property database now established to combine property, financial and management information. Work continues to refine data. (Appendix 8)

Tenanted non-residential property (TNRP) Review (Appendix 7):

The Council will challenge and review asset ownership through an assessment of efficiency, effectiveness and affordability. This will ensure that this part of the estate is fit for purpose. Assets that do not fulfil the Council's strategic priorities and/or do not provide a positive rate of return, could be sold or transferred to Town and Parish councils.

Financial Management:

- i Continued development of Capital Programme links to AMP and capital monitoring.
- ii Implement Whole Life Appraisal – a systematic assessment of all relevant expenses, income and performance associated with the acquisition, procurement, ownership, refurbishment and potential disposal of an asset over its life.

Performance Management:

Development of performance measures in relation to assets that evaluate asset use in relation to corporate objectives.

Estates Team Systems Thinking Review

Some of the Estates Teams processes to be looked at in detail to identify opportunities to improve customer satisfaction and streamline procedures. This will be undertaken in tandem with assessing property management software tools.

11 Outcomes

The Council's Asset Management Plan was last updated in 2008. This revised plan creates a useful picture in terms of how the Council's assets support the Council's Corporate Priorities and the challenges ahead in ensuring a strategic approach is taken to support corporate and services strategies. The actions set out with dates in the AMP highlight where work remains to be carried out to fully incorporate Asset Management into the Council's ethos and have been set to achieve the Corporate Asset Objectives set out on page 46.

As is demonstrated within the Plan, effective asset management is an on-going discipline that requires the active support of senior decision makers and cross service input. For further information, please speak to the author of this document, **Andrew Busby 01884 255255**.

12 How do we measure performance?

Core to this AMP is the objective to ensure that we deliver an effective and efficient asset base from which to deliver services.

As a consequence, we are developing a set of Property Performance Indicators against which we can judge our performance over time. As well as being used to base line performance of assets internally, it is also intended that we use the PPI's to benchmark the performance of our properties against other private and public organisations.

Our selected PPI's are based around the following questions:

- Is the organisation's estates management function efficient and cost-effective?
- Does the estates management activity help to ensure the organisation has buildings which are fit for purpose and comply with statutory requirements?
- Does the estates management function help to ensure the organisation makes best use of its estate?
- Does the estates management function effectively support the organisation in minimising the impact of the estate on the environment?
- Does the estates management function manage maintenance and capital programmes effectively?
- Are internal customers satisfied with the service provided by the estates management function and the functional suitability of the estate?

It is intended that we shall monitor the PPI's on a regular basis for information to CSAG and report in more detail to the same board annually; adding new PPI's as our priorities and approaches change and mature.

Proposed Performance Indicators (PPI)

Total property costs (occupancy, operational and management) per square metre Gross Internal Area (GIA).

Total property costs (occupancy, operational and management) per FTE (Full Time Equivalent Staff).

Cost of the Estates Management function per square metre GIA.

Cost of the Estates Management function as a percentage of organisational running costs.

Total building operation costs (revenue) per square metre GIA.

Workstations per full-time equivalent staff (FTE).

Area (square metres) per workstation.

Total annual energy consumption (kWh) per square metre (GIA).

Total property required maintenance as a percentage of average annual maintenance spend for the last three years.

Project management of property related capital projects:

- Percentage of projects where the actual time between Commit to Design and Commit to Construct is within, or not more than, 5% above the time predicted at Commit to Design.
- The percentage of projects where the actual time between Commit to Construct and Available for Use is within, or not more than, 5% above the time predicted at Commit to Construct.
- The percentage of projects where the actual cost at Commit to Construct is within +/- 5% of the cost predicted at Commit to Design.
- The percentage of projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct.
- The percentage of buildings which are used by the public in which all public areas are suitable for, and accessible to, disabled people.
- The Property where condition is considered acceptable or better than acceptable.
- The Percentage spend on day to day repairs as % of planned maintenance expenditure.

13 Our Estate

DESCRIPTION OF SERVICE

Property Services provide accommodation for services within the Council and its businesses, lead on construction elements of the property capital programme, ensure statutory compliance of the estate and undertake a broad range of estates management, strategic asset management, business and energy management activities. Through the delivery of repairs and maintenance activity, we ensure that the Council meets its statutory building compliance responsibilities and duty of care under relevant health and safety legislation. Property Services will be developing existing assets and land to create affordable homes; this is to replace assets lost under the Right To Buy scheme. We also maintain pathways and roads, hard landscaping, sewage works and retaining walls (including retaining walls that can be on our Open Spaces or HRA land).

The net value of the assets we manage have a total net value of circa £40 million. Property Services are responsible for an operational budget of circa £1.2 million, as well as providing services that come under other operational budgets, such as Leisure and Car Parking to the value of circa £250K.

Our service consists of a wide range of assets including Land, Car Parks and Property. We provide services to approximately 96 locations comprising Leisure and Sport Centres, Corporate Offices, a Multi-Storey Car Park, Industrial Units, Shops, Public Conveniences, Car Parks, Listed Buildings and Paddling Pools and undertake construction of Play Areas, Skateboard Parks and other recreational leisure facilities. Our service also manages the Market Walk shopping precinct lease maintenance (Landlord contract).

OUR SERVICE GENERATES INCOME FOR THE COUNCIL

The Property Service continues to generate income for the Council that is budgeted within the circa net £1.2 million cost previously mentioned. A breakdown of our income; about £867k is provided below:

| | | |
|---|--------------|--------------|
| Phoenix House (income from sub-letting) | | £13.5k |
| Rental of Council land via Licence to private residents for potential income | | tbc |
| Solar Photovoltaic Panels via the Feed In Tariff per annum (depending on the weather throughout the year) | circa | £40k |
| Bus Station income | | £24k |
| Industrial Units | | £120k |
| Park Lodge income (income for Parks and Open Spaces) | | £8.4k |
| Shop Units (General Fund and HRA) | | £100k |
| Cemetery Lodge income (income for Parks and Open Spaces) | | £8.4k |
| Elsie May's Building | | £15k |
| 2 Wells Close income (HRA asset) | | £7.2k |
| Contributions / transfer for Public Conveniences | circa | £25k |
| Town Council income | | £7.4k |
| Market Walk income based on current cash income stream per annum | | £400k |
| Crediton Town Council | circa | £5k |
| Fore Street Rentals | circa | £45k |
| DCC Library income | | £38k |
| Roundabouts sponsorships (income for Parks and Open Spaces) | | £10k |
| Total Income per annum | circa | £867k |

Renewals of Community Leases are also controlled via Property Services that can deliver income and support the provision of services to the community.

Property Services leads the Capital Strategy Asset Group and reports land sales that can deliver Capital Receipts. This will mainly be HRA land and will, therefore, be assigned to the HRS development work we are completing.

The latest report identified that CSAG had released land to the value of £1.5 million so far.

Further reading

- **RICS Public Sector Property Asset Management Quick Guide** (June 2012)
- **Leaner and Greener: Delivering Effective Estate Management** (2011) www.policy.connect.org.uk
- **Room for Improvement: Strategic asset management in local government.** (Audit Commission 2009)
- **Working Beyond Walls: the government workplace as an agent of change** (Office of Government Commerce 2008) www.aecom.com
- **Building on Strong Foundations: A framework for Local Authority Asset Management** (CLG, 2008) www.communities.gov.uk/publications/localgovernment/assetmanagement
- **Public sector asset management guidelines** (2008, Royal Institution of Chartered Surveyors (RICS)) www.rics.org/publicsector
- **Service Transformation: A better service for citizens and business, a better deal for the taxpayers** (December 2006) www.hm-treasury.gov.uk

A1 The AMP and its relationship to other strategic documents

The main strategic document for the Council is the Corporate Plan and this document sets out the Council's vision, values and priorities. This particular document is the 'umbrella' for a number of documents which, together, support the Corporate Strategy. For further information see the Corporate Plan on our website.

A2 Structures, roles and responsibilities

1 The Capital Strategy Asset Management Group (CSAG) function involves key Council services and the role of the CSAG is key to ensuring that there is an effective dialogue on asset management issues across the Council and with our partners. CSAG is chaired by the Head of Housing and Property Services or the Estates Manager with the balance of the forum made up of Cabinet Members and senior representatives at head of service level. The CSAG ensures there is insight into individual council services, together with a clear understanding of corporate goals and objectives.

2 Management arrangements

2.1 The Council has adopted a Constitution, under which the work of the Full Council includes deciding overall policies, setting budgets, agreeing constitution changes and appointing the Leader, Deputy Leader and the Cabinet. Full Council meetings are held four times a year. The annual meeting is held in May to elect the Council committees and to appoint the Chairman, Vice Chairman and the Council Leader. The full Council is the only body which has the power to amend the Council's constitution, change policy and appoint Council committees.

2.2 Responsible to the Council, the Cabinet makes operational decisions and recommends new policies. Many of its operational functions are delegated to members of the Cabinet.

2.3 The Cabinet's decisions and those of the Cabinet Members are checked by the Scrutiny Committee which reviews and scrutinises decisions made.

2.4 The Cabinet reports to the Full Council, but its work is assisted by the work of the Scrutiny Committee.

3 Organisational Framework for Asset Management

3.1 The overall monitoring of the AMP and corporate asset management initiatives is the responsibility of the Cabinet. The Cabinet considers the Council's AMP and in so doing it looks to ensure that good practice criteria are addressed. These are set out below:

- i Links between corporate objectives and property priorities.
- ii Full involvement of all key service areas – the key service areas are integrally involved in asset management either through service/asset reviews or at an appropriately senior level at CSAG.
- iii Clear distinction between strategic and operational decision making - the AMP does not look to address detailed issues concerning individual assets. It serves to provide a framework within which those types of issues can be considered.

OVERVIEW

3.2 Estates Manager

Responsibility for the corporate management of the Authority's property assets rests with the Head of Housing and Property Services who is a member of the Management Team and reports to the Cabinet Member for Housing & Property Services.

3.3 The Head of Service has authority to undertake all required developments in asset management. Their role and responsibilities are clearly defined, explicit and have been communicated to all concerned in the management and use of property throughout the Authority. The Estates Manager also contributes to the Capital Strategy, thus ensuring the closest linkage between the two plans.

3.4 The Capital Strategy Asset Management Group

The Council has set up a cross-directorate to promote the effective management of the Council's land and buildings and to oversee the preparation and implementation of the Council's Asset Management Plan. The Group comprises a senior officer's representative(s) for each Council service. It is chaired by the Head of Housing and Property Services or the Estates Manager. The Estates Manager acts as an internal project manager in respect of the preparation and monitoring of the Asset Management Plan with the support of the Development Services Officer who ensures that the agenda and supporting documentation are prepared and accurate.

3.5 Due to the relatively small size of the asset base, the Council previously considered it appropriate that both strategic and operational asset management be undertaken by the CSAG Forum. To ensure continued inter-department consultation and a corporate approach to all proposals for effecting the Council's land and buildings, the following procedure shall be adopted:-

- Any officer dealing with a proposal effecting the Council's land and property should first consult with the Council's nominated officers of the CSAG group via email. Consultation comments should be returned within 2 weeks. Where a consulted officer has no relevant input, they should still reply to confirm this. There may be times when it is more appropriate to request a meeting with the relevant officers.
- If required, the Development Services Officer or the Estates Manager will advise on further consultation that may be required with other departments and whether the matter can be dealt with under delegated powers, under the relevant Head of Service or by the Cabinet Member.
- Identification of key drivers amongst Officers and Members - the key officer drivers of the capital strategy and asset management process are represented on the AMP. This ensures that a corporate, strategic approach to capital expenditure and asset use is championed.
- Clear reporting lines to a strong corporate centre - the AMP provides this corporate centre, providing a strong lead and then monitors implementation of asset reviews.
- Integration of the Financial and Capital Strategy and the AMP - the engagement of estates, property services and finance officers in the Asset Management Forum ensures the integration of the development and implementation of the Financial and Capital Strategy along with the AMP.
- It is incumbent upon the officer dealing with the proposal to ensure necessary Ward Member, Town or Parish Council's consultation and liaison is carried out.
- The issue should then be reported to the relevant Cabinet Member or Cabinet (as specified under delegated powers).

3.6 The Group meets on a quarterly basis. The minutes of each meeting are kept confidential due to commercially sensitive information.

3.7 Service Departments in areas affected by Asset Management Reviews are consulted on these reviews and any resultant actions are reported back to the CSAG.

3.8 The CSAG Forum has the following Terms of Reference:

- To support the preparation and review of a corporate Asset Management Plan that details existing asset management arrangements and action to improve corporate asset use on an annual basis.

- To promote service asset management planning and a wide understanding of corporate ownership of assets; seeking wherever possible to promote and develop cross service use of assets.
- To support the adoption of performance measures and benchmarking to describe and evaluate how the Council's asset base contributes to the achievement of corporate and service objectives and improvement priorities.
- To ensure that the Council makes investment and disposal decisions informed by thorough option appraisal and evaluation.
- To assess stakeholder satisfaction and recommend changes in asset use as a result of stakeholder consultation.
- To co-ordinate cross service aspects of corporate property assets, providing liaison between Service users and to enhance corporate service delivery.
- To support the development and monitoring of the capital programme and the Council's medium-term financial plan.

The CSAG group will provide linkage to the Council's capital strategy by monitoring the current year's capital programme and developing the programme for future years, through the Head of Finance, that includes:

- Corporate Property Asset Management Plan
- Identification of property holding purpose and individual property asset strategy
- Monitoring of Capital Programme
- Reports to Cabinet for corporate property decisions

CSAG Key Outputs

3.9 Member Involvement

Members are involved fully in the AMP process in the context of the Cabinet, which recommends approval of the Plan and which critically assesses its implementation. Members of the Cabinet and the Leader/Duty Leader of the Council are members of the CSAG.

CSAG Membership

Property Review:

- By Service
- By Type

Co-ordination and review of:

- Accommodation use
- Planned maintenance
- Asset disposal
- Capital investment
- Performance measurement and monitoring
- Property asset contribution to the Council's objectives and overall place making strategy

Consultation and Communication:

- With users
- With the public
- Other public service providers

A3 Why do we need Asset Management?

Further explored...

1.0 Practical Reasons

It takes longer to change property than any of the other strategic resources. Lack of attention to asset management will result in the asset base underperforming in both non-financial and financial terms. Examples of this are:

- Expensive maintenance backlogs.
- Poor fit between customer and service requirements and the property from which they are delivered.
- Under-utilisation of buildings.
- Limited co-location of public services.
- Inefficient sourcing and procurement of property, construction and support services.
- Inefficient use of capital.
- Insufficient control of running costs.
- Failure to get services close to the community they serve.

1.1 Business Benefit Reasons

The business benefits that have been realised by many public bodies from effective asset management are:

- The release of capital for re-investment or debt redemption.
- Reduced running costs.
- Better customer service and public service provision through improved accommodation and the co-location of services.
- Property in good condition.
- Improved property utilisation and bringing together similar uses into the same property, rather than providing them separately.
- Improved productivity, changes in corporate culture and facilitation of corporate change.
- Improved place-making in shaping the built environment of local communities.

1.2 Policy Reasons

In every part of the public sector, improved asset management is not just to be encouraged, it is a government expectation.

1.3 In addition, the Building on Strong Foundations: A Framework for Local Authority Asset Management document published by the Department for Communities and Local Government listed the following potential benefits of good asset management:

- 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 latest version of the Disability Discrimination Act (DDA) 2005.
- Generate efficiency gains, capital receipts or an income stream.
- Improve the quality of information available to the public.

A4 Phoenix House Space Management

Following a review of the Council's main headquarters accommodation at Phoenix House, Tiverton; the Council have completed the implementation of a relocation programme. The key outcomes of the project have included:-

- The creation of Phoenix Chamber where Planning Committee and Full Council take place.
- Divisible fully equipped meeting rooms.
- Potential income stream from renting rooms to the Public.
- More efficient use of open plan office space.
- Potential reduction in business rates (open plan offices converted to meeting rooms).

A5 Development of a Community Asset Transfer Policy

1 Background

1.1 The Strong and Prosperous Communities Local Government White Paper was published in October 2006 and sets out the basis for a new relationship between local government and its communities. This paper advocated that “the aim is to give local people and local communities more influence and power to improve their lives”. In addition, “we are determined to ensure that existing powers and policies that support community management and ownership are effective; and that practical ways are found to overcome any remaining unnecessary barriers”.

1.2 The ‘Making Assets Work, Quirk Review’ looked at the clear benefits to local groups which own or manage community assets – such as community centres, building preservation trusts and community enterprises. The review makes clear that what is required is not legislation, but guidance to enable a partnership approach to the delivery of community services. The review focused on how the use of publicly owned assets could be optimised by exploring options for the increased transfer of asset ownership and management to community groups.

1.3 The Localism Bill will look to devolve further powers to community organisations to take on the delivery of services previously run by local authorities. This will have an effect on buildings currently used to deliver those services.

1.4 Local authorities have been given discretionary powers under the Local Government Act 1972 to dispose of land below market value in some circumstances. Decisions on disposal need to be made by comparing the benefits that would accrue from a transfer to community use, with those from a straight forward commercial sale.

1.5 Where community groups are well established and have access to either the support of a governing body or regular income streams, the transfers have worked well. However, other schemes which rely mainly on voluntary community support have been less successful in delivering sustainability in the medium to long term.

1.6 By having a clear Community Asset Transfer Policy and selection process for third sector partners, the Council will have a greater chance of ensuring that the sustainability of the property is maintained in the long term and, by means of a robust business proposal, that community groups are able to demonstrate their capability.

1.7 There has to be a balance between the sale of assets for reinvestment in the Council's priorities through the Capital Programme and transfers for the delivery of services by community groups.

1.8 The CSAG is currently embarking on a Property Review which will, amongst other things, identify assets which could be subject to future disposal.

1.9 Community Asset Transfer needs to be considered by the CSAG and the following agreed:-

- On completion of the property review, a disposal strategy shall be put in place and the Head of Housing and Property Services and/or the Estates Manager will advise on the most suitable marketing approach for an individual asset. Where there is reason to believe that a third sector/ community organisation may be interested in submitting a tender bid for the use of the asset, the marketing process will be based on the model set out by the Government's Localism Bill. This will enable these organisations sufficient time to prepare business plans and research appropriate funding options and grants, prior to any deadline to make a tender bid. The Council's Community Asset Transfer policy will be developed with input from the Government organisation Locality.
- Town or Parish councils wishing to apply to take on assets currently held by the Council require a defined process to do so, we plan to do this by developing an on line application form.

A6 Condition of the existing estate

Statutory commitments

Where we provide and maintain property for our business, Property Services are responsible for a high number of statutory requirements to ensure compliance and protect the Council from prosecution, therefore prevention is key.

The Council looks after a wide range of legislative requirements to ensure that it meets its statutory obligations, which includes:

- Fixed electrical testing
 - Structured surveys
 - Legionella testing
- as detailed in Condition Surveys.

We regularly inspect our roads and pathways and carry out other routine inspections and keep records that are required for insurance purposes, these are essential to take place so we can defend potential claims.

Non-statutory commitments

The statutory commitments are necessary if the Council continues to operate a facility for employees and the public, some services, however, we may not have a statutory requirement to provide, i.e. Leisure and Public Conveniences.

Any special legal or insurance obligations your service needs to be met.

Building condition categories

| Condition Survey Categories | |
|------------------------------------|---|
| A | Good. Performing as intended and operating efficiently. |
| B | Satisfactory. Performing as intended but exhibiting minor deterioration. |
| C | Poor. Exhibiting major defects and/or not operating as intended. |
| D | Bad. Life expired and/or serious risk of imminent failure. |
| Not Set | Condition survey not undertaken. |

During the inspection of buildings, the urgency for maintenance works is assessed simultaneously with the condition. This assessment then informs the prioritisation of both the order of works and budget allocation.

Recognising certain sub-optimal outcomes from the old inspection regime, a new improved inspection regime will be implemented following approval of the responsible officer's paper to the Cabinet Member for Housing and Property Services and the Head of Service. This will result in better informed maintenance budgeting and an improved understanding of the estate's true condition.

1 Condition Surveys

1.1 Condition surveys on the Council's non-housing premises should be carried out on a rolling basis at least every two years. The majority of property is generally in a sound or acceptable condition with relatively minor works required. The planned maintenance budget generally allows Property Services to carry out repairs to buildings and fixed equipment as and when required. There are occasions when major works need further budget approval before they can be carried out.

From 2016 these surveys will be undertaken every three years and will provide more comprehensive information to help inform not only the Planned Maintenance Programme, but also the on-going general review of the Council's varying asset cluster. Eventually it is anticipated that each asset will have its own asset management plan and classification for either on-going maintenance, capital investment, significant capital investment or replacement, change of use or disposal.

The basis of the new style surveys will enable appraisal with regard to fitness for purpose of use, condition and compliance. The three facets which will be assessed and ranked are:

- i. Physical condition
- ii. Fire, health and safety and disabled accessibility
- iii. Suitability

1.2 In addition, annual tests on utilities and building facilities such as electricals; boilers and gas safety; air con and ventilation; equipment checks and other monitoring form part of the planned maintenance process and are carried out regularly in line with planned and programmed schedules

2 The Disability Equality Act 2010

2.1 The Property Services team takes a role in working to fulfil the obligations under Part 3 of the Act. Audits have been carried out on all premises available for public use and we have implemented a number of improvements to ensure suitable access for the disabled.

2.2 Premises are routinely monitored with service managers to gauge where further improvements could be made. Provision is made within Revenue budgets to enable this process.

3 Asbestos

3.1 The Control of Asbestos Regulations 2012 places a duty to manage asbestos, wherever it is found in our buildings. MDDC has surveyed all of its properties and listed any asbestos containing materials (ACM's) on the Asbestos Register. Wherever possible, the ACM's have been removed or encapsulated. The asbestos that remains is being regularly monitored. The Asbestos Policy gives full details of the management of ACM's.

4 Control of Legionella Approved Code of Practice and Guidance from the HSE (L8)

4.1 The Health and Safety Commission's Approved Code of Practice 'The control of legionella bacteria in water systems' was published in 2001. It sets out duties on the 'building manager' to ensure that water systems are monitored to reduce the risk of legionella.

MDDC has a service agreement with an independent company who are monitoring all our premises on a regular basis to ensure that we are compliant with the legislation. Remedial works are prioritised and financed from the planned maintenance budget. The Legionella Policy gives full details of the management and control of Legionella risk.

5 Fire Safety

5.1 The Regulatory Reform (Fire Safety) Order 2005 covers general fire safety in England and Wales. Employers (and/or building owners or occupiers) must carry out a fire safety risk assessment and keep it up to date.

MDDC has carried out fire risk assessments at all of its premises, where required and actively manages and implements changes or improvements that are highlighted. Reviews are carried out on an annual basis.

A7 Tenanted Non Residential Property (TNRP) Review

1 Background

1.1 The Council owns assets which are let to third parties, other than HRA housing, for example industrial workshops and residential properties. These assets are held for investment or socio-economic purposes – or both.

1.2 The Royal Institution of Chartered Surveyors (RICS) recommends a focus on three key perceived current priorities for improvement in the management of TNRP in the local government arena:

- There should be clear allocation of roles and responsibilities and accountability processes in the management of TNRP to drive continuous improvement in TNRP performance.
- Local authorities should adopt business planning disciplines to ensure clear strategy, plans and programmes for the management of their TNRP.
- To ensure best value is being obtained, local authorities should continuously measure and report:
 - i the performance of all TNRP as investments; and,
 - ii any socio-economic benefit(s) ascribed to that TNRP

2 Getting Started

2.1 A TNRP strategic review will be commenced and with a simple overview including:

- A list of TNRP assets and their type.
- Asset values and income (internal rate of return (IRR) valuation).
- A basic analysis of why they are held eg. socio-economic, investment or unidentified.
- A desktop indicative assessment of their suitability, condition and running costs.
- CSAG referral of recommendations to Cabinet following completion of reviews on the following asset clusters:
 1. Industrial Estates
 2. Fore Street properties
 3. Residential property
 4. Market Walk shopping precinct.

2.2 As the strategy develops, a phased work programme should emerge to ensure:

- The Council is clear as to why it owns TNRP
- There is a clear business case for owning individual TNRPs.
- The Council is clear as to what outcomes are expected.
- The right people are involved.
- There are clear strategies, plans and programmes in place.
- The performance management process is robust.

3 Outcomes

3.1 The TNRP review will measure the performance of each asset using a number of measures against a decision framework for property holding. The outcomes will include an understanding of the property objective and will arrive at a decision to either retain or dispose of an asset.

3.2 Where an asset is retained, it will fall into one of three classes:-

- i. Continued maintenance – where the property is considered to be doing the right thing in the right place. All that will be required is a planned maintenance schedule;
- ii. Improve usage – there may be an opportunity for better usage or co-location. This may require some capital expenditure, along with a planned maintenance schedule;
- iii. Building enhancement – where an asset requires significant capital expenditure.

4 Disposal of Assets

4. TNRP Disposal Policy

- 4.1** Where an asset deemed surplus for disposal is valued in excess of £10,000 and following consultation with Ward Members, a recommendation will be made to Cabinet by the Head of Housing and Property Services (a) documenting the reason for disposal, (b) stipulating any conditions that will apply and/or endure after disposal and (c) suggesting an appropriate method of disposal. Ward Members will be consulted on those assets identified as surplus, for disposal and with a value of under £10,000 before the Estates Manager authorises the disposal of the asset and determines the appropriate method of sale and the timing.
- 4.2** The receipts generated by the disposal of assets are treated as a corporate resource to fund the capital programme. To this end, the Head of Housing and Property Services shall, in liaison with the Estates Manager, set targets for capital generation by disposals, and monitor performance on a quarterly basis.

A8 Corporate Asset Management software

1 Background

- 1.1** Mid Devon have historically operated different property management systems across its Finance, Property Services, Housing, Estates and Street Scene services. Whilst providing essential tools for each discreet area, this approach has resulted in difficulties and inefficiencies when dealing with cross-service issues. These asset management processes are coming under ever increasing scrutiny.

2 Review of all software used to manage our assets

To ensure the authority has a complete and up-to-date record of property assets to facilitate decision making, our service will need to review the software packages which we use to manage our estate and influence an action plan for ensuring information is maintained and current. This review will incorporate our aspirations for digital transformation.

A9 Asset Management Draft Action Plan

Annex A - Asset Management Action Plan

| ACTION | BENEFIT TO COUNCIL | HOW TO ACHIEVE THIS | RESOURCES NEEDED | LEAD OFFICER | DATES CSAG to be agreed |
|--|---|--|--|---|-------------------------|
| 1. Review and amendment of Asset Management Plan Performance Management. | Link to Corporate Plan 2016 – 2020. | Implement management practices and assign 'SMART' targets. | Estates & Property services | Estates Manager Development Services Manager | |
| 2. Promote the improvement of the use of Council's assets. Develop ways for all services to become aware of positive asset management ie. business plans. Asset Management Plan needs to be 'promoted' once updated. | Improved awareness of asset management; improved use of available skills & knowledge. Promoting proactive management Reducing reactive costs. | Awareness training sessions. Publication of updated asset management plan. | Learning & Development HR Business Partners | Estates Manager | |

| ACTION | BENEFIT TO COUNCIL | HOW TO ACHIEVE THIS | RESOURCES NEEDED | LEAD OFFICER | DATES CSAG to be agreed |
|---|--|---|--|------------------------------|--------------------------------|
| 3. Improve benchmarking and sharing of information within nearest neighbours group. | Improve quality of asset management plan. Identify where efficiencies will be achieved. Identify internal rate of return, so that assets not meeting this return can be selected for disposal. | Revision as per Action 1 (above). | Estates Management & Property Services Team. Estates Manager to set up a working group with other property managers from other authorities. | Estates Manager | |
| 4. Integrate capital strategy into the asset management plan. | Co-ordinated support for the corporate plan through integration of asset management plan/capital strategy/medium term financial plan. | Working with Finance service. | Finance Manager for Capital Development Services Manager Contracts Manager | Estates Manager | |
| 5. Improve professional skills/training. Continuous professional development. | Improved quality of asset management. | Appraisals; On-the-job training provision. | Estates and Property Services team | Development Services Manager | |

| ACTION | BENEFIT TO COUNCIL | HOW TO ACHIEVE THIS | RESOURCES NEEDED | LEAD OFFICER | DATES CSAG to be agreed |
|---|---|--|------------------------------------|-------------------------------------|--------------------------------|
| 6. Identify strategic/key partners for collaborative working and develop a Community Asset Transfer Policy. | Improved capacity and cost-effectiveness through partnership working. | Explore shared service opportunities. | Estates and Property Services team | Head of Housing & Property Services | |
| 7. Implement CAPS Estate Module and Quality Assurance Land Terrier. | Avoids duplication of records. Certainty over asset base. Reduce database maintenance requirements. | Cross-service working group using Prince 2 approach. | Estates and Property Services team | Estates Manager | |
| 8. Improve energy efficiency and continue to reduce consumption. | Cost savings Achieves Corporate Plan objective. | Identify additional 'ESCO' opportunities. | Estates and Property Services team | Contracts & Services Manager | |
| 9. Review & report based on 'outcomes' of the reduction in revenue maintenance budget. To include: Risks Future expenditure requirements in relation to plant and asset replacement. | Awareness of risks and costs of reductions to planned preventative maintenance. | Incorporate in Action 1 (above). | Estates and Property Services team | Technical Administrator | |

| ACTION | BENEFIT TO COUNCIL | HOW TO ACHIEVE THIS | RESOURCES NEEDED | LEAD OFFICER | DATES CSAG to be agreed |
|---|--|--|--|-------------------------------------|--------------------------------|
| 10. Analysis of value for money Cemeteries Parks and Open Spaces Grounds Maintenance | Contributes to effective use of resources. Potential efficiency increases/cost reductions identified. | Benchmarking (see Action 3 above) – results to be included in estates management business plan with SMART targets. | Estates and Property Services team | Estates Manager | |
| 11. Improvement to the planning consultation process regarding 106/CIL. | Improved consideration of the impact of development on existing assets and added robustness to adoption procedures for new assets. | Liaise with Planning Service. | Regular review meetings with Planning Officers | Development Services Manager | |
| 12. Continue to deliver Capital projects that supports the Corporate Plan 2016 – 2020. | Improved use of asset management expertise at project design stage. | Involvement in CSAG. | Estates & Property Services team | Head of Housing & Property Services | |

| ACTION | BENEFIT TO COUNCIL | HOW TO ACHIEVE THIS | RESOURCES NEEDED | LEAD OFFICER | DATES CSAG to be agreed |
|--|--|---|--|---------------------|--------------------------------|
| 13. Revise and review Asset Management Plan annually plus initiate annual review as good practice. | Improved management of assets. Increased internal rate of return. Reduced reactive maintenance costs. Improved risk management. | Annual review. Continued research for opportunities. | Estates & Property Services team CSAG | | |