



# Asset Management Plan

2009/10 to 2011/12



**Bromsgrove**  
District Council  
[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



# Contents



<b>1. Introduction</b>	<b>page 2</b>
<b>2. Context</b>	<b>page 3</b>
<b>3. Strategic Objectives</b>	<b>page 5</b>
<b>4. Organisational and Financial Arrangements</b>	<b>page 7</b>
<b>5. The Current Portfolio</b>	<b>page 11</b>
<b>6. Service delivery and accommodation needs</b>	<b>page 12</b>
<b>7. Non operational and Investment Property</b>	<b>page 14</b>
<b>8. Government policy and Statutory Responsibilities</b>	<b>page 15</b>
<b>9. Performance Management, Monitoring and Information</b>	<b>page 16</b>
<b>10. Appendix 1 - Asset Management Action Plan</b>	<b>page 21</b>
<b>Appendix 2 - Fixed Assets</b>	<b>page 23</b>
<b>Appendix 3 - Asset Review Methodology</b>	<b>page 24</b>
<b>Appendix 4 - Property Review</b>	<b>page 28</b>
<b>Appendix 5 - Suitability Survey</b>	<b>page 31</b>

# 1 Introduction



- 1.1** Bromsgrove District Council is a significant property owner within the District and this Asset Management Plan (AMP) is prepared in order to provide a framework that will optimise the use of property assets in terms of service benefits and financial return in order to support the Council's priorities and corporate objectives.
- 1.2** The principal function of the Plan is to ensure that land and property assets are used to support the business of the Council and the services that it provides. It is important for Bromsgrove District Council to manage these assets in a way that is effective and efficient in order to ensure that it delivers value for money.
- 1.3** This principal applies primarily to property assets but this plan details how this principal will be extended to include infrastructure, vehicles, plant, and major equipment. The Council's Head of Legal Equalities & Democratic Services is the designated Corporate Property Officer, and the Portfolio Holder for Legal, Equalities and Democratic Services is Member "Champion" for asset management.
- 1.4** Where the Council holds land and buildings for investment purposes this plan will ensure that the resource provides a maximum financial return and that where appropriate properties are disposed of.
- 1.5** This plan details:
  - ▶ The organisational arrangements for Corporate Assets Management.
  - ▶ How the management of its assets support the delivery of its Vision, values, objectives and priorities.
  - ▶ The programme and plan development information that ensures that the assets are suitable and sufficient for the services provided and how this is monitored.
  - ▶ A performance management system which relates to the Council's corporate objectives.

## 2 Context



**2.1** Good assets management that uses property as a resource supports the delivery of the Council's objectives and enables the Council to:

- ▶ Deliver excellent services for the community which are aligned to the agreed priorities and local need.
- ▶ Meeting the needs of the local community through providing parks and open spaces and leisure facilities.
- ▶ Provide efficiency gains, capital receipts or an income stream.
- ▶ Assisting economic development through provision of small industrial units.
- ▶ Providing the opportunity to work in partnership with the local community.
- ▶ Ensure that once built assets are correctly maintained.
- ▶ Reduce carbon emissions and improve environmental sustainability.
- ▶ Improve the accessibility of services and ensure compliance with the Disability Discrimination Act (DDA) 2005.
- ▶ Empower communities and consult.
- ▶ Introduce new working practices that trigger cultural organization changes.
- ▶ Improve partnership working and sharing of knowledge.

**2.2** The Council's Vision as set out in the Council Plan 2009/10 to 2011/12 is:

**“Working together to build a District where people are proud to live and work, through community leadership and excellent services.”**

**2.3** The Council's objectives are:

- ▶ Regeneration.
- ▶ Environment.
- ▶ Sense of Community and Well Being.
- ▶ Improvement.

## 2 Context



**2.4** The Council's priorities (under each objective) are:

### **Regeneration**

- ▶ Town Centre.
- ▶ Housing.

### **Environment**

- ▶ Clean streets and environment.

### **Sense of Community and Well Being**

- ▶ Sense of Community.

### **Improvement**

**2.5** The Council will achieve its Vision, Objectives and Priorities through:

- ▶ Leadership.
- ▶ Partnerships.
- ▶ Customer First.
- ▶ Equality.

These are the Council's Values.

**2.6** The Council has also set out the key measures of success to be taken over the next three years to deliver the Vision, Objectives and Priorities. These can be found in the Council Plan.

**2.7** The Asset Management Plan is not only informed by the Council's Vision, Objectives and Priorities, it also has essential links to other plans and strategies, these include;

- ▶ the Medium Term Financial Plan.
- ▶ the Sustainable Community Strategy.
- ▶ the Procurement Strategy.
- ▶ the Capital Strategy.
- ▶ the customer first strategy.
- ▶ the Housing Strategy.
- ▶ service Business Plans.

**2.8** Assets Management has a strong role to play in supporting the delivery of the vision set out for the local area in the Sustainable Community Strategy, the Local Area Agreement and the Local Development Framework and Core Strategy. It is also pivotal in the context of the 2007 Local Government and Public Involvement in Health Act and the promotion of devolution to the lowest possible level.

**2.9** One particular driver for change is the new duty to involve which will become a statutory requirement from 1st April 2009. This will require Bromsgrove District Council to inform, consult and involve local people in their functions and activities.

**2.10** The 2007 Comprehensive Spending Review and the related Local Government Finance Settlement are underpinned by a focus on value for money. This will require improved outcomes to be delivered in a tight financial climate and 3% annual cashable efficiency gains have been set for the council in line with the public sector. Effective asset management is pivotal in achieving these gains.

# 3 Strategic Objectives



**3.1** To support the Council’s Vision, Objectives and Priorities it has set the following as its strategic objectives for asset management:

- ▶ To ensure that the Council’s asset portfolio support the delivery of its services and objectives.
- ▶ To meet the challenge of working in an environment of change.
- ▶ To ensure that all assets are demonstrably managed in the most economic, efficient and effective manner.

**3.2** From these strategic objectives the asset management plan must ensure procedures are implemented and performance measures adopted such that all operational assets must be:

- ▶ In the right location to allow customers to access the service and staff to deliver it.
- ▶ In good condition to the extent that services can be provided from them in a comfortable environment for both staff and customers without interruption.
- ▶ Suitable and sufficient for the purpose for which they are being used in terms of size, type and layout of accommodation – including being accessible to people with disabilities.
- ▶ Flexible to the extent that they can be adapted economically to adjust to changing services needs, including sharing with partners in service delivery.
- ▶ Able to demonstrate “value for money” in terms of balance between efficiency in operation, running costs and long term sustainability.
- ▶ Able to convey a positive image of the Council and for the service being provided.
- ▶ Able to contribute something positive to the immediate environment, particularly where there is a need for physical regeneration of the locality.
- ▶ Good examples of sustainable development if new or extensively refurbished.
- ▶ Maintained in such a way so as to minimise reactive maintenance by improving planned maintenance arrangements.
- ▶ Managed to mitigate their impact on and effect of climate change.

**3.3** All non operational assets must be:

- ▶ Able to make the maximum contribution to service revenue budgets in terms of rental income; and/or
- ▶ Able to make a positive contribution to the social wellbeing of the community either through its presence as a heritage asset or through use by others such as voluntary groups, charitable organisations or small businesses.
- ▶ Retained reasons of strategic importance, such as to influence the physical and economic regeneration of the District.

## 3 Strategic Objectives

---



- 3.4** When assets are considered for acquisition it should be for the following reasons:
- ▶ They are able to contribute towards the provision of the Council's services.
  - ▶ A strategic acquisition for redevelopment or tactical purposes.
  - ▶ To facilitate economic development.
  - ▶ To generate revenue income.
- 3.5** A cost benefit analysis and risk assessment will be prepared as part of the decision making process in connection with the acquisition of assets.
- 3.6** The arrangements, processes and performance measures to achieve these objectives are set out in the following sections.
- 3.7** In line with the priorities of the Council and the methodology set out in this plan the Council will assess all investment properties and dispose of where appropriate.
- 3.8** All service delivery buildings will be assessed for suitability in accordance with Council priorities and the methodology set out within this plan.

## 4 Organisational and Financial Arrangements



The Council has a Leader and Executive model of political management. The Member with responsibility for Asset Management is the Portfolio Holder for Legal Equalities and Democratic Services. The Portfolio Holder's vision for 2009/10 to 2011/12 includes the key outcome of reviewing all assets through Asset Management Planning

**4.1** All property ultimately falls under the control of the designated Corporate Property Officer, who is the Head of Legal Equalities & Democratic Services who is a member of the Corporate Management Team (CMT). She reports to CMT and Executive Cabinet as necessary and is within the Services Directorate.

**4.2** The Corporate Property Officer is responsible for:

- ▶ Ensuring stakeholder consultation and review takes place regarding assets and that findings are fed into the decision making process.
- ▶ Developing the Asset Management Plan for consideration and approval by the Council and its subsequent implementation.
- ▶ Ensuring that this plan adheres to Corporate Objectives.
- ▶ Ensuring that the Asset Management Plan is coordinated with the Medium Term Financial Plan and considering key actions relating to asset management contained within other relevant strategies.
- ▶ Ensuring all asset management issues are properly considered by Corporate Management Team and Executive Cabinet as necessary.
- ▶ Reporting twice a year to Corporate Management Team and Executive Cabinet on the performance of the property portfolio as measured against a suite of property performance indicators.
- ▶ Chairing the Asset Management Group.
- ▶ Champion the current and future approach to matching asset usage with business needs at strategic management level.
- ▶ Provide the key link ensuring Member involvement in asset management planning and implementation
- ▶ Consider the effect of corporate drivers on asset management.

**4.3** The Corporate Property Officer is supported by and Chairs the Asset Management Group whose membership is:

- ▶ Corporate Property Officer (Chairman).
- ▶ Facilities Manager.
- ▶ Representative from Financial Services.
- ▶ Representative from Street Scene and Community Services.
- ▶ Representative from e-Government and Customer Services.
- ▶ Executive Director – Services.
- ▶ Procurement Manager.

Officers with responsibility for major services are invited to attend as appropriate.



# 4 Organisational and Financial Arrangements



## 4.4 The Group is responsible for:

- ▶ The strategic management of the Council's assets.
- ▶ Ensuring that the Council's use and management of its corporate property assets is efficient and effective.
- ▶ Reviewing the Council Plan, Council Results, Community Strategy and other associated plans and strategies including service business plans with a view to identifying property implications including future service property requirements and aspirations.
- ▶ Considering the recommendations of service reviews and internal or external audits.
- ▶ Considering the responses of suitability surveys undertaken by the Property and Facilities Manager.
- ▶ Considering responses to the consultations of stakeholders regarding the Asset Management Plan.
- ▶ Reviewing data gathered for property performance indicators and from benchmarking exercises and implementing actions required in order to improve performance as necessary.
- ▶ Monitoring the amount of surplus and unoccupied properties, unlet investment property and instigating any necessary action.
- ▶ Considering asset related projects for inclusion in the capital programme.
- ▶ The quarterly review of the capital programme and associated financial management.
- ▶ Seeking and considering examples of best practice in asset management in the public and private sectors.
- ▶ Ensuring that the requirements of service departments are met including strategic housing, recreational, planning, or corporate needs, and in support of the delivery of those needs taking into account value for money principles and corporate priorities.
- ▶ Meeting the corporate objectives of the Council insofar as the same are influenced by Asset Management.
- ▶ Reviewing land and property holdings to determine ways and means of achieving the Council's objectives through the sale, acquisition, or letting of land, as appropriate.
- ▶ To assess the Council's accommodation requirements, based on strategic aims, statutory service provision, Council objectives, and service delivery priorities.
- ▶ To assess the extent, type, condition, accessibility, and performance of the existing asset portfolio to ensure that it is sufficient, suitable, and fit for purpose.
- ▶ To ensure continual improvement in asset management, with the establishment of priorities for future investment.
- ▶ Considering alternative uses for land and property holdings, as appropriate.
- ▶ The maximisation of income from asset holdings.
- ▶ The application of robust procedures to the proposed acquisition of assets.
- ▶ The maximisation of returns from disposal of surplus assets.
- ▶ Updating annually the Asset Management Plan for submission to Corporate Management Team and Cabinet.

For the avoidance of doubt this includes all assets of the Council including vehicles and IT equipment.

## 4 Organisational and Financial Arrangements



**4.5** Day to day responsibility for property and property matters lie with the Facilities Manager, within Legal, Equalities and Democratic Services. The Facilities Manager is supported by specialist advice and support from Worcestershire County Council's Corporate Property Team through the provision of a Service Level Agreement. Whilst the overall strategic management of property and service delivery is determined corporately through this group service specific responsibilities lie with individual Heads of Service/Service Managers of particular departments as follows:

### Head of Street Scene & Community Services

- ▶ Council's Depot.
- ▶ Public Conveniences.
- ▶ Car parks.
- ▶ Parks & Open Spaces.
- ▶ Cemeteries.
- ▶ Museum & Tourist Information Centre.

### Economic Development Officer

- ▶ Market Hall.
- ▶ Other Town Centre issues.

### Facilities Manager

- ▶ Industrial Units located on Sherwood Road Industrial Estate.
- ▶ Amphlett Hall.
- ▶ Spadesbourne Suite.
- ▶ Council House.

**4.6** The following are pivotal in the day-to-day management of the Council's property assets:-

- ▶ Setting and monitoring repairs and maintenance budgets.
- ▶ Responding to repair requests and organising maintenance works, on both planned and incident-responsive bases.
- ▶ Implementing improvement and reinstatement programmes.
- ▶ Energy Management (i.e., monitoring all fuel usage in operational and non-operational premises and the production of energy certificates).
- ▶ Monitoring income (from investment assets).
- ▶ Disposal and acquisitions (both freehold and leasehold).
- ▶ Valuations.
- ▶ Rent Reviews, Lease renewals, assignments.
- ▶ General property-related queries.
- ▶ Appointing and monitoring the performance of external property consultants or contractors (where appropriate).

## 4 Organisational and Financial Arrangements



- 4.7** Recognising the challenges that face a small District Council when delivering these requirements the Council has entered into a Service Level Agreement with the Worcestershire County Council to enable the delivery of the action plan at Appendix 1.
- 4.8** The Council has adopted a medium term financial plan to include the Capital Programme over the period 2008/09-2010/11 £12.875m. A summary of the programme, and its funding is set out below. Schemes with implications for asset management are highlighted. The Asset Management Group will review the Capital Programme on an annual basis in accordance with the Medium Term Financial Plan review timetable.

<b>Capital Expenditure</b>	<b>2008/9 £'000</b>	<b>2009/10 £'000</b>	<b>2010/11 £'000</b>
Vehicles	412	575	93
IT upgrades	35	0	0
Spatial project	5,793	0	0
DDA Improvements	150	0	0
Remedial work to Council Buildings	286	207	284
Recreation Grounds/play areas	200	0	0
Sports pitches/equipment	360	0	0
Toilets	174	0	0
Town Centre	100	100	100
CCTV	164	290	79
Disabled Facilities Grants	663	680	692
Housing schemes	699	168	173
Support Service Recharges	130	133	136
<b>Total</b>	<b>9,166</b>	<b>2,153</b>	<b>1,557</b>

In January 2009 the Council will agree a revised Medium Term Financial Plan which will cover the period 2009/10 to 2011/12.

- 4.9** In addition to capital expenditure the council incurs revenue expenditure on properties totaling £118k (2008/9).

## 5 The Current Portfolio



- 5.1** The total value of the Council's properties as at 31st March 2008 (excluding fixtures and fittings, plant and machinery) was £35.185m.
- 5.2** The Council's property can generally be divided into two categories, operational and non-operational and within these categories a number of further breakdowns can be effected. These and their values are summarised in Appendix 2. For valuation purposes local authority property is divided into three categories:
- ▶ Non-operational property (i.e., investment, surplus, and development property) which is valued on the basis of market value, otherwise known as open-market value.
  - ▶ Operational, non-specialised property which is valued on the basis of existing use value.
  - ▶ Operational, specialised property which is valued on the basis of depreciated replacement cost (DRC).
- 5.3** It should be noted that "market value" and "depreciated replacement cost" do not provide an estimated realisation price. When appraising the options for future use of an asset, it is the estimated realisation price that should be considered. To that end, it is proposed that key tasks within the service level agreement with Worcestershire County Council will include a valuation of the property portfolio on such a basis.
- 5.4** The Council's current property portfolio has been acquired over a number of years. Over the last 12 months the Council has embarked on a Large Scale Voluntary Registration Programme and over 50% of the Council's land holding is registered. It is intended that the whole of the Council's land and property holding will be registered by March 2009.
- 5.5** A Large Scale Voluntary Transfer of the Council's Housing stock to a newly formed Housing Trust (Bromsgrove District Housing Trust) took place in March 2004. There is a residue of a small number of residential properties which are held in the general fund.
- 5.6** Best practice in Asset Management requires a regular condition survey to be undertaken of all its assets. The Council's entire assets portfolio has been through a stock condition survey with works identified, costed and built into the Council's Capital Programme. The Council has developed a rolling programme for re-survey and this is included in the schedule of works undertaken by Worcestershire County Council under the service level agreement. In addition a number of buildings currently used for service delivery are currently being reviewed and revisited in respect of whether they are fit for purpose. Expert advice is being sought through the County Council Service Level Agreement to determine the urgency of work required to remedy identified defects compared against the life span of the building.
- 5.7** The Council has procured and installed an assets management system as part of its wider, transformational "Spatial" project which provides a number of different software solutions, "cleansing" all geographic data and integration of systems.
- 5.8** The system enables the Council to undertake the assets management functions electronically, ensuring that rent reviews, lease and licence renewals, planned and cyclical maintenance, plant and equipment servicing and renewals will be carried out in time and without detriment to the asset management programme.
- 5.9** This will also help us to plan our maintenance budget and reduces the risks associated with unscheduled maintenance work.
- 5.10** In accordance with the Audit Commission guidance in relation to Assets and the Use of Resources the Council are currently reviewing the assets that are retained for investment purposes with the view to a staged disposal programme in accordance with operation needs and the Council's priorities.

## 6 Service Delivery and Accommodation Needs



- 6.1** The Council is committed to make the best use of all its resources. A key element of this will be a more strategic approach to the identification of service needs and priorities and to associated resource deployment.
- 6.2** In accordance with the Department of Communities and Local Government (DCLG) publication 'Building on Strong Foundations – a Framework for Local Authority Asset Management' the Council recognises the need to modernise service delivery and get the most from its resources. By prioritising asset management, removing silos within the authority, working with partners to align assets to priorities, the Council will be more able to deliver value for money and excellent services to its customers. In order to enable this to be achieved the Council requires the following criteria to be met before capital schemes are included in the capital programme;
- ▶ Maintain existing assets to standards suitable for service delivery;
  - ▶ Improve and acquire assets to meet service and customer needs;
  - ▶ Improve the stewardship of assets; spend to save (innovative schemes that will secure the Council a better rate of return than the investment interest earned); to reduce longer-term problems and liabilities;
  - ▶ Satisfy legal obligations of the Council (e.g. health and safety requirements, and compliance with the disability discrimination legislation);
  - ▶ Develop community assets in areas of need;
  - ▶ Maximise the use of other funds to encourage investment in specific areas such as energy efficiency, economic development and infrastructure developments (using funds derived from Section 106 agreements with developers), and;
  - ▶ Maximise the benefits of partnership working.
- 6.3** The Council has a robust service business planning process and throughout the lifetime of this plan service departments will be challenged with the allocation of space and accommodation standards within buildings in connection with the delivery of services. Therefore a key action during the period of the Asset Management Plan will be to undertake a programme of asset reviews and then seek to embed a review of the suitability of assets within the service business planning process for 2009/10. In future it is felt that the service business planning process should include:
- ▶ A schedule of the land and buildings occupied in connection with the delivery of the service.
  - ▶ Justification for the need to continue to occupy these premises.
  - ▶ A statement as to their suitability for the delivery of the services.
  - ▶ A note of any significant shortcomings and an outline of what action is planned or needed to rectify those shortcomings.
- 6.4** A formal programme of asset reviews is currently being undertaken and whilst this will enable the Council to determine efficiencies and energy performance within its existing portfolio it will influence the requirements of the new site within the wider Town Centre Partnership Project. The Asset Review Methodology is attached at Appendix 3 together with a review proforma at Appendix 4.
- 6.5** Key elements of this approach are a suitability assessment, the condition of the asset, the amount spent on maintenance and running costs and the expenditure needed to bring the asset up to standard, or to enable a proposed change in service delivery.



## 6 Service Delivery and Accommodation Needs

- 6.6** The suitability assessment, limited detail on the condition, the expenditure needed to bring the asset up to standard or to enable a proposed change in service delivery will be based or gleaned from a detailed questionnaire, an example of which is included in Appendix 5. More detailed information on condition, cost of maintenance and other running costs will be obtained from the maintenance budgets, capital programme, utilities bills etc.
- 6.7** These results can then be mapped out on a graph of high/low investment against high/low suitability. Property having low suitability and high investment could be considered for disposal. Property having high suitability and high investment could be targeted for investment to bring it up to a suitable condition, or to establish a programme of energy saving and or running cost reduction measures. Property with high suitability and low investment would be a lower priority for immediate action. Property with low suitability and low investment could be considered for re-use for another service or disposal if the Council could not fully utilise it.
- 6.8** Such a graphical approach should not provide the final decision but it can be used to highlight the key issues to enable decisions to be made.
- 6.9** The suitability must also take into account views of the public as a stakeholder in the asset management process. Heads of Service will therefore be required to carry out consultations as to the suitability of the property. Consultation could take place at the following levels:
- ▶ Localised consultation, involving the Customer Panel, surveys of various types, open days/exhibitions/road shows, questionnaires, and opinion polls, with the results all being evaluated to influence the continuous improvement of property to ensure it is fit for purpose and to appraise the performance of property generally.
  - ▶ A questionnaire may be used to explore use of assets where there is a direct point of contact with the public. Such assets include – swimming pools, leisure centres, recreational centres, the civic offices, cemeteries, etc. The questionnaire could include the following questions:
    - How many customers visit the building each week?
    - Is the location of the building satisfactory?
    - Does the physical condition of the building prevent its proper use?
    - Is adequate space available?
    - How does the building fare under Equality and Diversity?
    - How will the building cope with possible future changes in service delivery?
    - Does the building restrict the Council's ability to move forward as a service?
- 6.10** There are a number of assets that aren't considered to be suitable for service delivery however these views are mostly subjective and should not be used as the basis for making a decision. This highlights the need to undertake asset reviews as soon as possible. The most significant asset that the Council owns is the Council House in Bromsgrove, the council's main administrative headquarters. The Council House isn't really fit for purpose as modern office accommodation and is in need of review. Added to this and given the Council's priority of delivering affordable housing, the planning moratorium the use of the Council House needs to be reviewed as soon as possible.

## 6 Service Delivery and Accommodation Needs



- 6.11** As the Council completes the “Spatial” project, other e-Government related projects and more modern working practices are implemented more widely across the Council (including home or mobile working) it is expected that less accommodation will be required. In the longer term, but still within the life of the Asset Management Plan, as areas such as electronic payment, electronic communications and form filling become more prevalent and are accepted by the users of Council services, it could give greater opportunity for the amalgamation of services into smaller properties. These changing requirements will be kept under review through the service business planning process and through the programme of asset reviews. The Spatial project will also provide the Council with an asset register system which will be used to further improve the Council’s approach to asset management.
- 6.12** Where surplus capacity in property or surplus property is identified, the opportunity to share with partner organisations will be explored as part of the options appraisal process.
- 6.13** Where property is proposed for disposal, consideration will be given to the consequences of the piece of land or property not being subject to the Council’s control in terms of standard of care, maintenance etc., by the inclusion, where appropriate, of covenants in the contract to maintain the required standards of care.
- 6.14** It is important when considering capital investment proposals or options appraisals resulting from asset reviews that whole life appraisals are used. These are the systematic consideration of all relevant costs, revenues and performance associated with the acquisition and ownership of an asset over its physical/economic/functional/service/design life. This process minimises total expenditure through proper appraisal of costs that will be incurred through the life of the facility.
- 6.15** The strategic approach to asset management planning will assist in the development of a more comprehensive and coordinated medium to long term capital budget strategy and is an important aspect in the planning of the Council’s resources in delivering its ambitions and priorities.

## 7 Non Operational and Investment Property



- 7.1** Income in the region of £2.244m per annum (2008/9) is achieved from the Council’s property portfolio. It is a very important source of funding for both capital and revenue. In recent years a number of investments have been sold to help fund the capital programme. The need to maintain a flow of capital receipts has reduced following the transfer of the Housing Stock, other recent sales and the introduction of Prudential Borrowing (even though the Council is debt free).
- 7.2** However, it is important to keep the property under review in order to optimise the income either through disposal or restructuring of leases etc. Opportunities to purchase land should also be considered where there is a proven benefit. The Assets Management Group will review the investment portfolio, using external expert advice where appropriate, to ensure that the resources applied to such assets and the income from them, reflect the objectives of the Council as a whole and represent Best Value to the community.

## 8 Government Policy and Statutory Responsibilities



**8.1** Government policy and statutory responsibilities form an integral part of asset management. Those which have specific reference to the asset portfolio are set out below.

- ▶ The 2006 Local Government White Paper and the 2007 Local Government and Public Involvement in Health Act.
- ▶ The Quirk review of public assets.
- ▶ The duty to develop Local Area Agreements, and the potential in relation to Multi Area Agreements and the wider context for partnership working and resource sharing. Asset Management has a strong role to play in supporting the delivery of the vision set out for the local area in the Sustainable Community Strategy, the Local Area Agreement, the Local Development Framework and the context of the 2007 Local Government and Public Involvement in Health Act, in particular the promotion of devolution to the lowest possible level.
- ▶ The 2007 Comprehensive Spending Review and the related Local Government Finance Settlement are underpinned by a focus on value for money. Improved outcomes will need to be delivered in a tight financial climate and 3% annual efficiency gains have been set for the public sector.
- ▶ The Disability Discrimination Act of 1995 requires service providers to make “reasonable adjustments” to the way we provide services and to the physical features of our premises to overcome access barriers. SCOPE carried out an audit, on behalf of the Council, in August 2006 of all premises and this has been used to inform the Councils capital programme for 2009/10 to 2011/12. The Council will continue to monitor changes in legislation, and through the equality impact assessment process, will ascertain where barriers to access exist and consider what adjustments are required.
- ▶ The Environmental Protection Act 1990, under which the Council has a duty to inspect its area for contaminated land. The Council revised its Contaminated Land Strategy in November 2004.
- ▶ The Facilities Manager is represented on the Health and Safety Committee to ensure that issues affecting the Council’s assets are considered and implemented.



## 9 Performance Management, Monitoring and Information



### Key issues/Problem Areas

There are two national indicators relating to property and asset management, and one local indicator that impact on the Council's management of property.

Ref	Key Performance Indicator	2006/2007 Actual	2007/2008 Est. Out turn	2008/2009 Provisional Target	Measure Frequency
LI156	Buildings Accessible to People with a Disability	87.5%	85.7%	85.7%	Quarterly
NI 185	CO2 reduction from Local Authority operations	N/A	N/A	Establish baseline target	Annual
NI 194	Level of air quality – reduction in NOx and primary PM10 emissions through local authority's estate and operations	N/A	N/A	Establish baseline data	Annual

- 9.1** LI 156 applies to buildings from which the authority provides a service, of which at least a part is usually open to members of the public, where the service cannot be provided by alternative means and where the inability to access the service in person would be discriminatory. It excludes public conveniences which are not integral to such buildings, or schools and educational establishments.
- 9.2** NI 185 and 194 are calculations in relation to the energy efficiency of Council owned buildings.

## 9 Performance Management, Monitoring and Information



**9.3** In addition to the national indicator and the one local indicator the following are the possible Property Indicators that the Council could use.

Indicator	Nature	Subject
PPI 1a	Service return	Condition of assets - % of gross internal floor space in condition categories A-D
PPI 1b	Service return	Maintenance backlog - % backlog of maintenance by cost expressed as (i) total value and (ii) % in priority levels 1-3
PPI 2a	Financial return	Management cost per square metre per annum of operational property
PPI 2b	Financial return	Management cost per square metre per annum of non-operational property
PPI 2c	Financial return	Management cost per square metre per annum of other property
PPI 3a	Financial return	Repair and Maintenance costs per square metre per annum
PPI 3b	Financial return	Energy costs per square metre per annum
PPI 3c	Financial return	Water costs per square metre per annum
PPI 4a	Value for money	Capital projects finished on time
PPI 4b	Value for money	Capital projects finished on budget

### 9.3.1 PPI 1 – Condition of Assets and maintenance backlog.

The Council would seek to measure the condition of assets for their current use, and to show the severity and extent to which maintenance problems affect the portfolio. The Council must show year-on-year changes in maintenance backlog, and provide information on the overall condition of the Council's estate holding.

There are four categories of property condition:-

- A** – Good, performing as intended and operating efficiently.
- B** – Satisfactory, performing as intended but showing minor deterioration.
- C** – Showing major defects and/or not operating as intended.
- D** – life expired and/or serious risk of imminent failure.

## 9 Performance Management, Monitoring and Information



### 9.3.2 PPI 2 – To measure the cost and efficiency of property services provision.

It is necessary to establish and report the management cost liability to the Council of each of its operational and non-operational property assets.

It is necessary for the Council to adopt a system of collecting and collating necessary information to ensure that figures are accurate and available for ready analysis, in relation to any future disposal decisions.

### 9.3.3 PPI 3 – To encourage the efficient use of assets over time and year-on-year improvements in energy efficiency.

It is necessary to identify and record the cost in terms of repairs and maintenance, energy, water, and CO2 emissions, for each property. Results must then be collated and reported as the four categories set out above.

The Council recognises the importance of achieving value for money in respect of all aspects of its work and its formal procurement procedures reflect this. The Procurement Strategy was introduced with this in mind and is aimed at modernising procurement processes emphasising value for money and quality as primary considerations. In addition the emerging Value For Money strategy will be key to this.

### 9.3.4 PPI 4 – Improvement in the delivery of new capital projects against given time and budget parameters.

The Council would seek to measure and monitor the performance of the whole authority in the delivery of capital projects in terms of cost and time predictability; to impact on the prioritising process for projects and the associated local performance measures and monitoring systems put in place.

The Council has for some time operated a system for monitoring the delivery of new capital projects against set budgets (which might be termed cost predictability) and time (which might be termed time predictability) targets.

The Council often deals with capital projects relating to existing operational assets from which service delivery must continue to be provided throughout the duration of the project. e.g. Alterations to the Council House itself, the Dolphin Centre, the Depot, etc. A number of such contracts are currently in progress and each required extensive planning at the outset, which has clearly reaped benefits.

## 9.4 Taking Performance Forward

9.4.1 All performance indicators will be adopted within the Legal Equalities and Democratic Service Business Plan for 2009/10. Prior to the adoption of Performance Indicators, a methodology will be determined for the collection of information. Resources must be allocated to this process since failure to do so will lead to poor collation of information, inadequate target-setting, or failure to address areas of required improvement.

## 9 Performance Management, Monitoring and Information



- 9.4.2 It is necessary to recognise that the improvement of performance in property issues is not the province of the Corporate Property Officer alone, or of the Facilities Manager, or anyone else. It is a corporate responsibility to be shared by all, through the medium of the Asset Management Group. All managers of property (operational or non-operational) have a role to play in the monitoring of the above Indicators, and in ensuring that information reports are fed back to an appropriate central point for collation and reporting. A key part of the operation of the Asset Management Group will be a data capture exercise to look at expenditure on running costs of the differing premises, to identify areas of potential saving by effective centralised procurement, together with a secondary function of ensuring that a corporate approach is maintained to such issues as access, design, colour schemes, information postings, etc.
- 9.4.3 In the course of doing so, whatever PIs are adopted must be monitored in a regular and robust manner. Each Head of Service will therefore report to the Facilities Manager on a quarterly basis with the information pertaining to property or assets in their own area. Where Heads of Service have no discrete operational or non-operational property of their own, but are merely part-occupiers of premises held corporately, the Facilities Manager will take the necessary action. This will apply, for instance, to support services whose only property holding is the offices they occupy at the Council House.
- 9.4.4 It is therefore proposed that a performance management system be implemented that has the strategic objectives of:
- ▶ Ensuring that the Council's asset portfolio support the delivery of its service and objectives.
  - ▶ Ensuring that all assets demonstrably deliver value for money.
  - ▶ Ensuring that all assets are demonstrably managed in the most economic, efficient and effective manner.
- 9.4.5 This can be achieved by developing the following matrix:

Strategic Objective	Success Factor	Performance Indicator
To ensure that the Council's asset portfolio support the delivery of its service and objectives	Customer satisfaction	%age of customers served who are engaged in customer satisfaction surveys Achievement of target of customer satisfaction
	Suitability	%age of properties considered suitable for required use %age of properties considered to require improvement for required use
	Sufficiency	Property (sq. metres) identified as surplus Property (sq. metres) identified as a shortfall
	Condition	Condition of assets - % of gross internal floor space in condition categories A-D Maintenance backlog - % backlog of maintenance by cost expressed as (i) total value and (ii) % in priority levels 1-3
	Accessibility	%age DDA Compliant

## 9 Performance Management, Monitoring and Information



Strategic Objective	Success Factor	Performance Indicator
To ensure that all assets deliver value for money	Optimal Utilisation	Average Gross Internal Area (GIA) allocation per person
	Value for Money (running costs)	Revenue running costs per square metre
	Maximise return on Investment (Non-operational assets)	Internal rate of return Management costs per square metre Arrears as a %age of total rent
	Capital projects	%age finished on time %age finished on budget
To ensure that all assets are demonstrably managed in the most economic, efficient and effective manner	Effective management of maintenance	%age of total annual expenditure on maintenance allocated to planned maintenance
	Environmental sustainability	NI 185 – CO2 reduction from Local Authority operations NI 194 – Level of air quality – reduction in NOx and primary PM10 emissions through local authority's estate and operations

### 9.5 Monitoring of the Asset Management Plan

- 9.5.1 It is essential that the asset management procedures are adhered to, and as such these will be monitored on a regular basis by the CPO and will form an Agenda item at the Asset Management Group meetings, as well as being reported to CMT.
- 9.5.2 Whilst a 'corporate' level involvement will continue to be maintained at all times, it may be expedient for the Asset Management Group to submit a formal 'Progress Report' to the CMT at an appropriate point in time. The report will provide an update on the achievements and provide a firm basis for further progress. It will also highlight any weaknesses and issues which need to be addressed.
- 9.5.3 It is suggested that an exercise be undertaken to compare the performance and competitiveness of Property with similar organisations and providers. This may include neighbouring authorities. It will be necessary to develop a process for comparison, so that it is transparent and simple to understand. Similarly consultation may be required with stakeholders and users, to procure ongoing improvements.

# Appendix 1 Asset Management Action Plan



## KEY ACTION 1 Maintain a comprehensive asset register

Action	Target Completion Date	Milestone	Lead Officer	Resources	Monitoring Arrangements
Identify all land and property assets and load them onto the Council's Corporate Assets Management System	March 2009	All data loaded	Corporate Property Officer	Corporate Property Officer Financial Services Street Scene and Community E-Government and Customer Service	Regular updates at AMG
Gather and load data for all assets:					
Land and property – complete land registry and additional property data loading onto assets management system	31/3/09	Voluntary Land Registration completed	Legal	Additional resources required to expedite process	AMG updates
Vehicles and plant	31/3/09	All data gathered in accordance with template	Corporate Property Officer	Street Scene and Community Services	AMG updates
Plant and equipment	31/3/09	All data gathered in accordance with template	Corporate Property Officer	Street Scene and Community Services	AMG updates
IT	31/3/09	All data gathered in accordance with template	e-Government and Customer Services	e-Government and Customer Services	AMG updates
Implement a corporate asset register system as part of the spatial project.	31/03/09	System up and running	Corporate Property Officer	MDA / AMG	Regular updates at both AMG and Spatial Board
Report to Cabinet with regard to updated Assets Management Plan and programme for assets disposal	31/10/09	Updated policy and agreement on assets disposal	Corporate Property Officer		Action plan 6 monthly reports to Cabinet Monthly meetings with portfolio holder

# Appendix 1 Asset Management Action Plan



## KEY ACTION 2 Develop effective asset management

Action	Target Completion Date	Milestone	Lead Officer	Resources	Monitoring Arrangements
Undertake regular programme of condition surveys for all assets	All initial surveys complete and programme for review in service level agreement with Worcestershire County Council	All condition surveys completed  Review timetable adhered to	Corporate Property Officer	Service Level Agreement with Worcestershire County Council	AMG  Quarterly meetings with Worcestershire County Council
Establish measured maintenance programme arising from condition surveys for inclusion within revenue and capital budgets given the wider service relocation plans within the wider Town Centre Partnership Arrangements	30/12/08	Reactive maintenance programme developed	Corporate Property Officer	Assets and Facilities Management  Capital programme and revenue budget	AMG
Develop schedule for asset valuations	Completed.  Review dates set within service level agreement with Worcestershire County Council	Schedule in place	Corporate Property Officer	Service Level Agreement with Worcestershire County Council	AMG
Undertake valuations	Annual	Annual revaluation programme complete	Corporate Property Officer	Service Level Agreement with Worcestershire County Council	AMG
Establish asset review process in accordance with Use of Resources guidelines	31/03/09	Asset review process established	AMG	AMG	AMG
Quarterly review of assets – Draft assets management plan to Cabinet with action plan in October 08 with quarterly update reports thereafter	Sept 08	First quarterly review takes place	Corporate Property Officer	AMG	AMG  Cabinet and Portfolio holder
Review and monitor performance indicators	Quarterly	Efficient property performance management	Corporate Property Officer	AMG	AMG Cabinet and Portfolio holder

## Appendix 2 Fixed Assets



### Fixed assets as at 31st March 2008

2006/07 £000		£000	2007/08	£000
<b>373</b>	<b>Intangible Assets</b>			<b>468</b>
	<b>Fixed Assets:</b>			
	Operational Assets -			
<b>28,219</b>	Other Land and Buildings		<b>27,627</b>	
<b>4,542</b>	Vehicles and Plant		<b>4,553</b>	
<b>458</b>	Infrastructure		<b>425</b>	
<b>1,145</b>	Community Assets		<b>1,570</b>	
	Non Operational Assets -			
<b>6,464</b>	Investment Properties		<b>6,292</b>	
<b>153</b>	Assets under Construction		<b>71</b>	
<b>40,981</b>	<b>Total Fixed Assets</b>			<b>40,358</b>



# Appendix 3 Asset Review Methodology



## Principles

The Asset Review is supported by a set of principles drawn up by the Corporate Property Officer and agreed by the Assets Management Group.

1. In carrying out the review of all assets the Assets Management Group shall have:
  - ▶ A plan of the asset
  - ▶ Details of all rental income
  - ▶ Details of usage
  - ▶ Details of running cost (including Gas, Electricity, Water, Rates)
  - ▶ Details of the management costs
  - ▶ Details of the asset's status in regard to condition surveys and maintenance backlogs
  - ▶ Details of any income from users (e.g. Car Park charges)
  - ▶ Details of the performance indicators for each asset, actual performance against those indicators to enable comparison against indicators for the same property type.
2. The Group shall assess the asset using the Decision Tree (please see below), evaluation framework, performance indicator and information and performance criteria checklist.
3. The main findings and conclusions of the review will be reported to Cabinet with recommendations for improved performance or other action required

## Data

To satisfy these principles it is necessary to extract relevant data for the property under review.

In the past information has been held in various sources in electronic or paper format. This data will be incorporated into the Asset Register as part of the spatial project.

The mechanism of the review process is to extract the relevant information from the data, both for the individual property under review and for the class of property into which it falls so that comparisons can be made (benchmarking).

A template has been established for bringing together this data for each property as it is reviewed.

# Appendix 3 Asset Review Methodology



Property Review Template	
<b>USER</b>	Description of user i.e. Tenant (with type, e.g. SME)/Council operational occupier.
<b>REASON HELD</b>	Why the council owns the asset and how it meets the Council objectives.
<b>ASSET NUMBER</b>	Each asset is held in the asset register and has an identification number.
<b>DDA COMPLIANT</b>	The Disability Discrimination Act requires all services to be accessible to the disabled. This entry indicates whether the asset provides the requisite accessibility.
<b>MAINTENANCE BACKLOG</b>	An assessment of the cost of bringing the asset up to a reasonable standard by tackling outstanding maintenance issues.
<b>RENTAL INCOME</b>	Total amount invoiced to tenants in the previous financial year
<b>MANAGEMENT COSTS</b>	The cost of 'administering' that asset; includes such costs as utilities, rates, staff time, building repairs, vandalism repairs (all taken from the council's accounts. Please see "Template Notes" below.
<b>DEPRECIATION &amp; CAPITAL CHARGE</b>	The accountancy straight line depreciation and the capital charge (currently 4.5% of capital value) to reflect the actual usage (equivalent of rent) of the asset.
<b>NET 'PROFIT' /SQ M GIA</b>	(Rental income minus management costs) divided by the GIA measure of floor area
<b>GIA</b>	Gross Internal Area – basically the measure of the building from the inside face of each outside wall but not discounting the space occupied by any internal walls (Royal Institute of Chartered Surveyors booklet gives more information)
<b>GROSS RETURN</b>	Gross rental income divided by capital value
<b>NET RETURN</b>	(Gross rent minus management costs) divided by capital value
<b>CLASS AVERAGE</b>	The average figure for this class of the Council's property.
<b>DECISION TREE VERDICT</b>	Assessment of property need by Council using the 'Decision Tree'
<b>EXISTING USE VALUE</b>	As assessed in ongoing revaluations (date of valuation in brackets). This is the existing use value (ie ignoring any potential change of use and value which that may generate) as needed for the Council's accounts. Please see "Template Notes" below.
<b>CURRENT SALE VALUE</b>	Current assessment of the open market value having regard to likely planning consents but without the benefit of actual consents. Please see "Template Notes" below.
<b>COMMENTARY</b>	Brief description of property and its advantages / disadvantages. Including a review of suitability.
<b>CONCLUSION</b>	Anticipated future for property in view of above.
<b>IMPLICATIONS</b>	Affect (if any) of that future on the operation of Council.
<b>RECOMMENDATION</b>	Recommendation of asset management group to Executive Committee on what to do with the asset.

# Appendix 3 Asset Review Methodology



## The Decision Tree

The review also includes a 'Decision Tree' mechanism for establishing whether there is benefit to the Council in retaining or selling a property. The decision tree provides a route map to deciding the future of the asset. The conclusion is used to inform the Property Review. It is re-presented here.

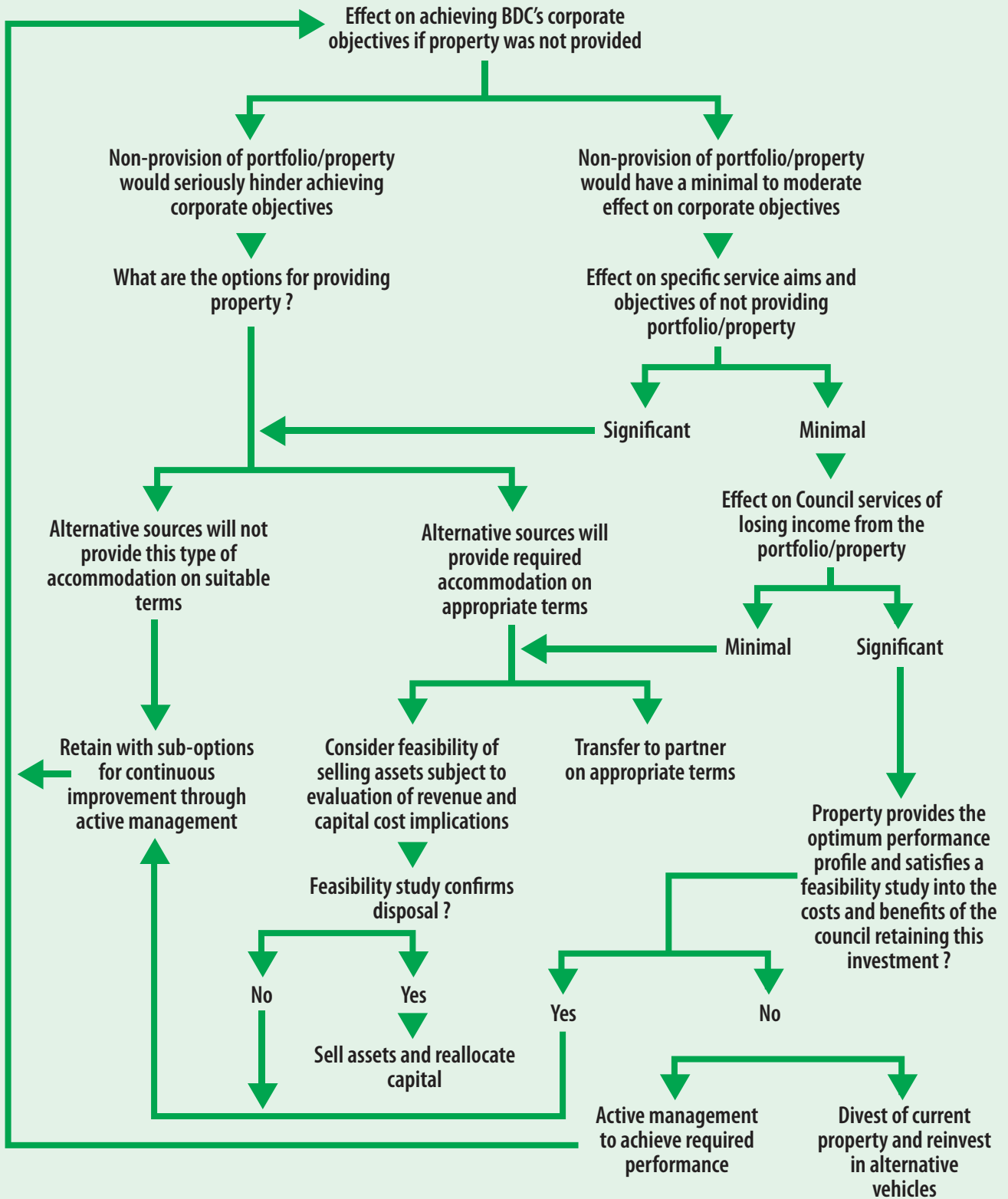
### Methodology – Summary

1. Extract data needed using 'Principles For Property Review'
2. Transfer to template
3. Assess property in accordance with decision tree as applicable and include conclusion in the template
4. Complete textual elements of template
5. Present completed template to AMG for recommendation to CMT
6. CPO to present AMG recommendations in summary form to CMT
7. CMT to agree recommendations for the future of the asset
8. CPO to discuss CMT agreed recommendations to Member with Portfolio and establish political viewpoint.
9. CPO and Member with Portfolio to present summary report of the Property Review and agreed recommendations from CMT to Executive Cabinet. Decisions to dispose or acquire property are further reported to Council as required by Executive Cabinet.
10. Following Executive Cabinet the Scrutiny Steering Board may "call in" the decision. At this point both CPO and the Member with Portfolio are required to address Scrutiny Steering Board to explain the process and provide evidence as to the robustness of the decision.

# Appendix 3 Asset Review Methodology



## Investment Property Portfolio: Decision Tree for Review and Challenge



# Appendix 4 Property Review



Council House	
USER	
REASON HELD	
ASSET NUMBER	
DDA COMPLIANT	
MAINTENANCE BACKLOG	
RENTAL INCOME	
MANAGEMENT COSTS	
DEPRECIATION & CAPITAL CHARGE	
NET 'PROFIT' /SQ M GIA	
GIA	
GROSS RETURN	
NET RETURN	
CLASS AVERAGE	
DECISION TREE VERDICT	
EXISTING USE VALUE	
CURRENT SALE VALUE	

# Appendix 4 Property Review



## Commentary (Suitability)

Blank area for Commentary (Suitability)

## Conclusion

Blank area for Conclusion

## Implications

Blank area for Implications

## Recommendation

Blank area for Recommendation

# Appendix 4 Property Review



## Notes

# Appendix 5 Suitability Survey



## Bromsgrove District Council Suitability Survey Form

Service:			
Property Name:		UPRN:	
Location address:		Ward:	
		Postcode:	
Current use:			
Floor areas:	Gross Internal:		Net Internal:
No. of occupants	Full time:		Part time:
Form completed by:			
Position:			
Contact details:			

### Notes:

Please provide a rating for each factor by ticking the appropriate box

#### Categories:

Suitability Gradings	Health and Safety Gradings
<b>A</b> Suitable	<b>H</b> Problems which present an immediate high risk or constant H&S risk to occupants or the public
<b>B</b> Not completely suitable- can be improved	<b>M</b> Problems which present a medium risk to the occupants or the public and require constant management to ensure H&S
<b>C</b> Not completely suitable- cannot be improved	<b>L</b> Problems which present a low risk to the occupants or the public and require some management to ensure H&S
<b>D</b> Unsuitable	<b>O</b> No Health and Safety issues

\*\* Where it has been decided that Category "D" (unsuitable) is relevant, please give details:

Section 1 – Location	A	B	C	D	H	M	L	O
How well is the property located to serve its customer/stakeholders?								
Is the property conveniently located to a good public transport network?								
Is the public on-site parking adequate? (H&S issues)								
Is the staff on-site parking adequate? (H&S issues)								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants/serious breach of legislation please give details.								



# Appendix 5 Suitability Survey



## Bromsgrove District Council **Suitability Survey Form** *continued*

<b>Section 2A – Accessibility</b>	<b>yes</b>		<b>no</b>					
Have building managers and staff been fully trained in access issues relating to the property?								
Please provide details of the training events (i.e., who delivered the event and date undertaken)								
<b>Section 2B – Accessibility</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>O</b>
Is the property easily accessible for people with special needs? <i>(Consider ramp access, automatic doors, designated disabled persons parking, those using prams / buggies, H&amp;S issues)</i>								
Does the internal layout of the property permit ease of movement? <i>(Consider the width of doorways &amp; corridors, changes in internal levels and lift provision, H&amp;S issues)</i>								
Is the external signage to the property adequate? <i>(Consider their position, quality, clarity &amp; whether they are up to date)</i>								
Is the internal signage to the property adequate? <i>(Consider their position, quality, clarity, format (e.g., for disabled/community language users) &amp; whether they are up to date)</i>								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants/serious breach of legislation please give details.								
<b>Section 3 – Environment</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>O</b>
Does the heating system for the property enable you to consistently maintain a suitable temperature? <i>(H&amp;S issues)</i>								
Does the heating system meet your requirement? <i>(Consider ability to heat different rooms for different time-spans to different temperatures)</i>								
Is the level of ventilation currently achieved acceptable? <i>(H&amp;S issues)</i>								
Does the current method of ventilation generate other problems which interfere with service being delivered? <i>(Consider external noise, fumes etc. H&amp;S issues)</i>								
Does the means of lighting achieve satisfactory levels? <i>(H&amp;S issues)</i>								
Are the means of controlling the lighting arrangements satisfactory? <i>(Consider whether the type of lighting is appropriate, the ability to zone the lighting is suitable)</i>								
Are working areas suitably protected from excessive sunlight? <i>(H&amp;S issues)</i>								
Are the acoustics within the property suitable? <i>(Consider the noise levels between rooms, height and finish/type of ceilings, H&amp;S issues)</i>								
Is the internal decoration to a suitable level for the current use?								
Do the floor finishes meet the requirement for the current use? <i>(Are there any H&amp;S issues relating to the danger from a slippery floor)</i>								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants/serious breach of legislation please give details.								

# Appendix 5 Suitability Survey



## Bromsgrove District Council **Suitability Survey Form** *continued*

<b>Section 4 – Safety and Security</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>O</b>
Does the property provide a safe and secure environment for its occupants? <i>(Consider whether the property has a current Fire Certificate, H&amp;S issues)</i>								
Is the property equipped with suitable means of reducing the impact of crime / vandalism? <i>(the need for and type of such systems should be set against the historic incidence rate)</i>								
Are there suitable means within the property for dealing with the initial outbreak of a fire? <i>(Consider the type and number of fire extinguishers, sprinkler systems, hose reel, H&amp;S issues)</i>								
Are emergency procedures in place for building evacuation in case of fire, bomb threat etc? <i>(H&amp;S issues)</i>								
Have risk assessments been carried out and measures taken to minimize risks to the occupants? <i>(H&amp;S issues)</i>								
If problems present a High Risk to H&S of occupants/serious breach of legislation please give details.								
<b>Section 5 – Space</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>O</b>
Is the layout of the space suitable for the purpose of service delivery? <i>(Consider how the different parts of the property relate to each other and whether facilities are located in the right place, H&amp;S issues)</i>								
Is the property the right size? <i>(Consider whether service delivery is being affected by it being too small or too big)</i>								
Is the property the right shape? <i>(Consider whether its shape inhibits service delivery e.g. open plan/cellular offices)</i>								
Is the storage space adequate? <i>(Consider the type of material being stored, the environment required to store it e.g., dry atmosphere, the period to be stored – long / short term, potential H&amp;S issues relating to racking, lifting &amp; fire)</i>								
Are there adequate welfare facilities for staff? <i>(Consider the need and extent for kitchen/canteen facilities, a medical room, changing facilities, H&amp;S issues)</i>								
Are the toilet facilities suitable? <i>(Consider the provision for both able and disabled persons; is there a need for toilets for the public, H&amp;S issues)</i>								
Are the reception facilities suitable for the purpose? <i>(Consider the extent to which they balance openness and ease of access with staff security, height and width of reception, obstructions, glass screens around, H&amp;S issues)</i>								
Are the interview facilities suitable for the purpose? <i>(Consider noise transfer, panic button, ambience, ventilation, H&amp;S issues)</i>								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants/serious breach of legislation please give details.								

# Appendix 5 Suitability Survey



## Bromsgrove District Council **Suitability Survey Form** *continued*

<b>Section 6 – Fixtures and Fittings</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>O</b>
Is the IT infrastructure adequate? <i>(Consider whether there is sufficient cabling, whether systems are networked, whether there is access to a main intranet)</i>								
Is there an adequate supply and distribution of power points? <i>(Consider whether single power points serve more than one appliance; the location requires excessive cable runs across active working areas, potential H&amp;S issues)</i>								
Has adequate provision been made for services? <i>(Consider gas, electricity, water and telecommunications)</i>								
Is the property suitable for persons with special needs? <i>(Consider the need for good visual and sensory aids; an induction loop)</i>								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								
<b>Section 7 – Image</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>H</b>	<b>M</b>	<b>L</b>	<b>O</b>
Is the age of the building appropriate? <i>(Consider whether the service is better delivered from an older low profile property as distinct from a new high profile one)</i>								
Is the type of construction appropriate? <i>(Consider perception issues arising from temporary type of structures, "heavy" architecture, relative to the nature of the service being delivered)</i>								
Does the accessibility to the property convey the necessary degree of openness? <i>(Consider main entrance doors off an alley / side road; a forbidding type of doorway, H&amp;S issues)</i>								
Does the property look "shabby"? <i>(Consider whether the external decoration appears reasonable; the presence of graffiti, leaking gutters / downpipes causing mould growth or staining walls; damage to boundary walls and plating etc.)</i>								
Is the external planting suitable? <i>(Consider the extent to which it is needed relative to the location; the extent to which it "softens" the structure of the property; offers hiding places for "undesirables", restricts access to the generality of the property thereby reducing the risk of vandalism)</i>								
Are the external and internal planting areas adequate?								
Is the property suitable for persons with special needs? <i>(Consider the need for good visual and sensory aids; an induction loop)</i>								
Are public reception areas comfortable and inviting? <i>(Consider whether the reception point is clearly visible, that the furniture is suitable, the extent to which the area is used as a "store" for redundant equipment, stationery; the posters that are displayed and their appearance)</i>								
Is the cleaning regime suitable for the purpose?								
If unsuitable, please give details as to why and whether there is a remedy?								
If problems present a High Risk to H&S of occupants / serious breach of legislation please give details.								
<b>General</b>								
1. The development of a suitability assessment covering the entire Operational Portfolio of the Council is a requirement under the Corporate Asset Management Plan.								
2. The purpose of the questionnaire is to provide Services with a structured format enabling them to undertake this very subjective assessment.								
3. The exercise should have positive benefits for Services by highlighting issues (insofar as they were not already known) and enabling either a programme of works to be developed to bring existing property up to a reasonable operating standard or identifying the need for replacement.								



## This document can be provided in large print, braille, CD, audio tape and computer disc.

Need help with English? Ethnic Access Link Tel: 01905 25121  
'Potrzebujesz pomocy z Angielskim - skontaktuj się z Ethnic Access  
Tel: 01905 25121'

Potrebuje te pomôct's angličtinou? Kontaktujte etnickú prístupovú linku  
na telefónom čísle 01905 25121

„Aveți nevoie de ajutor cu engleza? Contactați Ethnic Access la numărul  
de telefon: 01905 25121.”

क्या अंग्रेजी में सहायता चाहिए? ऐथनिक ऐक्सेस लिंक [Ethnic Access Link]  
से फ़ोन: 01905 25121 पर संपर्क करें

آپ انگریزی میں مدد چاہتے ہیں— نسلیاتی رسائی [Ethnic Access]  
سے رابطہ کریں ٹیلیفون: 01905 25121



**Bromsgrove**  
District Council

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



### Legal, Equalities and Democratic Services

Bromsgrove District Council, The Council House, Burcot Lane, Bromsgrove, Worcestershire B60 1AA.

Telephone: (01527) 881288, Fax: (01527) 881414, DX: 17279 Bromsgrove

e-mail: [c.felton@bromsgrove.gov.uk](mailto:c.felton@bromsgrove.gov.uk)