

ROSSENDALE BOROUGH COUNCIL
ASSET MANAGEMENT PLAN – NOVEMBER 2006

Contents

	Page
1. INTRODUCTION AND BACKGROUND	2
2. COMMUNITY STRATEGY	2
3. PART ONE: ORGANISATIONAL ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT	4
4. SC1 ASSET UTILISATION PERFORMANCE REVIEW	7
5. PART TWO: CONSULTATION PROCESSES	8
6. PART THREE: DATA MANAGEMENT	9
7. PART FOUR: PERFORMANCE MANAGEMENT AND MONITORING	11
8. PART FIVE: PROGRAMME & PLAN DEVELOPMENT & IMPLEMENTATION	12
9. PERFORMANCE REPORT UPDATED	14
10. CONTEXTUAL INFORMATION	15
11. APPENDICES	18

1. INTRODUCTION

1.1 The Capital Strategy documents (C.S.D.) of October 2006 referred to certain revisions of the Asset Management Plan in the light of a number of data-gathering initiatives including:-

12. Property Stock –condition surveys
13. Asbestos and Legionella Audits
14. Open Space Audit
15. National Land and Property Gazetteer

1.2 The C.S.D. also envisages the establishment of a three-level structure to deliver its capital investment programme and oversee the management of the assets, as follows:-

- Capital Programme Steering Group (C.P.S.G.)
- Senior Management Team
- Cabinet Portfolio Holder for Finance and Risk Management

1.3 The C.P.S.G. will report to the Senior Management Team on asset management performance. The C.S.D. defines the principal objectives of the A.M.P. as “to ensure a planned and structured approach to the management, acquisition and disposal of assets to meet the needs of the Council’s future strategy for service delivery”. The C.S.D. deems it imperative that the disposal of assets is programmed in such a way as to take maximum advantage of favourable market conditions to support the generation of future capital receipts or revenue income. Further details of how these directives are to be met are contained within the body of the Asset Management Plan (A.M.P.)

The Cabinet Portfolio Holder for Finance and Risk Management will receive regular reports on the performance of the non-operational asset portfolio and progress reports on the implementation of the Asset Management Plan.

The A.M.P. will constitute the key document identifying corporate asset issues and where these impact upon individual service delivery areas they will be fed into the capital programme via service delivery business plans.

1.4 In order to maximise resources to fund the Capital Programme the Council will seek to constantly review the Corporate Property Portfolio to identify surplus existing assets which will be included in the annual Disposal Programme, to produce additional capital receipts. Potential disposals of surplus property assets will be an important source of capital financing both in terms of the period covered by the Capital Strategy Document and further into the future. The Asset Management Plan will constitute a key reference document in this process.

1.5 The Council has produced previous Asset Management Plans in 2000 and 2003 which did not receive a favourable assessment from the Government Office North West. The Council has acknowledged that its performance in the field of asset management has been insufficient to promote the efficient management and monitoring of its asset portfolio. The Council has now restructured its operations to create a professionally managed property services function and allocated resources to address both identified information deficits and maintenance backlogs.

2. COMMUNITY STRATEGY

2.1 **Rossendale Alive – The Partnership Vision**

The vision for the Borough, as a whole is **Rossendale Alive**. This is set out in the Local Strategic Partnership’s Community Strategy which sets out a strategy to improve the quality of life in Rossendale over the longer term (2020) and is split across 8 **Strategic Objectives** -

- **Community Safety** – a place where people do not live in fear of crime;
- **Health** – a place where vulnerable people are looked after and all residents can look forward to a long healthy life;

- **Education** – a place where people of all ages will be well educated and capable of providing business with the human resource to compete in highly competitive global markets;
- **Environment** – a place which has attractive rural settings, a fantastic street scene and is easily accessible for all;
- **Housing** – a place where people have a choice of high quality housing which is affordable for all;
- **Economy** – a place where job prospects and wages are high and the cost of living is low;
- **Community Network** – a place where all opinions count and people respect and celebrate difference in gender; sexuality; race; culture and religion;
- **Culture** – a place which is a cracking place to live for people of all ages and is widely accepted as a major place to visit.

2.2 8 x 8 by 2008 – The Council Mission

The Council's contribution to the vision is defined by its overarching mission of "8 x 8 by 2008". This means that by 2008 the Council is determined to have 8 out of 10 customers satisfied with its services. In addition the Council will seek to have 8 out of 10 of its corporate priority indicators in the top quartile of performance by 2008.

2.3 Rossendale Borough Council - Corporate Objectives

In a similar way to the Community Strategy, the Council has 8 Corporate Objectives of which five are shared with the Local Strategic Partnership (i.e., **Environment; Housing; Culture; Economy; Community Involvement**). In addition to the shared objectives, the Council has three internal objectives which are:-

- **Customers** – being responsive and proactive to meet the needs of all our customers (i.e. "Putting Customers First")
- **Improvement** – the continuous provision of high quality public services built upon the foundations of Finance, Risk, Performance, Procurement and Human Resources Management
- **Partnerships** – increasing our capacity to deliver through effective partnerships

The Council's approach to delivering its objectives is through what we describe as the "**Capacity Building Model of Local Government**". This means that we will rigorously challenge how we do things to ensure that we have the secured the best means of delivering the quality of service that local people want. We have set out what this model means in a policy statement which is available at www.rossendale.gov.uk/capacitybuilding

2.4 Rossendale Borough Council - Priorities for Improvement

Across the 8 Corporate Objectives, local people and elected members have identified priorities for improvement. The aim of the prioritisation process is to ensure that the Council's resources and business plans are focused on delivering on the things that really matter to the well being of Rossendale residents and will contribute most to achieving the overall corporate objectives. The following list represents the proposed list of priorities for improvement for 2007/08 onwards together with their associated Corporate Objective:-

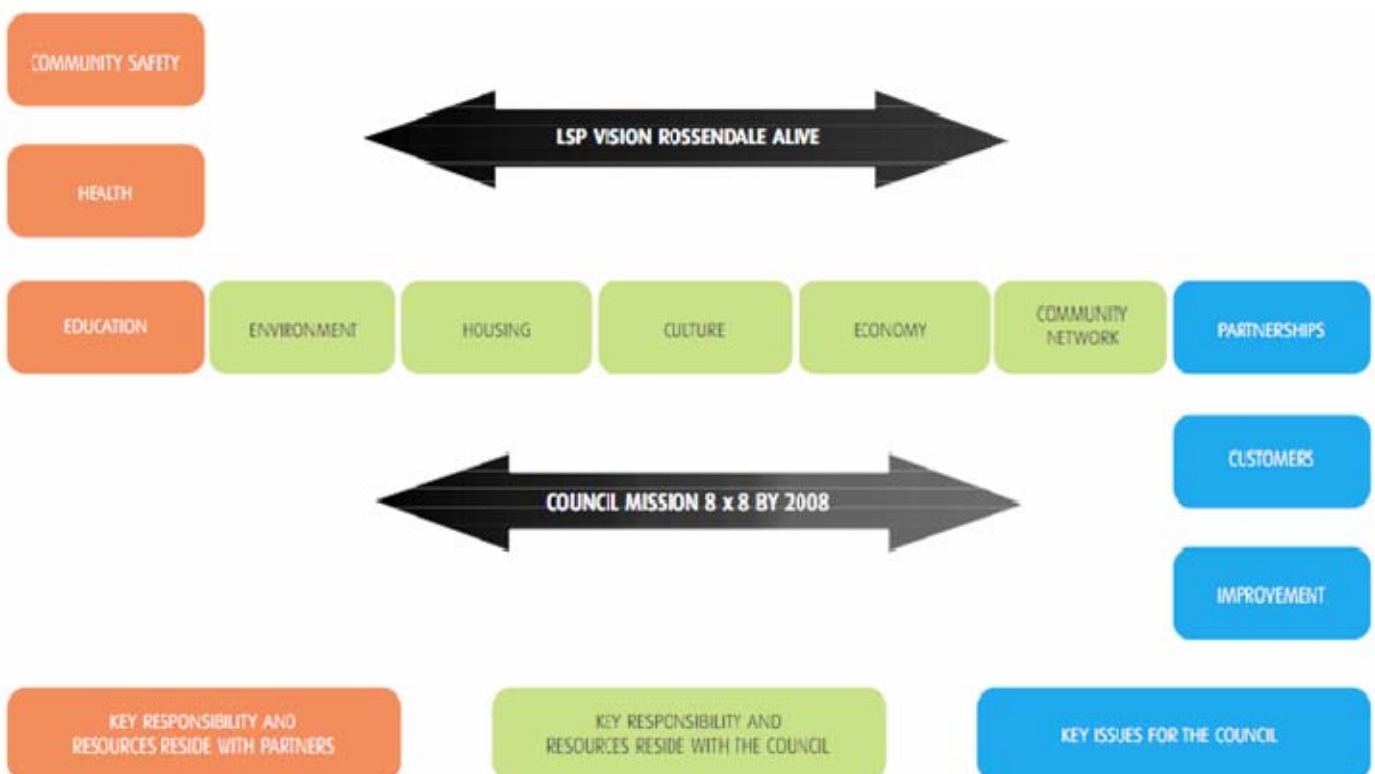
- Delivering quality services to customers (*Customers, Improvement*)
- Delivering regeneration across the Borough (*Economy, Housing*)
- Keeping our Borough clean and green (*Environment*)
- Promoting Rossendale as a cracking place to live and visit (*Economy*)
- Improving health and well being across the Borough (*Health, Housing*)

Enabled by:

- Strong financial management and the delivery of value for money services (*Improvement*)
- Equipping members to fulfil their role as leaders in the community (*Community Network*)
- Maintaining a workforce with the skills to deliver the priorities for the Borough (*Improvement*)

2.5 Clearly the first of the enabling priorities includes the need to improve asset management, while improving performance in this area will have beneficial impacts on the other priorities, for example improving the physical quality of leisure facilities will make them more attractive as a proposition in terms of improving health and well being across the borough.

2.6 All these various strands tie together as shown below:



PART ONE: ORGANISATIONAL ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT.

PC 1.1 Appointment of Corporate Property Officer and Formation of a Corporate Steering Group.

The Council has appointed the Executive Director of Resources as the Corporate Property Officer. The Executive Director of Resources reports directly to the Chief Executive and has direct responsibility for the Council's financial management, asset management, corporate planning and governance functions.

The Executive Director of Resources is supported in his role as Corporate Property Officer by the Capital Programme Steering Group (CPSG), which is made up of key stakeholders in asset management and capital programme issues from across the Council.

PC 1.2 Roles and responsibilities of the Corporate Property Officer (CPO).

The CPO is responsible for:

- 1. Preparation and maintenance of the Council's Asset Management Plan (AMP) including:**
 - a. Identifying all council owned land and property.
 - b. Introducing an assessment programme for the above in relation to the condition, fitness for purpose and sustainability and developing a '*reason for ownership*' argument in relation to the Council's strategic service plans and corporate plan.
 - c. Introducing a framework for identifying alternative options for assets for which a '*reason for ownership*' argument cannot be sustained, through an option appraisal process.
 - d. Developing a property performance measurement system.
 - e. Developing a comprehensive data management system for all Council owned land and property.
 - f. Preparing and maintaining the Council's Asset Management Plan (AMP).
 - g. The development and implementation of a corporate prioritisation methodology, to assist elected members in determining capital programming and expenditure.
 - h. The development of quality procedures for the implementation, monitoring and review of capital programmes.
- 2. Reviewing annually and reporting to elected members on the performance of land and property assets, involving:**
 - a. Reviewing corporate property aims, objectives and strategies in consultation with service departments and in line with the strategic service plans, best value and the Council's corporate plan.
 - b. Identifying key areas for change, where the usage of assets falls short of targets identified in the strategic service plan.
 - c. Appraising the performance of existing assets against indicators and targets identified in *strategic service plans*.
 - d. Reviewing the existing capital programme performance and agreeing a capital investment programme for the subsequent three years.
 - e. Commissioning an asset review, where performance fall short of targets identified in strategic service plans.
 - f. Offering advice to front line service providers on the effective and efficient use of assets, by clearly identifying surplus or under used assets highlighting the need for adapting existing or acquisition of new assets in order to meet or improve the service delivery objectives.

PC 1.3 Accountability

The CPO is the Executive Director of Resources who reports directly to the Chief Executive and is responsible for ensuring a systematic and co-ordinated approach to Asset Management.

The main annual reports to Council are:

- a. Approval of the Council's capital programme.
- b. Updating the Council's Capital Strategy and Asset Management Plan.
- c. Performance of the Council's assets and major capital schemes.

In addition, the CPSG group will report regularly to the Senior Management Team (SMT), and elected members where appropriate on the following performance indicators:

- Progress of capital schemes.
- Financial performance of capital schemes, including forecast to year-end.
- Progress of other projects/development to which the group is committed.

PC 1.4 Capital Programme Steering Group

The CPSG is the forum for all capital and asset management issues and comprises key stakeholders from across the Council.

The CPSG exists to assist the Council to achieve its corporate priorities through effective capital investment and efficient use of its assets.

The appointment in October 2006 of a Property Services Manager, whose lead role is to co-ordinate Asset Management, coincided with the establishment of the Capital Programme Steering Group (CPSG) as part of the Capital Strategy. This group replaces the previous Strategic Asset Management Planning Group (SAMP). The following table show the composition of the Group and the roles/responsibilities of its members.

OFFICER	ROLE/RESPONSIBILITY
Executive Director of Resources	Resources Corporate Management Team Member
Head of Financial Services	Financial advice and production of the Capital Investment Strategy
Head of Legal and Democratic Services	Strategic/Asset Management/Investment Portfolio Management
Property Services Manager	Capital projects planned public buildings repair, valuations and disposal
ICT Manager	ICT & telecommunications infrastructure and software investment
OTHER HEADS OF SERVICES as appropriate	Specific service delivery aspects of asset management

PC 1.8

The Terms of Reference of the CPSG are as follows:-

1. To report to the Management Team on asset management performance
2. Preparing and maintaining the Council's capital expenditure strategy.
3. To act as the key co-ordinating group which considers the capital programme in association with the Leader and portfolio holder for Finance and Risk Management.
4. To receive bids for capital resources based on annual service plans or where schemes are deemed of an urgent nature. To prioritise bids and make recommendations for inclusion in the capital programme via the Cabinet to the Council.
5. To objectively assess bids against the capital prioritisation schedule agreed within the Medium Term Financial Strategy (MTFS) and review the impact on revenue and other prudential indicators.
6. To make recommendations through Cabinet so that the capital programme is adopted by Council at the Budget and Council Tax setting meeting
7. To monitor the capital programme on a monthly basis.

The first meeting of this Group was held on the 9th November 2006, the minutes of which are included at Appendix 4.

The functions of decision making in relation to the results of the ongoing review of the performance and relevance of the Council's assets in relation to the delivery of the Corporate Priorities rests with the Council's Cabinet advised by the Corporate Property Officer, and the Property Services Manager working within the framework set by the CPSG. The CPSG has also assumed the following responsibilities from the former SAMP Group.

- To determine a clear rationale for owning an asset, in line with corporate priorities and service plans.
- To improve the condition of the Council's property assets and eliminate the backlog of maintenance.
- To ensure that the Council owned properties are suitable for their purpose.
- To dispose of surplus assets as quickly as possible, but ensuring we do not flood the market.
- To reduce the property running costs.
- To assess and reduce the risk associated with holding land and buildings.
- To ensure all public areas in Council owned buildings are accessible to people with disabilities.
- To ensure optimum returns on rented properties.

SC 1 Asset Utilisation Performance Review

During the period following the publication of the last AMP in 2003, a review of the use, provision, performance and management of assets was commissioned by the Corporate Property Officer, to ensure that the Council was gaining optimum utilisation and value from each asset. Key aims of the review were:

- I. To challenge the appropriateness of current staffing, funding, budget location and provision of assets.
- II. Consult relevant stakeholders on asset management and provision.
- III. To compare the way that the asset management function is provided and compare performance and practices to those of similar organisations (including the private sector) in the region.
- IV. To develop and review the Council's capability to be able to deliver a Capital Programme in preparation for successful funding bids to outside bodies.
- V. To identify external markets and examine alternative ways of delivering Council services that may offer better value.
- VI. To review and further develop the policies laid down in the Capital Strategy and Asset Management Plan.

This process will continue over the plan period but with CPSG members reporting to the CPO and the Group meeting.

SC 1 Rationalisation of under performing or surplus assets.

The identification of surplus assets is dependant on completion of the sufficiency and suitability surveys and work leading to NPPIs and LPIs. All assets declared surplus under the terms of the procedures set out in the Council's constitution will be recorded on a surplus asset register and will be reported in the annual asset management review.

The CPO, will conduct option appraisals (see Appendix 5 *Option appraisal methodology*) on each surplus asset, working with the members of the CPSG and will present recommendations to elected members where appropriate.

At all stages, option appraisal is structured using the four C's approach (challenge, compare, consult, compete) to best value.

SC 1 & 6 Shared Properties

Rosendale Borough Council has operated shared use facilities for a number of years, working with both internal and external partners and is keen to extend this to other areas. Current sites where this occurs are:

- Haslingden Sports Centre and Whitworth Swimming Pool: Burnley, Pendle and Rosendale Primary Healthcare Trust operate a medical referral scheme at these sites, providing exercise on prescription.
- Bacup Mechanics Hall: Contains a library operated by Lancashire County Council and part is leased to Bacup Judo Club.
- Haslingden Sport Centre: shared use with Parkwood Tennis Club.

- Ski Rossendale: The slopes are operated by the Council, with a private ski club (Rossendale ski club) and a retail outlet (Ellis Bringham).
- 41-45 Kay St: Rossendale Leisure Trust occupy these offices and are responsible for the operations of most of the Leisure facilities within the Borough
- A, B & D Centre, Bacup: Community Groups/Sports Development.
- One Stop Shop, Rawtenstall: Occupied by the Council's Development Control Licensing and Land Charges sections and a one-stop help desk covering Greenvale Homes (a local Housing Association) housing applications, housing benefit and other issues.

The Council has also been proactive in using its assets to support the development of community facilities across the Borough, for example

- Provision of a site for a community centre in Stacksteads to be funded by SRB resources.
- Transfer of the Council's municipal greenhouses at Stubbylee Park to a community enterprise.
- Making available a site for the development of a new Community Centre in Edenfield which will also enable the improvement of the local playing fields,

SC 1 Property Implications of Plans, Audits and Reviews.

A key element in the development of the Council's Capital Strategy and Asset Management Plan is the asset implications of all plans, reviews and audits.

The business planning process and the process allows the CPO on an annual basis, to establish details of individual service asset requirements and performance, and in particular:

- The asset implications of the corporate and community plans.
- The asset implications of service area business plans and any external audits or reviews.
- The performance of assets against recognised indicators and targets.
- Identify any discrepancy between current asset portfolio and requirements identified in service plans.
- Funding availability and opportunities for the coming year

SC 2 Stakeholder satisfaction information

.Customer satisfaction surveys continue to be routinely conducted in relation to property sales and lettings. In addition the 2004/05 and 2005/06 Staff surveys have included questions in relation to satisfaction with the working environment the response to which shows considerable year on year improvement.

SC 3 Elected member with responsibility for Asset Management

The elected members with responsibility for Assets are Councillor Duncan Ruddick (Leader of the Council) and Councillor Michael Ormerod Portfolio Holder for Finance and Risk Management.

SC 4 CPO's position with the Council's structure

The Executive Director of Resources is now the CPO and as such, occupies a very senior post within the Council's Senior Management Team. As a member of the Corporate Management Team (CMT), he plays a key role in the development and review of the Council's corporate priorities, BVPI's and the Council's business strategies.

SC 5 Implications for assets contained in the Council's key policies.

During the annual review process, the CPO will meet with heads of service, to confirm the asset requirements of their service plans and utilise the information in setting priorities for the Council's capital investment plan.

PART TWO: CONSULTATION PROCESSES

SC 7 General consultation.

Details of the wider consultation throughout the Borough are described in the Capital Strategy and are illustrated in appendix 1 of that document.

SC 7 Consultation with Service providers, Customers and Occupiers.

Consultation on all aspects of asset management shall initially take place through the Capital Programme Steering Group(CPSG), as stated elsewhere in this document.

Individual Departmental AMP's will be prepared for specific service areas, where the scale of asset utilisation makes it appropriate as part of the service planning review process, focussing on the aims and objectives stated in the service plans and how they link with the Council's corporate priorities. Each departmental AMP will provide the following information:

- Identifying consultation with its own customers, partners and occupiers.
- Identifying the asset requirements to enable the efficient provision of each service.
- Identifying the land and property implications of their own strategic and service plans.
- Providing key information to the CPO.

During 2003, all service providers were required to conduct a simple suitability survey of their properties and to provide a rating for each building (1-10). On completion of this exercise, the individual AMP's were to be updated and the information recorded on the property database for use when prioritising investment.

Further consultation with all stakeholders will take place as a result of the review of the Asset Management process within the Council. This will include a review of the capital projects procedures and will clearly link stakeholder consultation with the improvement process. This is identified in the AMP action plan.

PART THREE: DATA MANAGEMENT

PC 2.1 Maintenance of basic property records.

Basic property records are currently held on a card index system and property terrier and partly on a computer database. The Council is in the process of transferring all its property records to a computerised system and has recently acquired an asset management software system which is to be fully populated with all the asset management data following the appointment of a Data Inputter on a short term basis. The new system will manage core data (condition report, asbestos register, Legionella survey data, plans, electrical and gas testing certificates) relating to individual assets, including:

- An NLPG reference number (UPRN).
- Map references (eastings & northings), with eventual link to web based GIS due for implementation during 2007/08
- DCLG category and asset type.
- Client/portfolio responsibility.
- Property tenure.
- Maintenance liability.
- Valuation.
- Expenditure Codes.
- Links to plans of the specific property

PC 2.2 Validation

Current asset records are audited at regular intervals and property and land assets re-valued on a five year cycle. Information has been further verified at the condition survey stage and records audited prior to being entered into the asset management system.

PC 2.3 Use of data to manage asset performance.

In addition to the core data, the system will also be used to store the following, to assist the CPSG Group to manage assets in line with the DCLG guidelines and National Property Performance Indicators.

- Condition gradings of all building elements.
- Details of repairs backlog.
- Gross internal floor areas.
- Premises costs (repairs, energy and water).
- Energy consumption.
- Premises Management Costs.
- Suitability Gradings.
- Valuation information.
- CO2 emissions data.

PC 2.3 Condition Surveys

The Council has arranged for condition surveys to be carried out on all its properties by a private sector firm of Specialist Surveyors over the period May to August 2006 and is using the DCLG's condition and priority gradings to categorise each block. The work has been monitored by the Council's in-house Property Services Management team and the project was completed in September 2006.

The survey data was sourced from:

- Historical information.
- Detailed knowledge of the Property Services Management team.
- Site visits.

Following completion of the condition surveys and the recording of the data on the corporate database, the budget costings for outstanding maintenance works have been used to calculate an overall value of the backlog of repairs. As part of the condition survey, the gross floor area of all operational assets was to be re-measured. Existing floor plans were to be reviewed and floor plans produced for those properties for which no plans were available. This information will enable the CPSG Group to conduct a fundamental service review of asset management in order to identify surplus properties and ensure the efficient use of assets.

PC 2.3 Suitability Assessments

Through the SAMP Group, each service provider was asked to conduct a simple suitability survey in consultation with premises managers to be completed by December 2003. This combined with user group survey data will be used by the CPSG Group to feed into future capital investment plans, programmes and major property reviews.

PC 2.3 Premises Costs

Premises costs will be calculated from the Council's financial management system and entered onto the corporate database annually.

PC 2.4 Condition of buildings and maintenance backlog

Comprehensive statistics relating to the property portfolio are now available following completion of the condition surveys and implementation of the asset management software, both shown on the asset management action plan.

SC 12 National Property Land Gazetteer – Unique Property Reference Number (UPRN).

The Council is committed to the National Land and Property Gazetteer. Through implementation of the asset management software system, all property and land pockets will have a UPRN in compliance with BS7666. Work is currently ongoing by the ICT Section to allocate a UPRN to each property asset.

SC 13 Co-ordination of Property information and links with financial information.

Compatibility with finance and other software systems has been a key requirement of the asset management system which has been selected. To facilitate the holistic approach to asset management and the linking of systems, estates staff and technical staff were reorganised into one team, lead by the then Facilities Manager, which has since been transformed into the Property Services Team led by the Property Services Manager.

SC 14 Training Needs

As a result of the reorganisation stated previously, a programme of training has been identified in the service plan, to be implemented throughout the year. Additionally, the contract to supply and install the asset management system has included an on-going training programme for all Property Services Management staff and key CPSG members. Training needs will be monitored throughout the year and reported annually as part of the AMP review, and the individual appraisal system.

PART FOUR: PERFORMANCE MANAGEMENT AND MONITORING.

PC 3.1 Reporting to Elected members and Chief Officers.

The CPO, with key members of the CPSG Group will prepare an annual asset performance report. The report will be presented to Senior Management Group and Elected Members and will contain critical performance information, based on performance indicators that are being developed to measure performance and improvement in the following areas:

1. Delivery of the Council's Corporate Priorities.
2. Asset performance through the national property and project indicators.
3. Local performance indicators (when approved)

Additionally, the CPO will submit a report to the Corporate Management Team quarterly, giving a detailed breakdown of asset performance, development of systems and progress against the AMP action plan.

Currently, any relevant reports, minutes of CPSG meetings and an up to date action plan are maintained on the CPSG shared file on the Council's IT network and available to all CMT and CPSG members.

PC 3.3 Performance and progress of the capital programme

Details of the Council's capital schemes are contained in the contextual information forming part of this submission. Capital projects procedures are in place (appendix 6) and applied to current schemes over £25k in value. Procedures will be reviewed, to ensure that all DCLG requirements are met and to ensure that outcome performance indicators are agreed with the client at the feasibility stage and measured at the completion stage. Procurement options will also be investigated at this stage.

Future capital programmes will be monitored through meetings of CPSG. Service Heads will report back to Portfolio Holders through their regular 1:1 meetings. The capital procedures will be reviewed in 2007 and the monitoring regime amended to ensure that KPIs and performance on time and cost predictability can be reported to the CPSG Group monthly, CMT quarterly and in the CPO's annual report to elected members.

Outcomes outputs and Objectives of the Council

These are listed in sections 1-5 of the Council's Corporate Improvement Plan 2006-2009, which is accessible through the link below:

http://www.rossendale.gov.uk/site/scripts/download_info.php?fileID=979

SC 15 Local performance measures

As part of the business plan review process previously mentioned, the Council will develop local performance indicators in line with corporate priorities, to run alongside the national PPI's, that will link asset performance to the Council's corporate priorities.

SC 16 Comparisons with other organisations.

The Council recognises that rapid improvement in performance is required in the field of asset management, but is committed to developing excellent services. To ensure that the necessary improvement happens and that there is continuous improvement in this area, the Council has agreed an action plan that includes seeking guidance from a Beacon Status Authority. Key to the success of this service will be:

- Joining and playing an active part in the Institute of Public Finance Asset Management Planning Network Group.
- Benchmarking the service, working with Public Service Benchmarking Service.
- Attendance at AMP National Meetings by key personnel.

SC 17 Stakeholder consultation

The Council recognises that stakeholder consultation process requires further development to incorporate it into decision making processes of asset management. This has been identified in the Asset Management Action Plan (appendix 1)

SC 18 Continuous Improvement

Customer feedback (both internal and external) and performance indicators provide the foundation for managing continuous improvement in this area, as well as playing a vital part of the option appraisal and prioritisation of potential capital schemes.

SC 19 Responsibility for gathering information.

The Property Services Manager has responsibility for collecting and collating KPI information and gathering and maintaining design and construction indicators in relation to projects in excess of £25k in value.

Through the CPSG group, the Corporate Property Officer will also ensure that service heads maintain their own performance and local indicators in the form of performance reports to be presented to the CPSG Group on a monthly frequency utilising the corporate performance management system, Covalent.

Indicators for surplus property and space utilisation.

As part of the review process, performance indicators will be developed to identify and monitor under used and surplus assets. The process will include benchmarking with Beacon Authorities and the local PPI's will include:

- The net area of the Council's operational buildings as a % of GIA.
- The length of time to dispose of surplus assets (expressed as an average)
- Comparison of floor-space utilisation against national occupation standards for each area.
- The value and total floor-space of surplus properties expressed as a percentage of the total portfolio.

This task is identified in the Asset Management Action Plan (appendix 1)

SC 20 Maintenance backlog report

This information has now been compiled by the Council and Condition surveys to all buildings have been completed and the maintenance backlog programme is included at Appendix 7

SC 21 Suitability information

Suitability surveys will be carried out on all Council owned operational buildings and is identified as part of the asset management action plan. When completed, the information will be reported to the CPSG Group and form part of the quarterly report to CMT.

SECTION FIVE: PROGRAMME AND PLAN DEVELOPMENT AND IMPLEMENTATION

PC 4.1 Asset implications

All service heads, in consultation with the CPSG Group and the CPO will be required to identify the land and property implications of the Community Plan, Best Value Performance Plan, and the outcomes of any reviews, audits or benchmarking that may be conducted. Although this has not yet been completed, it has been identified as a priority on the Asset Management Action Plan (appendix 1: LPI 2).

PC 4.2 Priorities for proposed capital schemes

Prior to recommendation for approval, all proposed schemes shall be prioritised using the DLTR property priority and condition ratings, the criteria listed below and an option appraisal process detailed in Appendix 5. Main building elements will be targeted (structure, roof, walls, heating etc) rather than internal finishes.

Main priorities:

- Required to meet statutory obligations (service/health & safety).
- Required to meet corporate priorities.
- Required to meet service objectives.
- Required to meet government initiatives.
- Other.

Within these main priorities, priorities will be given to schemes that:

- Have capital needs clearly stated in reviews or plans.
- Relate to operational assets.
- Relate to front line service provision.
- Have the largest impact on PPI's against value of investment.
- Increase the generation of revenue savings.
- Attract maximum external funding against the proportion of Council investment.

PC 4.3 Three-year capital programme.

Production of the three year capital programme has been identified as a priority in the AM action plan and dependant on the completion of the condition surveys.

PC 4.4 Output and Outcome targets for capital programmes and plans.

Capital programme. Future major schemes in the Council's Capital Programme over £25k in value will be managed in accordance with its capital projects procedures. The current capital projects procedures were reviewed in 2003. The revised procedures will identify KPIs, and output/outcome targets linked to corporate priorities at the beginning of the process and employ NPPI 5A and 5B to monitor time and cost predictability.

Upon completion of the review, the process will be benchmarked with a Beacon Council.

SC 22 Property implications of the Council's objectives.

The full extent of the property implications attached to the corporate priorities has not yet been calculated, but forms part of the asset management action plan. As previously stated, Service Heads must identify land and property implications as part of their service reviews and suitability and sufficiency reviews and any other inspection, in consultation with the CPO.

SC 23 Corporate ownership of assets

Since the inception of the SAMP Group in April 2003 and nomination of the Corporate Property Officer, the Council has started to adopt a corporate approach to managing assets which will ensure that all decisions are in line with stated priorities and performance indicators. This approach is underpinned by:

- i. The operation of the Capital Programme Steering Group and the requirement for all issues relating to assets to be approved by this body.
- ii. The implementation of an Office Accommodation Strategy resulting in declaration of surplus assets (See Appendix 8)
- iii. The requirement for all proposals to acquire or dispose of assets to be subject to an option appraisal and approved by the CPSG Group.
- iv. The importance attached to the role of the CPO, illustrated by the seniority of the person in that role (Executive Director of Resources) and their ability to instil a pro-active asset strategy philosophy in other Heads of Service.

SC 24, 25 & 26 Analysis of gaps between current asset provision and performance and identified future needs.

The potential gaps have not yet been identified. Gap analysis will be carried out upon completion of the service plan review and the sufficiency and suitability reviews. This has been identified on the Asset Management Action Plan (appendix 1).

SC 27 Local Government White Paper October 2006

This report contains important implications for Asset Management Plans such as the community ownership of assets as proposed in the 'Quirke' review for publication as an action plan in spring 2007.

SC 28 Other Assets

Individual service holders will carry out periodic reviews re: utilisation of non-property assets. A recent exercise has been carried out by the Street Scene and Liveability Department to dispose of a number of surplus vehicles and equipment as follows:-

Rossendale Borough Council (RBC) awarded a 2 year contract for the hire and maintenance of refuse collection vehicles (RCV's), light industrial vehicles and grounds maintenance equipment. As a direct result, RBC had a number of vehicles from its own fleet, that became surplus to requirements. In addition, RBC had various tools and equipment previously used for maintenance, which were also no longer required. RBC sought tender submissions for the purchase of one, some, or all of the items by providing a price per item bid on a Schedule of Rates document. An advert for Expression of Interest was placed in a recommended relevant trade journal (MWR – Materials Recycling Week) and a local newspaper (Lancashire Telegraph). RBC Tenders received 23 responses and subsequently, 12 bids by the required deadline. Tenders were evaluated by the Senior Officers having regard to the best interests of RBC, ensuring the best and most economically advantageous arrangement for the Council. On evaluating all bids, the agreed criteria for a successful bid that was considered to represent best value to the Council was that the highest

bid per item for the vehicles was to be accepted: with a combined bid for the tools and equipment. Should all bids be successfully processed, the Council should realise capital receipts in the region of £72,500 ex VAT.

ALSO:

Other vehicles have been sold via auction as time restrictions/hand over of new vehicles as they became available, meant they could not be included in the above tender. There are some additional vehicles to those – with the best mode of disposal to be decided.

A similar exercise has recently been carried out in respect of surplus furniture by the Property Services Management Team,

PERFORMANCE INFORMATION REPORT - UPDATED

NPPI	Indicator	Performance	
		Operational buildings	Non-operational buildings
	Number.	54	74
	Value.	To Be Provided	To Be Provided
	Gross internal floor space.	To Be Provided	To Be Provided
	Maintenance backlog (5 year total)	£1,155,191.89	£696,671.90
1A	% of total gross internal floor area classed as condition A (Excellent)	To Be Provided	To Be Provided
1A	% of total gross floor area classed as condition B (Good)	To Be Provided	To Be Provided
1A	% of total gross floor area classed as condition C (Fair)	To Be Provided	To Be Provided
1A	% of total gross floor area classed as condition D (Poor)	To Be Provided	To Be Provided
1B	% of backlog that is priority 1	To Be Provided	To Be Provided
1B	% of backlog that is priority 2	To Be Provided	To Be Provided
1B	% of backlog that is priority 3	To Be Provided	To Be Provided
3A	Property management costs per sm GIA.	To Be Provided	To Be Provided
4A	Repair costs per sm GIA.	To Be Provided	To Be Provided
4B	Energy costs per sm GIA.	To Be Provided	To Be Provided
4C	Water costs per sm GIA.	To Be Provided	To Be Provided
4D	Carbon dioxide emissions per sm GIA.	To Be Provided	To Be Provided

NPPI	Indicator	Performance
2A	Avg. IRR for industrial investment portfolio.	IRR 12.8%
2B	Avg. IRR for retail investment portfolio.	applicable
2C	Avg. IRR for agricultural investment portfolio.	applicable

NPPI	Indicator	Performance
5A	% of projects where estimated outturn falls within +/- 5% of the estimated outturn expressed as a % of the total number of projects completed	To be Provided.
5B	% of projects falling within +/- 5% of the estimated timescale expressed as a % of the total number of projects completed in the financial year.	To Be Provided.

Contextual Information

Submission to Government Office North West

Contextual Information.

1. Gross and net revenue budgets.
2. Fixed assets and analysis of fixed assets as per the format of the consolidated balance sheet in the statement of accounts.
3. The number, gross internal area (GIA), type and value of assets across the main service areas.
4. Indication of the value of the assessed maintenance backlog across service areas.
5. Summary capital programme for the next 3-5 years and information on the source of capital funds, with particular reference to level of disposals anticipated for the period.
6. Indication of the Authority's intentions with regard to unsupported borrowing, following the introduction of the new capital finance system in 2004.
7. Brief background on area, population and characteristics of the authority.

Statistical and Financial Information

1 Gross & Net Revenue Budget Figures 2006/07

	£000's
Gross Budget	33,704
Net Revenue Budget	10,806

2 Information on fixed Assets as at 31st March 2006

	£000's
Intangible Assets	262
Operational Land & Buildings	12,942
Vehicle, Plant & Equipment	762
Community Assets	13
Non-Operational Land & Buildings	2,281
Total Assets	16,260

3. The number, gross internal area (GIA), type and value of assets across the main service areas



Contextual
Information Sectic

4. Indication of the value of the assessed maintenance backlog across service areas.



5 Year
Maintenance Back

5. Summary capital programme for the next 3-5 years

	Total Capital Costs £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £001
Capital Expenditure						
StreetScene & Liveability	775	455	80	80	80	80
Leisure	1,381	1,321	15	15	15	15
Regeneration	5,298	1,278	1,230	1,380	1,380	30
Corporate	1,638	838	200	200	200	200
Private Sector Housing	19,630	4,640	3,748	3,747	3,748	3,748
	28,721	8,532	5,273	5,422	5,422	4,073
Sources of Finance						
External						
Capital Grants	24,666	5,183	4,759	4,908	4,908	4,908
Internal						
Capital Receipts as at 01/04/06	115	115				
In year receipts*	9,268	3,233	2,035	2,000	1,000	1,000
	34,049	8,531	6,794	6,908	5,908	5,908
(Surplus) / Deficit	(5,328)	1	(1,521)	(1,486)	(486)	(1,836)

NB – Capital receipts are generated from disposal of land and buildings together with an annual £900k contractual commitment from Green Vale Homes this follows a Large Scale Voluntary Transfer of the Council's housing stock in March '06.

6. Corporate Borrowing

Following a successful Large Scale Voluntary Transfer (LSVT) of its housing stock the Council has become externally debt free. Any further need to borrow will only be taken on the evidence of a robust business case, including arrangements to repay principal, sustainability and affordability as per The Prudential Code. Any future external borrowing will therefore be on an EIP (equal instalments of principal) basis.

7. Area, Population and Characteristics of the Authority.

Rossendale is one of the smallest Lancashire districts, with a slowly rising population of just under 66,000. It covers 138 sq km between the conurbations of West Yorkshire and Greater Manchester; a band of urban development runs East-West along the deeply incised upper valley of the River Irwell, flanked by harsh Pennine moorland scattered with isolated settlements.

Centuries of sheep farming on the enclosed moorland gave way in the Industrial Revolution to textile mills, which in turn have been converted to footwear manufacture or other uses. A string of former mill towns – Bacup, Rawtenstall, Haslingden - runs east-west along the narrow valley floor, the western end being connected to the motorway network via the M66.

Eighty eight per cent of the borough is green space and a quarter is green belt land. It is an area of high landscape and recreational value and there are several programmes to enhance the cultural aspects of the natural environment, such as the East Lancashire Regional Park, Irwell sculpture trail and the planned Halo - one of a series of twenty first century landmarks being built as a regeneration and arts project by the East Lancashire Environmental Arts Network.

The borough also offers excellent opportunities for active leisure. The Mary Towneley loop of the Pennine Bridleway is used by walkers, mountain bikers and horse riders, and there are facilities for water sports and skiing in the borough, together with an annual motor bike show. A new sports hall to be used by the community has just opened at a school in central Rawtenstall.

Rossendale's built environment is characterised by the remains of its industrial heritage – there are over 260 listed buildings and eight conservation areas. Stone-built terraced housing constructed before 1919 forms a third of the housing in the borough; it is visually harmonious, and the Council has cleaned some terraces to their original creamy colour, but almost a quarter of these houses are unfit and many are occupied by low-income or elderly residents.

On the index of multiple deprivation, Rossendale ranks 92nd among English councils, between its neighbours Calderdale (86th) and Bury (97th). Aspects of deprivation such as crime and employment show few extremes, but there is a high degree of health deprivation in the borough – 20 per cent of super output areas (SOAs) are among the worst 10 per cent in the country.

Manufacturing, though a shadow of its former strength, still employs a quarter of the borough's workforce. Unemployment within Rossendale is low, and the economic activity rate, at 80 per cent, is well above regional and national averages. However, wage rates within the borough are low. People who work in the borough earn a median weekly wage of £289, well below both regional and national averages. By contrast, people who live in the borough (half of whom commute out of the borough to work, mainly in Greater Manchester) earn £360, higher than regional and national averages. This gap between the wages of residents and employees is the largest in Lancashire, and together with health and housing statistics points to a more general diversity among social and economic groups in the borough.

A comprehensive picture can be in the Rossendale Profile which can be downloaded from the Council's web site at:

http://www.rossendale.gov.uk/site/scripts/documents_info.php?documentID=409

The Council has 36 Councillors representing 14 wards. The political majority changed in 2004, and 24 Councillors are now Conservative, 10 Labour, and 2 independent. A cabinet-style executive governs the business of the council, and two overview and scrutiny committees cover performance and policy. The Council's net revenue budget is estimated at approximately £10 million in 2006-07, with the greatest share going to environmental services.

Following unfavourable corporate assessments, the Council is required to report progress on its corporate improvement plan to an Improvement Board led by the Department for Communities and Local Government (previously the Office of the Deputy Prime Minister). As part of its recovery plan, it has restructured most departments and is in the process of overhauling existing plans and processes and designing new ones to address areas of weakness. Its recent progress assessment report described it as having made 'good progress in the past year'.

The Council enjoys a high profile in the borough; 78 per cent of a survey sample in 2005 could name it as responsible for local services in their area, and the majority correctly identify which services it is responsible for. The proportion saying they were very or fairly satisfied with the way the Council runs things was 61 per cent, compared with 21 per cent who were fairly or very dissatisfied. However, the proportion of people saying that the Council now runs things better than it did three years ago was 15 per cent, against 25 per cent who said it runs things worse.

Rossendale Borough Council has approximately 250* full time employees, providing the following services:

Environmental Health Services
Waste Removal
Street Cleansing
Cemeteries

Parks & Open spaces
Local & District Planning
Regeneration
Strategic Housing
Democratic and Electoral Services
Legal services
Taxi and Entertainment Licensing
Corporate functions eg: Finance, Asset Management and Human Resource Departments

**Figures correct at 31/10/2006*

Investment in the Borough.

- The towns of Haslingden and Bacup have recently benefited from SRB funding which has led to substantial investment in the towns.
- The Council has prioritised investment into employment through the Futures Park scheme in Bacup
- Bacup, Stacksteads and Britannia also form part of the Elevate Housing Market Renewal Area, which has resulted in significant investment in improvements to the housing stock in the area.
- The transfer of the Council's housing stock will result in investment of £40m over the next 10 years.

Town Centre Regeneration.

Proposals to refurbish and extend the existing shopping mall (the Valley Centre) incorporating a new town hall and improved customer contact facilities are advancing and the Council is in contact with potential partners. The town centre will be further enhanced by the development of a modern new bus terminal on the site of the present bus depot, a new superstore to be built on a vacant site in St Mary's Way and the conversion of the currently vacant Ilex Mill complex into high quality apartments. Further works are being proposed to improve car-parking in the town. The area has also benefited from an Housing Market Renewal programme within Bacup and Stacksteads.