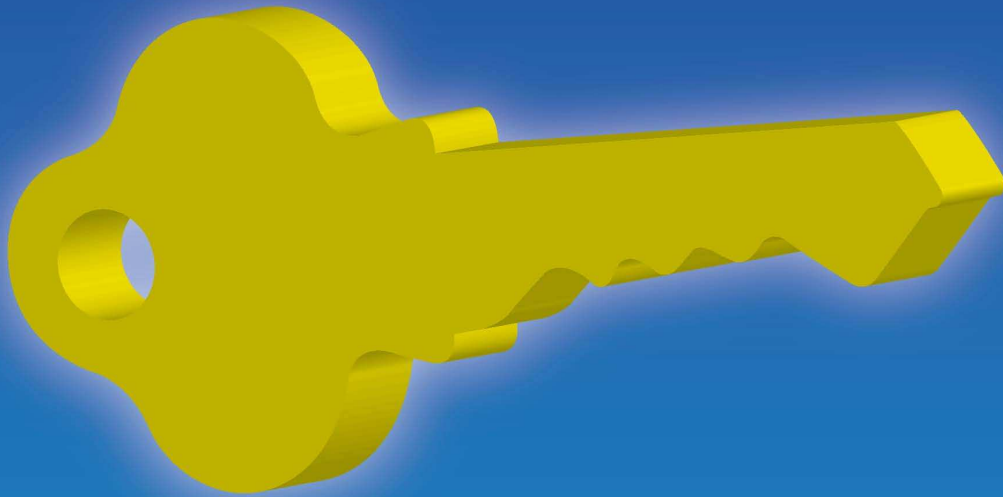




# Capital and Asset Management Strategy

2010 – 2013





# NUNEATON AND BEDWORTH BOROUGH COUNCIL CAPITAL AND ASSET MANAGEMENT STRATEGY

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## 1. FOREWORD

Welcome to Nuneaton and Bedworth Borough Council's Capital and Asset Management Strategy 2010-2013. We believe that this Strategy is intrinsically linked with our Asset Management Plan 2010-2011, which separately sets out how our objectives will be achieved.

Our Corporate Plan, which covers the period 2007 to 2021, has the following overall vision:

**“By 2021 we shall achieve the greatest improvement in quality of life and social justice in Warwickshire, providing value for money services in a safe and pleasant environment”.**

This vision reflects the main focus of the Warwickshire Local Area Agreement [LAA], which is to narrow the gap between the most disadvantaged people and communities and the rest of the County. The vision also reinforces some of the key aims and actions set out in Nuneaton and Bedworth's Sustainable Community Plan - 'Shaping Our Future' 2007-2021.

**“In 2021, Nuneaton and Bedworth will be a place with strong, vibrant communities where everyone has access to opportunities, choices and high quality services”.**

We recognise that the way in which we use our capital resources and our wide range of assets, whether on our own or in partnership with other organisations, will have a significant effect on our ability to turn our vision into reality. To this end our Capital and Asset Management Strategy 2010-2013 ensures that capital investment contributes to the achievement of our key strategic priorities, as set out in our Corporate Plan. It covers all aspects of our capital expenditure and extends to areas where we are able to apply significant influence on other players. It also sets a longer term context for the preparation of our annual Asset Management Plan and hence helps ensure our land, property, Information Technology, vehicular and other assets are used effectively and efficiently to help us deliver quality services to our citizens.

Our Capital and Asset Management Strategy 2010-2013 demonstrates learning from the CIPFA Asset Management network. The Audit Commission's profile tool is also used annually to assess the cost and performance of key services against our nearest neighbours. As a result of this, Service Reviews have been carried out to identify savings and improve performance.

**Councillor J. A. Jackson**  
**Portfolio Holder for Resources and Support**

## **2. PROFILE OF THE DISTRICT**

Nuneaton & Bedworth Borough is one of five District Councils in Warwickshire. With a population of 121,200 [2007 mid-year estimate] it is the second largest, but in geographical area it is the smallest [30.6 square miles, 7,927 hectares]. Largely urban, we have three main settlements – Nuneaton [79,100 population], Bedworth [36,000] and Bulkington [6,100] with narrow areas of mainly unpopulated countryside between.

Our population has increased over the last thirty years, but the rate of growth is slowing down. Census results show that we have a slightly younger population than the Warwickshire average but, as with all districts, there has been a significant increase in our elderly and very elderly population. The black and minority ethnic population constitutes 9.1% of the Borough's population (2007 mid-year population estimate) which is the third highest in Warwickshire.

There are concentrations of ethnic and minority groups in the area – Abbey and Wembrook localities represent 15.30% of the population and Bedworth South locality 8.70%. There has also been a fairly recent increase in Polish migrants to the Borough.

The Borough is situated to the north and east of the County of Warwickshire and is within easy commuting distance of Coventry, Leicester and the major conurbations of Birmingham and the West Midlands. This geographical location works to our disadvantage in terms of attracting new employment opportunities into the Borough. The close proximity of both Coventry and the wider West Midlands has recruitment and retention implications for the Council. Being so close to major shopping centres also affects the viability of our two town centres.

We regard the promotion of sports and leisure pursuits as an excellent means of addressing health issues in the Borough and invest heavily in leisure facilities. Our skate parks and multi-use games areas have been very successful in reducing nuisance youth incidents. To achieve value for money and provide further investment opportunities the Council has set up a Leisure Trust to manage its leisure facilities on a day-to-day basis.

A significant factor in any assessment of 'quality of life' is the local built and natural environment. Ours is very important to us and we invest heavily in maintaining it. Some examples of measures taken by the Council to either improve or sustain the local environment are:

- We have long discouraged out of town retail developments, preferring instead to focus on our town centres, and we have made significant investments to improve our town centres environmentally.
- We have two municipal parks, and a number of less formal recreation areas.
- We maintain 58 play areas and 343 hectares of parks, recreation grounds and public open space.
- We operate and maintain 3 multi-storey car parks and 15 surface level "pay" car parks with 2,800 parking spaces.

### 3. CAPITAL STRATEGY 2010-2013

Our capital strategy sets a framework for how we use our capital resources, whether alone or by way of match funding, to improve the economic, social and environmental wellbeing of Nuneaton and Bedworth, as set out in our Community and Corporate Plans.

The objectives of our Capital Strategy are to ensure that:

- An affordable medium term [3 year] capital programme is in place which reflects the Borough's priorities and links to our Medium Term Financial Strategy objectives.
- We target investment in assets that clearly help to deliver our overall ambition and corporate objectives.
- We give a high priority to capital schemes that have positive environmental effects and in particular schemes that:
  - Reduce our consumption of natural resources.
  - Reduce our green house gas emissions.
  - Increase our household recycling rates.
- We give a high priority to capital schemes that reduce our future revenue expenditure.
- We use our capital resources to assist in the development of affordable housing within our Borough and to provide financial support to owners of private sector homes to make improvements and eliminate all category 1 hazards under the Housing Health & Safety Rating System [HHSRS].
- We deliver our "key themes" and "medium term objectives" [see Housing Revenue Business Plan] for investment in our housing stock.
- We use our capital resources to help facilitate the delivery of our Town Centres Development Master Plan and associated enhancement programme.
- All possible sources of capital funding are explored, including the establishment of partnerships with the private, voluntary and other parts of the public sector including those where the Council can "enable" spend by others.

#### **SUMMARY OF CAPITAL EXPENDITURE**

Below is a summary of our latest three-year capital programme.

	<b>Actual 2009/10 £000's</b>	<b>Planned 2010/11 £000's</b>	<b>Forecast 2011/12 £000's</b>	<b>Forecast 2012/13 £000's</b>
Housing - HRA	5,665	4,607	6,000	6,170
Housing - Private Sector	1,116	1,818	1,033	1,033
Information Technology	507	139	250	250
Outdoor Play Strategy	199	250	250	250
Vehicle and Plant Replacement	578	379	500	190
Camp Hill	2,330			
Town Centres	521	2,750	0	0
Other	<u>1,083</u>	<u>2,385</u>	<u>0</u>	<u>0</u>
	<u>11,999</u>	<u>12,078</u>	<u>8,033</u>	<u>7,893</u>

## **CAPITAL PROJECT APPRAISAL PROCESS**

While we invest several million pounds each year in capital projects, the demand for schemes will always exceed the resources available. Consequently, capital investment needs to be directed to areas of greatest priority and need. We have a strategic and corporate approach in place to manage this need, increase accountability and achieve best value. All potential capital projects are evaluated, prioritised and commissioned via an objective corporate framework. This framework ensures that external sources of funding are considered at an early stage to maximise the effectiveness of the Council's limited capital resources. By using the investment appraisal process we evaluate risk as well as the costs and benefits we demonstrate and achieve best Use of Resources. Those schemes that become part of our capital programme are then monitored and reviewed via an objective corporate framework.

### **4. ASSET MANAGEMENT STRATEGY 2010-2013**

We have developed our Asset Management Strategy to set the context for the preparation of our annual Asset Management Plans.

#### **OUR VISION**

To manage the Council's assets effectively by providing:

- A portfolio of buildings and other assets that are balanced to our ability to maintain them in the medium to long-term.
- Buildings and car parks that are fit for purpose, sustainable, give access to all, and meet service needs and community expectations.
- Appropriate capacity to manage our assets effectively.
- Assets that help promote and support a sustainable, thriving and balanced local economy within our borough.
- Assets that help sustain and enhance our natural and built environment, improve environmental awareness within our community, and minimise the overall use of energy, make use of renewable energy sources wherever it is possible to do so and minimise harmful emissions, particularly "Greenhouse gases".
- Assets that help provide sustainable, affordable and accessible recreation and cultural services which meet the needs of our community.
- A choice of housing to meet the needs of the residents of the borough.
- Commercial estate management to generate income.
- Information Technology systems that facilitate the successful delivery of Council services to the public; delivering what is needed, where it is needed and when it is needed.

- Vehicles that are fit for purpose, environmentally friendly and provided in the most financially advantageous way to the Council.

In terms of our operational buildings in particular, we will:

- Ensure that no new buildings are constructed or acquired unless they are sustainable and affordable for the whole life of the building.
- Continually review processes and policies to ensure effective estate, contract and project management that assist us to meet our corporate objectives.
- Challenge the need for ownership/retention of property and review our property holdings to identify sites for rationalisation or change of use and seek opportunities for the sharing of property with partners.
- Monitor running costs to target potential savings.

## **OUR STRATEGY**

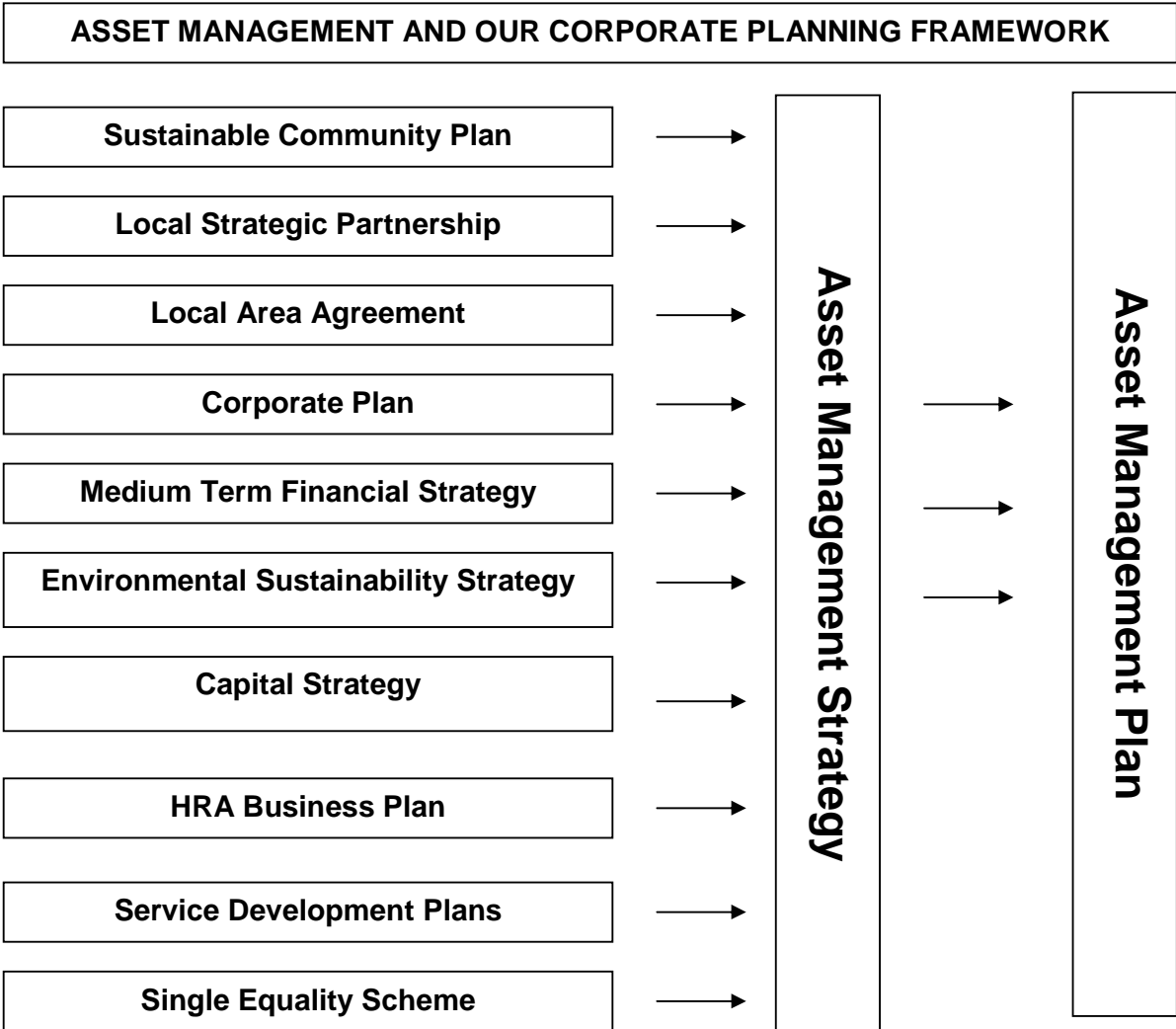
Our Asset Management Strategy consists of a number of objectives, which are:

- To develop a portfolio of assets to meet changing service needs and evolving methods of service delivery assisting us to meet our corporate objectives.
- To regularly review our assets to ensure they are used effectively, deliver value for money and to dispose of assets which cannot demonstrate links to our corporate objectives or to service delivery requirements.
- To reduce the backlog of repairs by targeting capital investment into buildings necessary for longer term service delivery.
- To use available resources such as land, finance and partnership working to deliver affordable homes to meet the housing needs in the borough.
- To ensure that the Council's housing stock attains and maintains the minimum decent homes standard.
- To use assets to support regeneration of the Borough and to enhance the environment, thus contributing to a dynamic local economy.
- To maximise income and minimise liabilities in our commercial property portfolio, rationalising as necessary to ensure value for money.
- To ensure that the way we take and implement decisions relating to our various assets, including land, buildings, information technology and vehicles is in line with recognised best practice.

Our annual Asset Management Plan sets out how these objectives are to be achieved and implemented via its Action Plan which details timescales and key milestones.

**5. Asset Management and Our Corporate Planning Framework**

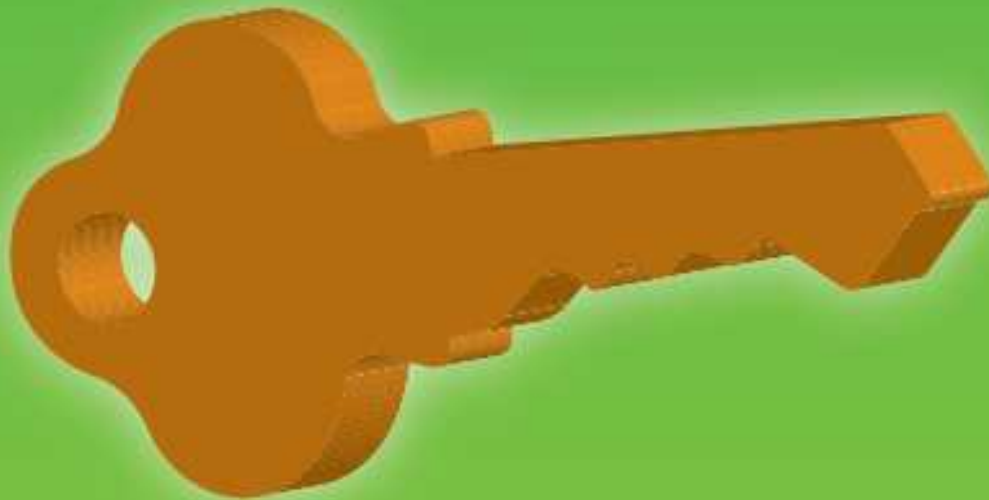
The following diagram shows the key partnerships, strategies and plans that link with our Asset Management Strategy 2010-2013 and Asset Management Plan 2010-2011. More detail can be found on our website at [www.nuneatonandbedworth.gov.uk](http://www.nuneatonandbedworth.gov.uk)





# Asset Management Plan

2010-2011



**NUNEATON AND BEDWORTH BOROUGH COUNCIL  
ASSET MANAGEMENT PLAN**

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## **1. INTRODUCTION**

This Asset Management Plan (AMP), has built on the 2009/10 AMP. It has become more streamlined and cross-references with our other plans and strategies throughout. Our membership of the CIPFA NaPPMI network means we are able to compare and benchmark ourselves more with similar Authorities and build upon this year on year.

Our annual Asset Management Plan sets out how our Asset Management Strategy objectives are to be achieved and implemented via its Action Plan, which details timescales and key milestones.

## **2. CORPORATE WORKING ARRANGEMENTS**

### **Corporate Property Officer**

The Council's Corporate Property Officer [CPO] is the Assistant Director for Asset Management and Street Scene.

Key aspects of the CPO's role are to:

- Ensure preparation and regular review of the Asset Management Strategy, AMP and Capital Strategy, and report to the Corporate Management Team [CMT] and Cabinet as required on these.
- Ensure the Council's property assets contribute to its agreed priorities.
- Help align asset management planning with capital and revenue resource requirements, and ensure value for money and consistency with the Capital Strategy.
- Review performance in asset management and action improvements as necessary.
- Challenge the inappropriate or inefficient use of assets through regular reviews of assets.
- Co-ordinate the AMP and Capital Strategy with the Housing Revenue Account Business Plan.
- Ensure stakeholder satisfaction is measured and used to improve service delivery.
- Communicate to Elected Members, CMT and Extended Management Team [EMT] on progress in delivering the AMP.
- Ensure the development, in conjunction with Elected Members and other stakeholders, of effective and robust reporting arrangements, which allow Elected Members to receive, and make use of, timely and meaningful performance information relating to our assets at both a strategic and service level.
- Chair and lead our Corporate Asset Management Team [CAMT].
- Co-ordinate training needs related to asset management for officers and Elected Members.

The CPO, with feedback from CAMT and Service Delivery Plans, has identified a range of actions and initiatives to be pursued during 2010/11 as part of this AMP including developing further shared use/co-location and partnership.

### **Corporate Asset Management Team [CAMT]**

The CAMT is responsible for strategic property planning across the Council. Led by the CPO, it provides a cross-service, cross-cutting, high level, strategic overview for not just land and property, but all physical assets necessary for the effective delivery of services to the community/public identified through the Council's plans, strategies and policies.

The CAMT meets formally on a bi-monthly basis, with additional meetings being called on an ad hoc basis. As part of our commitment to strengthening our approach to asset management the Council has a Corporate Asset Planning & Analysis Officer to support and assist in driving forward the changes necessary for the Council to manage our assets more effectively.

The CAMT comprises:

- Corporate Property Officer [Assistant Director – Asset Management & Street Scene]
- Environmental Services Director
- Assistant Director – Finance and Procurement [Council's Finance Officer].
- Assistant Director – Housing
- Assistant Director – Business Improvement (responsible for IT issues)
- Assistant Director – Legal & Democratic Services
- Head of Estates & Town Centres [Council's Valuer].
- Capital Accountant
- Corporate Asset Planning & Analysis Officer.

Key aspects of CAMT's role are to:

- Review, monitor and implement the AMP.
- Provide a cross-service, high-level strategic overview of the Council's requirements for land and property necessary for the effective delivery of services to the community/public.
- Oversee the Land and Property Disposal Strategy & Programme.
- Oversee the Council's General Fund Capital Programme.
- Commission option appraisals and property reviews as required.
- Consider developments/initiatives/reports/statutory instruments/changes to, or new legislation affecting the Council's property portfolio and its ability to support service delivery.
- Ensure that the asset register is complete and up to date.
- Oversee and direct the work programme of the Corporate Asset Planning & Analysis Officer.

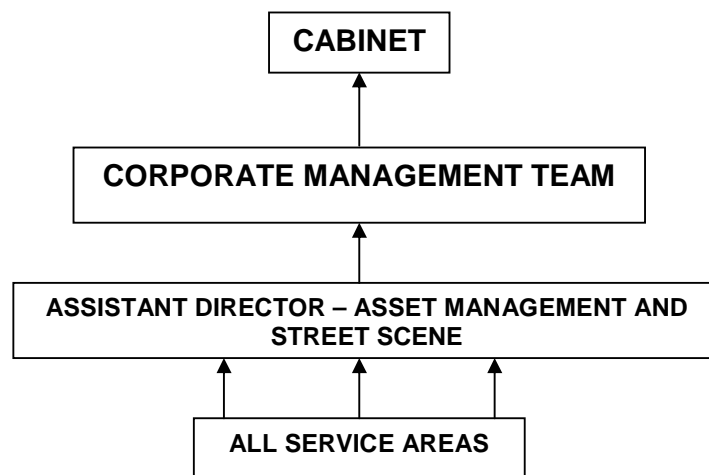
## Political Structure

The council's current political structure consists of a Cabinet and 3 Scrutiny Panels, each with their own areas of responsibility.

The Cabinet is the decision making body and, because it is not service related, is able to take an objective corporate overview. It is also responsible for determining bids for resource allocation, both revenue and capital. The Cabinet through the Corporate Property Officer, and Corporate Asset Management Team, has defined the responsibility for strategic asset management for the Council.

Cabinet comprises 6 Elected Members all of whom have responsibilities for individual portfolios. The responsibilities of each individual Cabinet Member are set out in detail in the Council's Constitution, responsibility for overall asset management rests with the Cabinet Member for Resources and Support.

Our Asset Management organisational arrangements are summarised below:



### **3. OVERVIEW OF ASSETS**

We hold considerable assets of different types, including buildings, land, vehicles, plant and equipment. The table below shows the "balance sheet values" of these assets as at 1 April 2010.

Table.1

<b>TYPE OF ASSET</b>	<b>VALUE £000's</b>
Council dwellings	173,351
Other buildings and land	41,708
Vehicles, plant and equipment	3,354
Infrastructure assets	2,752
Community Assets	908
Non operational assets – investment properties	17,555
Assets under construction	123
Assets pending disposal/development	5,000
<b>Computer software</b>	<b>953</b>
<b>TOTAL</b>	<b>245,704</b>

We need to ensure that any land and property asset we hold represent good value for money for the citizens of the borough in terms of current use and potential future use. Our reasons for holding property are:-

- Operational use – current or future.
- Proper planning of the Borough.
- Facilitate strategic planning and development within the Borough.

The Council's property assets can be categorised as follows:-

#### **1. Operational properties**

Land and property used to accommodate the Council's administrative functions or for the provision of facilities or delivery of services to the community/public [e.g. offices, depots, leisure centres, parks, etc].

#### **2. Non-operational properties**

Land and property owned by the Council that assists the Council in delivering its functions. Non-operational land and buildings can achieve this by:-

- Meeting the needs of local communities.
- Helping to improve the local environment.
- Facilitating regeneration.
- By making revenue and capital contributions to the financial resources of the Council.
- Through the promotion of economic activity and employment.
- Supplementing the Council's planning controls.

## **Council Dwellings**

We directly own and manage our housing stock. The detailed asset management arrangements for our housing stock are detailed in our HRA Business Plan 2010 – 40. As at 1<sup>st</sup> April 2010 we had 5,956 Council homes.

## **Leisure & Sports Centres**

In 2004 Nuneaton & Bedworth Leisure Trust was created to take over the management of all our Sport/Leisure centres.

Ownership of, and hence maintenance responsibility for the buildings which the Trust operates, remains with the Borough Council. In order to reduce the administration involved in undertaking minor works the Leisure Trust are provided with a fund of £40,000 each year to cover minor reactive repairs. The Trust is then responsible for ensuring that all necessary reactive repairs and maintenance are carried out as required.

## **Other Buildings, Car Parks and Land**

Our operational assets include buildings such as the Town Hall, Council House and Civic Hall. Also included are parks and public open space. We are currently half way through an 8 year programme of updating and rationalising our play areas within the borough and an Outdoor Play Strategy is in place to deliver the objectives of this programme. As for the 343 hectares of parks, recreation grounds and public open space that we maintain, we have developed a comprehensive Open Space Strategy to manage them in a coherent manner in the medium to long-term.

Our non-operational assets include those held as investments, such as shops and industrial units, plus markets. Assets which are surplus, vacant or awaiting disposal are also in this category, as are development sites.

Our assets held as investments produce an annual income in the region of £1.5m. We review them on a regular basis to see whether or not they continue to represent good investments, and if not whether there is some other justification to retain them, such as their contribution to regeneration.

Our undercover market in Bedworth and our outdoor market in Nuneaton make significant contributions to the regeneration, vitality and attraction of the two Town Centres.

We maintain 3 multi-storey car parks and 15 surface level “pay” car parks with 2,800 parking spaces. These will bring in an estimated income of £2.0m this financial year.

## **Maintenance of Assets**

We have a well-established Corporate Property Maintenance Programme [CPMP] which primarily deals with the repair and maintenance of non-Housing Revenue Account [HRA] buildings. However, the CPMP also deals with the repair and maintenance of other structures and features belonging to the Council, including

bridges, fountains, boundary walls, fences, and unsurfaced [but designated] car parks. Pressures on the CPMP have greatly increased due to the number of unpredicted repair and replacement works that have needed to be undertaken, together with the impact of new legislative requirements relating to Asbestos, Legionella and Fire Regulations, etc.

A stock condition survey of buildings covered by the CPMP was carried out during 2007 and this has been used to set our on-going maintenance programme.

The CPMP budget for 2010/11 is £641,130. The Council's Medium Term Financial Strategy currently assumes that this level of budgetary provision will continue until 2011. We recognise that this level of revenue funding alone is not sufficient to adequately maintain our current building stock and address our backlog maintenance issues. In light of this, and notwithstanding work we are undertaking to rationalise our building stock, we have decided to make a £300,000 provision in our overall general fund capital programme for 2010/11, to carry out necessary major repair works to our general fund building related assets. We will recommend that this provision is extended for a further 2 year period.

### **Information Technology**

Regular investment in IT hardware, application software and development of services has created significant information and knowledge assets. Every employee that requires IT equipment has the facility to access operational and general office systems, extending to mobile and remote workers.

Further customer improvements are planned as part of our Corporate Customer Service Strategy, with an ambitious 5-year programme to raise standards of customer service and improve the customer experience for residents. This demonstrates our commitment to putting the customer at the heart of our services – **quality with efficiency.**

Ensuring that all IT assets are managed and provide a return on investment, projects are appropriately prioritised and contribute to corporate aims and objectives helps to target resources to front-line services. Our IT strategy will look to integrate web sites, customer service systems and document management technologies to develop services that are meaningful and accessible to our customers.

### **Vehicles**

The Council currently operates a range of vehicles in connection with its activities in the areas of refuse collection, town centre cleansing, town centre markets, parks and gardens, and housing stock maintenance. This asset category currently has a book value of some £1.5m and includes:

- 17 Refuse Vehicles.
- 8 Pedestrian and Highway Sweepers.
- 76 Commercial Vans and Trucks.
- 15 other specialist plant and vehicles.

These vehicles are maintained at the Council's St. Mary's Road depot.

The Council also operates a number of vehicles on an "as needed" hire basis which can become protracted. It is the Council's current policy to replace all hired vehicles with purchased vehicles and to source in the most cost effective manner. It is the intention to replace all vehicles at an age of five years. Currently some vehicles have been kept in service beyond this time.

Forward investment in this asset category will not only need to be fully justified on an acquisitions own merit but must be considered in connection with investment/dis-investment decisions made with other associated asset classes.

#### **4. PARTNERSHIPS, ENGAGEMENT AND CONSULTATION**

##### **Partnerships**

We seek every opportunity to work with partners or through partnerships to ensure optimum use of assets and value for money.

Examples of our working in partnership to deliver our aims and objectives include:

- A Joint Venture Agreement with the Regional Development Agency for the West Midlands, Advantage West Midlands [AWM] to reclaim a Council owned redundant foundry. A complex in Nuneaton to provide 2.8 hectares of land for new employment uses.
- We are working in partnership with Tesco to secure the redevelopment of their existing food superstore/multi-storey car park complex to provide new retail floorspace, car park and environmental and highway improvements in Bedworth Town Centre.
- We are providing accommodation to the Police in Keresley Community Centre to provide a local office accessible to the community.
- The Camp Hill 'Urban Village' project has involved working with various stakeholders. Phase 2, is being delivered in conjunctions with Lovells and Pride in Camp Hill Ltd, and Phase 3 with Advantage West Midlands, English Partnerships, Housing Corporation and Barretts. Both phases have involved consultation with, and input from, the local community and stakeholders.
- We provide a range of accommodation to, and fund, third sector groups and bodies (ie CAB, Employment Rights, Warwickshire Race Equality Partnership, etc.) to ensure local delivery of services.
- We provide accommodation for the PCT in the Newtown Centre to deliver healthy living/lifestyle advice and guidance.

We also see shared use/co-location with our partners and stakeholders to deliver across a broad range of services as an important aspect of partnership working. Examples of shared use/co-location include: -

- Warwickshire County Council's Area team moved into offices in our Town Hall in May 2009. This arrangement has resulted in NBBC receiving £7,500 per annum in rental income; whilst at the same time reducing the level of rent the County Council's Area team was paying for their previous accommodation. In addition it has resulted in closer working between the County Council Area team and NBBC staff as they are co-located in the same building.
- HMRC will be moving in to an area on the ground floor of the Town Hall in June 2010. This move will yield a rental income to NBBC; significantly reduce the levels of rent HMRC are paying compared to their previous offices in Nuneaton, and provide HMRC with a much better quality of accommodation. It will also ensure that Nuneaton retains a "face-to-face" customer access point for HMRC related business, and add to the range of services available to members of the public from the Town Hall Customer Services Centre.

### **Engagement and Consultation**

The Council's commitment to Community Engagement, including minority groups is set out in our Statement of Community Involvement and our Consultation Framework. Our consultation processes embedded within our strategic planning process to inform and obtain feedback is fed through the Community Plan, Corporate Plan, BVPP and Service Development Plans into the AMP process. This involves external and internal consultation across a wide range of Council functions and services. Any consultation will be Compact Compliant.

## **5. ENERGY EFFICIENCY AND ENERGY MANAGEMENT**

### **General**

We recognise that we have a major responsibility to safeguard the environment and promote sustainable use of resources. The supply and use of energy underpins nearly all services that the Council provides within the Borough and we aim to continually reduce our consumption of all utilities and greenhouse gas [including CO<sub>2</sub>] emissions from our main buildings [including our housing stock] and our vehicles.

In 2007 we replaced our corporate energy policy with an Environmental Sustainability Strategy [ESS], which brings together in a coherent manner our aims, objectives, targets and how to achieve those targets in one place. We have now produced a new ESS covering the period 2010-2013. Our ESS is integrated with all our other major strategies, plans and policies and has the full and active support of Elected Members and senior management in all service areas. Hence it clearly demonstrates our commitment to tackle climate change and to playing our part in reducing energy consumption.

## **Energy Use in our Buildings**

We have made continual improvements to our energy systems in our main buildings over the last few years, with sub-metering, a revised utilities procurement structure and the installation of Combined Heat and Power Units in the Town Hall and more recently in both Pingles and Bedworth Leisure Centres. Other improvements include installing energy efficient lighting in our multi storey car parks as well as the Council House and Town Hall, resulting in a reduction in consumption and overall spending on utilities. During the summer of 2010 we will be installing a “voltage optimisation device” into five of our largest buildings.

## **Transport**

The Council is fully aware of its environmental responsibilities and its vision is to minimise the use of energy and wherever possible reduce harmful emissions, particularly “Greenhouse gases”.

We have a wide variety of vehicles that we own and operate on a day-to-day basis, all of which use ultra low sulphur Bio Diesel. Our Refuse Collection vehicles meet Euro 4, or Euro 5 emission standards and we are currently investigating the potential to use both electric and compressed natural gas vehicles in the group 3.5 tonnes or less.

We have a rolling five-year replacement and renewal programme for our less than 3.5 tonne vehicles group, and a seven year replacement cycle for our RCV fleet. This ensures that we regularly update with vehicles that comply with the latest energy efficiency and emission requirements.

We are working with the Energy Saving Trust to implement the recommendations of a “green fleet review” carried out in early 2010 as part of our Local Authority “one-to-one” Support Programme.

## **Information Technology**

We ensure that IT and communications equipment we buy is as energy efficient as possible and complies with the “International Energy Star Programme”.

We are also looking to expand the numbers of staff that are able to work from home to make best use of office space and reduce the number of commuter miles, so reducing carbon emissions.

## **6. PROPERTY REVIEW, ACQUISITIONS AND DISPOSALS**

During 2010/11 we will be developing a new policy and processes in relation to acquisitions and disposals. This will provide formal guidance on reviews, acquisitions and disposals to help ensure we have the right assets to deliver our services, and to drive efficiencies through disposals.

## **Property Review**

In accordance with actions contained within our Housing Strategy 2008-2011, we have been carrying out work to identify potential sites for housing development, and particularly sites that would be suitable for development by Registered Social Landlords (RSL's). 8 garage sites are in the process of being sold to RSLs which will result in 56 social housing units being delivered in 2010/11. Further, Cabinet approved a comprehensive assessment of all 170 council owned garage sites within the Borough to identify opportunities for further housing developments. The assessment was completed during 2009/10 and will inform further activity during 2010/2011 and beyond. The provision of more affordable housing, including social housing, is a priority for the Council and we will continue to explore ways to increase its supply in the Borough.

## **Acquisitions**

Following the completion of a corporate option appraisal relating to the Council's operational properties and a review of SDP's the only identified need that cannot be met from within existing resources is the provision of additional cemetery space. At this time, therefore, there is no need for the acquisition of additional operational building assets.

Regeneration initiatives will continue to be the main focus for acquisitions for the period up to and including 2011. In particular land acquisitions activity is likely to be required to drive forward our Town Centres Development Master Plan. Opportunities for strategic land acquisitions will also be taken where sites will be purchased to act as a catalyst for regeneration or to contribute to the public realm, and then subsequently resold to recycle the assets. During 2009/2010 the Council acquired land adjacent to Vicarage Street in Nuneaton Town Centre to facilitate the comprehensive regeneration of the Vicarage Street/Church Street site.

## **Under-utilisation and disposal**

Capital receipts totalling £1.05m were received in 2009/10 through general fund asset disposals, with £1.53m anticipated in 2010/2011.

Due to the depressed state of the residential and commercial property market during 2009/2010 there was limited opportunities to progress disposals of land and property, however, where opportunities arise in the future to secure the best consideration for surplus land and property these will be pursued.

Following completion of the Strategic Land Availability Assessment, as part of the underpinning work towards the production of the Council's Core Strategy, a Land Disposal Strategy will be produced identifying a disposal programme for Council land with development opportunities.

Following relocation of the IT servers to the new Server Room in the Council House and staff to the Town Hall in early 2010/2011, the Riverside building is to be demolished and additional car parking provided. This course of action will significantly reduce the Council's outgoings (eg electricity, NNDR, etc), and remove

the substantial maintenance and repair liability whilst generating additional car parking income.

## **7. DATA MANAGEMENT**

Property data is being used in a variety of ways to drive improvements:

- Better information on what we own, its use, its condition and predicted repair and maintenance costs is helping significantly in the Asset Management Planning process and the property review process, to identify assets for retention, refurbishment or disposal.
- Building condition surveys and operating costs are being used to make more informed decisions on capital programme planning.

Our core and intermediate corporate property data is held on IPF's Asset Manager Software to provide a Corporate Property Database and Asset Management System which provides the following functions:

- Asset Register module that provides a comprehensive record of the Council's land and property assets, and includes a valuation programme for undertaking asset valuations in accordance with CIPFA / RICS guidelines.
- Terrier module that provides a record of Deed Packet information linked to the Asset register and provides the dynamic link to the GIS Estates Terrier.
- Property Management module which holds all managed records including Leases, Licences, Wayleaves and Easements.
- Condition Survey Module that can be used to hold information on the condition of property assets.

## **8. PERFORMANCE MANAGEMENT & MONITORING**

We manage, monitor and review the use of our property resources through a number of mechanisms to ensure that the portfolio continues to meet the needs and objectives set for holding that property, and produces improvements in performance linked to Corporate and service objectives.

### **National Performance Indicators**

We are now using selected NaPPMI to measure our performance and through our membership of the IPF Asset Management Network we will use these indicators to benchmark our performance compared to other councils. In addition, after a review of best practice of Beacon Councils and after discussion of factors specific to NBBC, we have put in place a range of local performance indicators. Our performance data for 2008/09 NaPPMI and 2009/10 Local Performance Indicators (where available) is contained in Appendix 1.

## **9. RISK MANAGEMENT RELATING TO ASSET MANAGEMENT**

The control and management of risk is an increasingly important issue for us. Our approach to risk management is based on key principles of:

- Review (regularly and comprehensively assessing business operational factors and amending/updating risks as appropriate);
- Communication (promoting an internal environment that shares good practice and embraces new learning); and
- Consultation (ensuring our approach to risk is flexible and responsive enough to accommodate shifts in local priorities and corporate objectives).

Risk implications of capital investment requirements are assessed and considered as part of the Option Appraisal process and many of our capital schemes help to mitigate risk in respect of health and safety issues, legal challenges, building systems failure, IT system failure, vehicle failure, etc.

Our CAMT monitors progress and spending on schemes within our general fund Capital Programme and our Assistant Director of Asset Management & Street Scene holds regular review meetings in respect of our Housing Capital Programme. In addition the partnering arrangements we have in place for the majority of our Housing Capital Programme works explicitly require strategic, operational and project specific risk logs to be produced and actively managed. However, we recognise that we need to develop further our approach to risk management in terms of our asset management activities, particularly in terms of our general fund assets. Our Corporate Asset Planning & Analysis Officer works with our corporate risk management group to develop other facets of risk management in relation to our on-going asset management activities.

We have a robust Business Continuity Management Strategy in place, the overall aim of which is to create an internal environment where risks to the Council's business are minimised, and business interruptions are prevented as far as possible. Our Business Continuity Plan provides a strategic framework around which staff can work to enable critical functions to be delivered as quickly as possible in the event of a business interruption. The plan is a fundamental part of our corporate Business Continuity Management Strategy.

Our Assistant Director of Asset Management & Street Scene will play a pivotal role in all stages of the Business Continuity Management process and would have a lead role in the activation of the plan subject to the extent of the loss of the premises

## **Action Plan 2010-2011**

<b>Action</b>	<b>Category</b>	<b>Priority</b>	<b>Corporate Plan Aim</b>	<b>Corporate Plan Priority</b>	<b>Project Leader</b>	<b>Target Date</b>	<b>Resource Requirement</b>	<b>Customer Focussed Outcome</b>	<b>Measured by/Target</b>
Assess the suitability of all land and stock in Council ownership, for consideration for affordable housing.	Land	High	1	1.1	Head of Estates and Town Centres	Ongoing	Existing staff resources	To provide land to meet the future needs of residents	No. of sites developed & No. of houses provided
To ensure the work plan of the Corporate Asset Planning & Analysis Officer is monitored and reviewed via the CAMT.	General	High	4	4.1	Assistant Director – AM&SS	Ongoing	Within existing officer time – 1 day per month	Best use of resources to improve service delivery.	No. of projects completed
Ensure that data for Key Performance Indicators on the performance of the Council's portfolio of assets is collected.	General	High	4	4.1	Corporate Asset Planning & Analysis Officer	Ongoing	Within existing officer time	Improved service delivery	No. of PI's reported
Continue with regular reporting to the respective Cabinet Member with responsibility for the portfolio of assets.	General	High	4	4.1	Corporate Asset Planning & Analysis Officer	Ongoing	Within existing officer time	Improved service delivery	No. of reports
Continue with regular reporting to our political scrutiny mechanisms on asset management	General	High	4	4.1	Corporate Asset Planning & Analysis Officer	Ongoing	Within existing officer time	Improved service delivery	No. of reports

Action	Category	Priority	Corporate Plan Aim	Corporate Plan Priority	Project Leader	Target Date	Resource Requirement	Customer Focussed Outcome	Measured by/Target
Continue the rolling programme for the re-valuation of all the Council's assets, including land and property.	General	High	4	4.1	Head of Estates & Town Centres/Head of Accounting	Ongoing	Existing officer time & external valuation support – approx £20k	Best use of resources	No. of valuations completed
Complete IT Computer suite re-location.	Operational Buildings	High	4	4.2	Assistant Director – Business Improvement & Assistant Director – AM&SS	31/09/2010	Existing officer time. £300k for new IT equipment	Best use of resources & improved service delivery	Move completed by target date
Draw up and issue a development brief to facilitate the redevelopment of the Vicarage Street priority Master Plan site.	Non-operational Investment /Commercial	High	1	1.2	Head of Estates & Town Centres	31/10/2010	Existing officer time	Development of the Town Centres as accessible, attractive, clean, safe and vibrant places	Completed by target date
Complete an appraisal/review of the St. Mary's Road Depot to determine future operational requirements.	Operational Buildings	High	4	4.3	Assistant Director – AM&SS	30/11/2010	Existing officer time to undertake evaluation	Improved service delivery and reduced costs	Completed by target date

<b>Action</b>	<b>Category</b>	<b>Priority</b>	<b>Corporate Plan Aim</b>	<b>Corporate Plan Priority</b>	<b>Project Leader</b>	<b>Target Date</b>	<b>Resource Requirement</b>	<b>Customer Focussed Outcome</b>	<b>Measured by/Target</b>
Progress valuation of the collections held in the Council's Museum and Art Gallery.	Community Asset	Medium	4	4.1	Senior Museum Officer	31/09/2010	Existing Officer time & £500 p.a. valuation costs	Best use of resources	No. of items valued
Complete a review of commercial properties	Non-operational Investment /Commercial	Medium	4	4.3	Head of Estates & Town Centres/ Corporate Asset Planning & Analysis Officer	31/08/2010	Existing officer time	Best Use of Resources & Improved service delivery	No. of properties reviewed
Finalise integration of asset registers throughout all service units.	General	High	4	4.1	Corporate Asset Planning & Analysis Officer	30/09/2010	Within existing officer time until June 09 – 2 days per week. Consultancy Costs approx £10k	Best use of resources	System to be operational by target date
Review method of internal recharge for accommodation with regard to office moves	General	Medium	4	4.1	Head of Accounting	30/09/2010	Existing officer time	Application of best value principles	Completed by target date

Action	Category	Priority	Corporate Plan Aim	Corporate Plan Priority	Project Leader	Target Date	Resource Requirement	Customer Focussed Outcome	Measured by/Target
Implement General Fund Capital Programme	General	High	Various	Various	Various	Throughout 2010/11	Within existing officer time. Approved capital costs	Numerous	No. of capital projects completed
Investigate options towards disposal of land at Mill Gardens, Nuneaton	Non-operational Land	High	1	1.1	Head of Estates & Town Centres	31/08/2010	Existing Land & Property Team resources	To provide housing to meet the needs of residents	No. of houses provided and Capital receipt received
Identify and pursue opportunities for co-location and shared use of property assets to support service delivery.	General	Medium	4	4.3	Assistant Director – AM&SS	Ongoing	Within existing officer time – 1 day every 2 months. Cost cannot be identified until opportunity is identified	Improved service delivery and reduced costs	No. identified and No. completed
Complete Open Space strategy	Operational Land	High	3	3.1	Head of Recreation	30/09/2010	Within existing officer time	Best use of resources to improve service delivery	Completed by target date

Action	Category	Priority	Corporate Plan Aim	Corporate Plan Priority	Project Leader	Target Date	Resource Requirement	Customer Focussed Outcome	Measured by/Target
Appraise & review the possibilities of extending Home-working to more of the workforce	General	Medium	4	4.3	Head of Human Resources	30/09/2010	Existing Officer time subject to workload and priorities	Better use of resources	No. of homeworkers
Review Section 106 policy and administrative processes relating to this	General	High	Various	Various	Corporate Asset Planning & Analysis Officer	31/08/2010	Existing officer time	Numerous	Completed by target date
Implementation of EDRMS (TRIM)	Intangible Asset	Medium	4	4.3	Programme Manager	Ongoing	1 days training for 600 employees	Improved service delivery	No. of employees that have received training
Acquisition of land for cemetery extensions at Bedworth Glebe, Bedworth & Eastboro Way, Nuneaton	Operational Land	High	1	1.4	Head of Recreation	Ongoing	Existing Officer time & £1.3m land acquisition & infrastructure costs	Improved service delivery	Completed by target date
Marketing of Kingsholme site, Nuneaton	Operational Land	Medium	1	1.2	Head of Estates & Town Centres	Throughout 2010/11 as needed	Existing Officer time	Development of the Town Centres as accessible, attractive, clean, safe and vibrant places	Completed by target date

Action	Category	Priority	Corporate Plan Aim	Corporate Plan Priority	Project Leader	Target Date	Resource Requirement	Customer Focussed Outcome	Measured by/Target
Demolition of Riverside Building and create additional parking spaces.	Operational Buildings	High	4	4.1	Assistant Director – AM&SS	31/12/10	Existing officer time	Best use of resources and improved service delivery	Completed by target date
Re-locate Nuneaton and Bedworth Call Centre Team to Kings House, Bedworth	General	High	4	4.2	Assistant Director – Business Improvement & Assistant Director AM&SS	30/06/10	Existing officer time	Best use of resources and improved service delivery	Completed by target date
Purchase 3 new refuse vehicles	General	Medium	3	3.1	Transport Engineer	31/08/10	Existing officer time	Improved service delivery	Completed by target date
Re-furbish Bedworth Area Office	Operational Buildings	High	4	4.2	Assistant Director – Housing Services	31/07/10	Existing officer time	Best use of resources to improve service delivery	Completed by target date
Re-locate Nuneaton HMRC Team to Town Hall	General	High	4	4.2	Assistant Director – Business Improvement & Assistant Director – AM&SS	30/06/10	Existing officer time	Best use of resources to improve service delivery	Completed by target date

Action	Category	Priority	Corporate Plan Aim	Corporate Plan Priority	Project Leader	Target Date	Resource Requirement	Customer Focussed Outcome	Measured by/Target
Refurbishment of Riversley Park play area	Operational Land	High	3	3.1	Head of Recreation	31/08/10	Existing staff resources	Best use of resources to improve service delivery	Completed by target date
Development of Lidl in Queens Road, Nuneaton	Non-operational Land	High	1	1.4	Head of Estates & Town Centres	30/09/10	Existing officer time	Improved service delivery	Completed by target date
Install efficient, condensing gas boilers, "recycled" from the Miners Welfare Park Nursery, into the Civic Hall	General	Low	4	4.1	Capital Projects, Engineering & Surveying Manager	30/06/10	General Fund capital works required	Best use of resources	Completed by target date
Install a biomass boiler at the Civic Hall, Bedworth	General	Low	4	4.1	Capital Projects, Engineering & Surveying Manager	30/09/11	General Fund capital works required	Best use of resources	Completed by target date

## **FUTURE/LONG TERM ACTIONS**

<b>Action</b>	<b>Corporate Plan Aim</b>	<b>Corporate Plan Priority</b>	<b>Project Leader</b>	<b>Target Date</b>	<b>Customer Focussed Outcome</b>
Support delivery of Phase II, Camp Hill	1	1.1	CMT	31/10/2012	To provide housing to meet the needs of residents through regeneration
Support delivery of Phase III, Camp Hill	1	1.1	Environmental Services Director	31/03/2023	No. of houses
Tesco redevelopment, Bedworth, inc. Leicester Street, Mill Street & Church Way	1	1.2	Head of Estates & Town Centres/Assistant Director – AM&SS	31/03/2012	Development of the Town Centres as accessible, attractive, clean, safe and vibrant places
Progress disposal of land at Bedworth Heath	4	4.3	Head of Estates & Town Centres/ Assistant Director – Legal & Democratic Services	30/09/2012	Best use of resources to improve service delivery

<b>Action</b>	<b>Corporate Plan Aim</b>	<b>Corporate Plan Priority</b>	<b>Project Leader</b>	<b>Target Date</b>	<b>Customer Focused Outcome</b>
Commence work on site to re-develop the site adjacent to Aldi, Bedworth	1	1.2	Head of Estates & Town Centres	31/12/2012	Promote a thriving local economy and increase in employment opportunities
Commence work on site to re-develop the land at Vicarage Street, Nuneaton	1	1.2	Assistant Director – AM&SS/Head of Estates & Town Centres	31/03/2012	Development of the Town Centres as accessible, attractive, clean, safe and vibrant places
Commence work on site to re-develop the Bus Station site, Nuneaton	1	1.2	Assistant Director – AM&SS/Head of Estates & Town Centres	31/03/2013	Development of the Town Centres as accessible, attractive, clean, safe and vibrant places

## APPENDIX 1

### NaPPMI Performance Data for 2008/09

#### PMI 1 - Condition and Required Maintenance

##### Key

Category	Definition
A	Good. Is performing as intended.
B	Satisfactory. Is Performing as intended but with minor deterioration.
C	Poor. Shows major defects and/or is not performing as intended.
D	Unsuitable. Life of the asset has expired or there is risk of imminent failure.

Category	Definition
Priority 1	Urgent works required
Priority 2	Essential work required within two years.
Priority 3	Work required within three to five years

##### **A: % gross internal floor space in condition category**

Category	A	B	C	D	% of Buildings in Category
	Good	Satisfactory	Poor	Unsuitable	
Operational Property	Nil %	55 %	45 %	Nil %	%
Non-Operational Property	%	%	%	%	%
Identified Surplus Property	%	%	%	%	%

##### **B i: Required Maintenance as total cost by Priority Level**

Priority Level	1	2	3	Total
	£000's	£000's	£000's	£000's
Operational Property	Nil	905,746	1,305,715	2,211,461
Non-Operational Property				
Identified Surplus Property				
Total				

**B ii: Required Maintenance cost as % by Priority Level**

Priority Level	1	2	3	Total
Operational Property	Nil %	41 %	59 %	100%
Non-Operational Property	%	%	%	100%
Identified Surplus Property	%	%	%	100%
Total	%	%	%	100%

**B iii: Required Maintenance overall cost per square metre**

	Actual	Target
	£	£
Operational Property		
Non-Operational Property		

**C: Annual % change to total required maintenance figure over previous year****D : total spend on maintenance in previous financial year – as total, per square metre and % split between reactive and planned**

	Total	Per Sq M	Planned	Reactive
	£	£	%	%
Operational Property				
Non-Operational Property				

**PMI 2 Environmental Indicators****A: Energy Costs/consumption per square metre**

	£	Kwh
Operational Property	£17.71 /m2	447 kwh/m2
Non-Operational Property		
Identified Surplus Property		
Total Consumption	£534,486	13,518,651 kwh

**B: Water Costs/consumption per square metre**

	£	volume
Operational Property		
Non-Operational Property		
Identified Surplus Property		
Total		

**C: CO<sub>2</sub> emissions per square metre**

	£	tonnes
Operational Property		
Non-Operational Property		
Identified Surplus Property		
Total		

**PMI 5 Sufficiency**

		Actual	Target
A2	Office space as a % of the total floor space in operational office buildings	%	%
A3	Number of offices or operational buildings shared with public agencies		
	% of operational buildings shared with public agencies	%	%
B1	Average office floor space per number of staff in office based terms	sq m	sq m
B2	Average floor space per workstation		

**PMI 6 – Spend****B: Property Costs per GIA sq m**

	Per sq m	Per sq m
All Property	£	£

**Local Performance Indicators Data 2009/10**

**LPI 1 Internal Rate of Return on Investment Property**

Internal Rate of Return by Asset Portfolio		Actual	Target
a)	Commercial Investment Property	%	%
b)	Retail Investment Property	%	%
c)	Other Investment Property	%	%

**LPI 2 Financial Performance of Non-Operational "Investment" Property**

Commercial Property		Qtr 1	Qtr 2	Qtr 3	Qtr 4
Collection Rate	Target rent collected as percentage of rent due	%	%	%	%
	Actual rent collected as percentage of rent due	%	%	%	%
Arrears	Target amount of Arrears	£	£	£	£
Arrears	Actual amount of arrears	£	£	£	£
Voids	Average Number of Unoccupied Properties	No.	No.	No.	No.
	Unoccupied > 6 months	No.	No.	No.	No.
	Unoccupied > 12 months	No.	No.	No.	No.

Retail Property		Qtr 1	Qtr 2	Qtr 3	Qtr 4
Collection Rate	Target rent collected as percentage of rent due	%	%	%	%
	Actual rent collected as percentage of rent due	%	%	%	%

Arrears	Target amount of Arrears	£	£	£	£
Arrears	Actual amount of arrears	£	£	£	£
Voids	Average Number of Unoccupied Properties	No.	No.	No.	No.
	Unoccupied > 6 months	No.	No.	No.	No.
	Unoccupied > 12 months	No.	No.	No.	No.

### **LPI 3 – Availability and Usage of Corporate Information Technology**

Corporate Web Site	2007/08 Actual	2008/09 Actual	2009/10 Target
Number of Web Site Hits			
Number of Web Customer Transactions			
Corporate “Desktop” availability	2007/08 Actual	2008/09 Actual	2009/10 Target
Number of working days available			

### **LPI 4 – Vehicle Numbers and Availability**

Authority Vehicles	2007/08 Actual	2008/09 Actual	2009/10 Actual
Number of Vehicles Operated	126	132	107
Number of Vehicles Owned	126	132	107
Vehicle Availability	%	%	%
Vehicles Under Warranty	77%	53%	26%
Average Age of Vehicles	3 years and 2 months	3 years and 11 months	4 years and 6 months