

CORPORATE PROPERTY STRATEGY				
ISSUE	DATE	PRIORITY (LOW, MEDIUM, HIGH)	RESPON SIBILITY	COMMENT
PROPERTY – THE CORPORATE RESOURCE				
That as a matter of principal, all property is considered to be a corporate resource available to support the delivery of all services.		H	HPropS	Complete
Consult with the Services to determine those that currently manage the City Council's property.	31/12/05	H	AMWG	Ongoing. This item has been included within the proposals for the Service Asset Management Plans
Preparation of Service Asset Management Plans.	31/3/06	H	HPropS & Service Heads	This is ongoing. Drafts have been received from 6 Services. These drafts have shown that there will be benefits to future planning for property and other service investments. The process has proved to be more time consuming than anticipated for Services and a greater need for Property Service input than anticipated.

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That a series of Geographic Asset Management Plans be produced to facilitate approaches to the use of assets on an area basis by the Council and other agencies to the benefit of services and the local community	30/9/06	M	HPropS	Initial discussions held with County. GIS systems in property departments currently not compatible but will be by autumn. Delay expected until 31/3/07
That during and following the preparation of the Service and Area Plans, consideration be given to the disposal of any property that is no longer required for the purpose of providing Council services and meeting the requirements of the Corporate Plan	31/3/07	M	HPropS	Ongoing.
That decisions on acquisition and disposal of property are taken corporately.	1/10/05	H	HPropS	Complete. Reports are prepared for meetings of the AMWG on each acquisition and disposal of property prior to the matter being referred to Members for approval.

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That all Services of the council have access to appropriate property management information	31/3/06	M	HPropS & Property staff	The TechnologyForge web module to be utilised to provide property management information to all Services of the City Council requires further development by the supplier with no date yet agreed for implementation.
That all Services of the City Council nominate an appropriate officer as the contact point for property matters.	31/12/05	M	HPropS & Service Heads	Complete. Service Heads have indicated that they wish to take on responsibility in most cases.
That Property Services retain information on all forms of Property Agreements.	31/12/05	H	HPropS & Service Heads	Complete.

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FACILITIES MANAGEMENT				
That all property owned by the Council is managed in a standard way that would ensure that all issues of maintenance, Health and Safety etc are dealt with in a consistent manner.	31/12/05	H	Premises Manager	Guidelines that form part of the Corporate Property Strategy are adopted for use by all Council Services
To manage premises in such a way as to prevent disruption of core activity within Services.	31/12/05	H	Premises Manager	Draft Service Asset Management Plans identify their critical core activities so that maintenance procedures can be identified or ensure that recovery procedures are in place should disruption take place.
To prioritise the functions of the facilities management staff.	31/12/05	M	Premises Manager	Complete

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FACILITIES MANAGEMENT				
To maintain policies on room hire.	1/4/06	Complete	Buildings Manager	Largely complete. Target for 2005/06 set at £38,500. Actual received £36,705 Future years' targets: to be based on quantity of lettings plus income
That consideration be given to a refurbishment of the Ashton Hall in partnership with users	31/12/06	M	Premises Manager	That upon completion of the options for the Access to Services Review, to enter into discussions with the Haffner Orchestra as a main user of the Ashton Hall to consider the future potential for the Hall and its refurbishment.
That a review of the cleaning function is undertaken.	31/3/06	M	Buildings Manager	Initial work complete following discussions with adjoining authorities. Remaining work to be considered with contractor.

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FACILITIES MANAGEMENT				
To consider the standard of all facilities, fixtures and fittings within Municipal Buildings	31/3/07	M	Premises Manager	That as part of the Access to Services Review, the requirement for facilities, fixtures and fittings are reviewed and are brought up to standard and subsequently maintained as fit for purpose.

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HEALTH & SAFETY				
To establish a hierarchy of control within the authority.	31/12/05	H	HPropS	A draft hierarchy of control has been prepared that goes beyond the proposals of the Strategy. Following consideration by the Safety Committee and Management Team, the hierarchy has been agreed in principle subject to minor amendments.
To ensure that Service Heads are aware of their responsibilities for Health & Safety	31/3/06	H	HPropS	Complete. All Service Heads have received training via the Council's insurers which also analysed the various risks involved.
To ensure that safety is adequately managed within Services	31/12/05	H	HPropS	Complete. Service Heads have generally asked to be the contact point within their services.

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HEALTH & SAFETY				
The Safety Co-ordinator would work with the Corporate Landlord to enable a co-ordinated approach to be taken in respect of all Health and Safety matters.	31/3/06	M	Safety Committee	This has been included in the hierarchy of control referred to above.
To enable Services to concentrate on their own areas of expertise	31/3/06	M	Premises Manager	Ongoing. All aspects of property management, including relevant health and safety issues such as maintenance of an Asbestos Register, in most buildings are dealt with in a standard manner by Property Services as the Corporate Landlord. There remains a need to consider the management issues at certain premises such as White Lund depot.

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HEALTH & SAFETY				
Co-ordination of Health & Safety and asset management policies	31/3/06	M	HPropS	Ongoing. The final version of the hierarchy of control referred to above will need to be submitted to the Safety Committee and all subsequent similar policies will be prepared on the same guidelines.
That policies and procedures are produced to control contractors working in buildings	31/3/06	M	HPropS	Draft proposals for a contractor control pack have been prepared.
A baseline set of property information is prepared for monitoring compliance with legislation, regulations and Council policies	31/3/06	M	Premises Manager	Ongoing. Information is being input into the TechnologyForge asset management system.

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HEALTH & SAFETY				
When the Council acquires property, guidelines are followed prior to any occupation of that property to ensure compliance with health and safety issues etc.	31/3/06	M	Premises Manager & Principal Valuer	Outstanding. In respect of <u>all</u> property to be acquired by the City Council, a Pre-Occupancy Plan (POP form) is being prepared that would be completed and made available to Property Services as Corporate Landlord.

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REPAIR MAINTENANCE AND IMPROVEMENT OF BUILDINGS				
That the condition of the Council's property portfolio is ascertained	31/3/06	H	Premises Manager	Complete. Report to be prepared for Asset Management Working Group and Cabinet.
That funding is in place to maintain the property portfolio and eradicate the backlog of repairs	31/3/06	H	HPropS	Ongoing. The condition surveys have been completed but there needs to be a fully funded plan prepared to undertake the required works over a five year period is agreed by the Council
That the undertaking of repairs and maintenance is carried out in accordance with agreed priorities	31/3/06	H	HPropS	Complete. All repairs, maintenance and improvement funds are prioritised in accordance with current practice as set out in the Corporate Property Strategy, with particular emphasis on the outcomes of the condition surveys and Access to Services Review to ensure that

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REPAIR MAINTENANCE AND IMPROVEMENT OF BUILDINGS				
				<p>the Council's retained properties are fit for purpose</p> <p>Current performance: % gross internal floor-space in condition categories A-C A - 20.87% B - 36.09% C - 43.04%</p> <p>in priority in levels 1 – 3 1 - 30.14% 2 - 46.2% 3 - 23.66%</p> <p>Targets 2010: A – 30% B – 70% C – 0%</p> <p>1 – 0% 2 – 70% 3 – 30%</p>

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REPAIR MAINTENANCE AND IMPROVEMENT OF BUILDINGS				
The ability to undertake the repairs programme is affected by capacity and training issues	30/9/05	H	HPropS	A new Premises Manager has been appointed with substantial maintenance experience.
	30/6/06	M	HPropS	That staff involved with the repair and maintenance programme have received specific training for both project management skills. Further training for the corporate project management processes will be delivered in due course.
That annual programmes of work are prepared each year and managed appropriately to ensure that there is a greater emphasis on planned as opposed to proactive maintenance	31/3/06	M	Premises Manager	Ongoing. The ratio of planned to reactive maintenance is now balanced in accordance with national guidelines. Further work is however required to improve the processes.

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REPAIR MAINTENANCE AND IMPROVEMENT OF BUILDINGS				
				Current performance: Planned : Reactive maintenance – 73:27 Target Performance: Planned : Reactive maintenance – 75:25
That a new maintenance contract be prepared	31/3/06	H	Premises Manager	Ongoing. Discussions are taking place with Council Housing of their abilities to deliver under the terms of such a contract. Should this not be possible, the contract should be outsourced as soon as possible.

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REPAIR MAINTENANCE AND IMPROVEMENT OF BUILDINGS				
To maintain premises in such a way as to prevent disruption of core activity within Services.	31/12/05	H	Premises Manager	Ongoing. Draft Service Asset Management Plans produced so far identify their critical core activities so that maintenance procedures can be identified that would prevent disruption of that activity.
To improve the knowledge of the spaces occupied by the Council's Services	31/5/06	M	Premises Manager	Ongoing. To be undertaken as part of the feasibility proposals that are to be part of the Access to Services Review.
To ensure that accommodation from which services are provided meets the need of the service providers	31/3/07	M	HPropS	Ongoing as part of the Access to Services Review.

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REPAIR MAINTENANCE AND IMPROVEMENT OF BUILDINGS				
That standard specifications are prepared for Council accommodation	9/04	Complete	HPropS	<p>That any improvements to buildings, whether as part of the Access to Services Review or not, shall be based upon the principles contained within the accommodation specifications that form part of the Corporate Property Strategy.</p> <p>Current space per office user – 10.74 sq. mts</p> <p>Target – 8 sq. mts.</p>
That all the Council's premises that are open to the public meet the standards of the Disability Discrimination Act	31/3/08	Ongoing	Premises Manager	That Disabled Access Surveys are undertaken and the outcome reported to the Asset Management Working Group to enable consideration of a prioritised programme of work to be prepared that would bring all the Council's buildings that are open to the public up to standard.

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REPAIR MAINTENANCE AND IMPROVEMENT OF BUILDINGS				
				<p>Current Performance: 75% (Upper quartile nationally)</p> <p>Target: 96% by 2008</p>
That energy management is introduced to all aspects of maintenance and improvement of buildings	31/3/06	M	Premises Manager	<p>Ongoing. That in accordance with the Council's energy policy, maintenance and improvement to any of the Council's buildings reflects the need to reduce energy consumption at all times.</p> <p>Targets: to be set in energy policy</p>

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DESIGN, PROCUREMENT AND CAPITAL PROGRAMME MONITORING				
That the existing contract for design services has expired	31/3/06	H	Premises Manager	Not complete. A new contract for the design process is procured during 2006/07
That the Council adopts the principles of change within the construction industry	31/3/06	M	All Service Heads & Project Managers	Ongoing. For all existing major schemes, on the commencement of the procurement exercise, consideration is given to the benefits of strategic partnering.

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DESIGN, PROCUREMENT AND CAPITAL PROGRAMME MONITORING				
That all capital bids reflect the need to consider partnership working	31/3/06	M	All Service Heads & Project Managers	Not complete. Revised advice needs to be prepared for the 06/07 budget cycle so that upon submission of the bid for capital funds to the AMWG, an indication is given that the procurement methods have been/will be considered.
That the design process should reflect the increased need to reduce energy consumption	31/3/06	M	All Service Heads & Project Managers	Ongoing, Further advice needs to be issued to ensure that in all schemes to be procured, there is full compliance with the Council's energy policies.
That full prioritised option appraisals are undertaken for capital programme schemes	31/12/05	H	Head of Financial Services	Not complete. The Asset Management Peer Review has also highlighted that the existing appraisal mechanism is adapted to ensure that a scoring process can be used to help determine the

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DESIGN, PROCUREMENT AND CAPITAL PROGRAMME MONITORING				
				appropriateness of capital bids, that schemes will be carried out to budget and on time, and that whole life costing is considered within the option process
The need to demonstrate good value for money in all schemes, that schemes are within budget and on time	31/3/06	H	All Service Heads & Project Managers	Ongoing. Appraisal forms for schemes submitted for approval demonstrate how value for money will be achieved as part of the appraisal process but this needs to be part of a continuing process of monitoring that is taking place in the Asset management Working Group Performance measures: % of projects where outturn is within +/- 5% of estimated

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				outturn % of projects falling within + 5% of the estimated timescale

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ACQUISITION AND DISPOSAL OF PROPERTY				
To ensure that the acquisition of property is in line with corporate guidelines	31/3/06	H	HPropS & all appropriate Service Heads	Ongoing. Acquisitions must follow the capital programme procedures that link schemes to the Corporate Plan prior to funding being agreed but this also needs to be in accordance with the managing Service's asset management plan
That the acquisition of property should not be undertaken in an uncoordinated way	31/3/06	H	HPropS & all appropriate Service Heads	Ongoing. All projects requiring the acquisition of property should be guided by a project team that includes the sponsoring Service and Property Services as a minimum, but this needs reinforcing in certain areas.

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That professional support is appropriately obtained	31/3/06	M	HPropS & all appropriate Service Heads	Complete. Should it be appropriate to appoint external agents to undertake the acquisition process, the Council's procurement processes should be followed
That appropriate information is obtained to allow the acquisition to proceed	31/12/05	M	HPropS	Complete. Property Services advise on the information required from any appointed external agents so that sufficient information is available to inform the legal acquisition process and the subsequent management of the acquired property.

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That the Council's records are amended to reflect the acquisition of new assets	31/3/06	M	HPropS & all appropriate Service Heads	Complete. As part of the process sufficient valuation information should be provided to enable the property to be insured and the Council's asset register to be updated Current performance – 100% properties insured
To link in with the policies relating to Health & Safety, facilities management and property maintenance, suitable planning is undertaken prior to occupation of premises	31/3/06	M	HPropS & all appropriate Service Heads	Outstanding. In respect of <u>all</u> property to be acquired by the City Council, a Pre-Occupancy Plan (POP form) is being prepared that would be completed and made available to Property Services as Corporate Landlord.
Corporate views should be taken on the disposal of property	1/9/05	H	HPropS	Complete. Where property disposals are to take place, the Head of Property Services reports to the AMWG prior to the disposals taking place.

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ACQUISITION AND DISPOSAL OF PROPERTY				
To ensure that the Council retains control of development in strategic areas	1/9/05	H	HPropS	Complete. Where strategic disposals take place, Development Agreements are considered the appropriate method of disposal to ensure that the Council retains some form of control over the form of the development and the links that it has in relation to the Council's Corporate Plan.
To ensure that the most appropriate form of income is received upon disposal of property	1/12/05	M	HPropS & Head of Financial Services	Complete. In appropriate circumstances, the Council considers whether, on the disposal of property, a capital receipt is required or a stream of income is to be retained geared to the anticipated income form the scheme as a whole.

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ENERGY EFFICIENCY				
That the Council seeks to meet national guidelines on energy consumption	31/10/05	H	HPropS	Complete. Following completion of the energy audit, an energy policy has been prepared identifying a programme of works to the Council's buildings.
That the Council adapts its buildings as it seeks to meet national guidelines on energy consumption	31/12/05	H	Premises Manager	Ongoing. Recent schemes have been in the category of minor works. The AMWG needs to consider further the programme of works and prepare recommendations for the Council to undertake the most cost effective works required as part of the bids for the capital programme utilising where possible match funding from the Carbon Trust. Current performance: Energy costs per sq. mt. GIA -

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ENERGY EFFICIENCY				
				£8.54 Water costs per sq. mt. GIA - £2.46 CO2 emissions in tonnes of CO2 per sq. mt. – 0.07 Targets: To be set in energy policy
That the Council meets future legislative requirements on energy conservation	TBA	L	Premises Manager	That the Council implements the requirements of the Energy Performance of Buildings Directive as soon as details are confirmed so as to be seen as an example of best practice.

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ENERGY EFFICIENCY				
That the Council uses renewable energy where possible	TBA	M	Premises Manager	<p>That the Council considers utilising alternative forms of energy e.g. wind turbines on receipt of a report from the LSP energy group.</p> <p>Current performance: All main municipal buildings supplied by green electricity supplies</p> <p>Target: to be set in energy policy</p>

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PROFESSIONAL SUPPORT				
That the Council manages its property portfolio in an effective, economic and efficient manner	31/3/06	H	HPropS	Not complete. The Asset Management Peer Review has identified that further support is required for the Corporate Property Officer to undertake his strategic management role.
That audit requirements are met in terms of required valuations	31/3/06	H	Principal Valuer	Complete. All asset valuations of both housing and non-housing stock are undertaken at a frequency agreed with Financial Services.
That the Council has adequate property insurance	31/3/06	M	Principal Valuer	Not complete. Discussions are being held with Financial Services with regard to the undertaking of a complete review of insurance valuations. Target: 20% of valuations undertaken each year but may be 100% in current year.

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PROFESSIONAL SUPPORT				
That the Council seeks an appropriate return on the value of its property when let to third parties	31/12/05	H	Principal Valuer	<p>Complete. All property is let and that lettings of property are at market value</p> <p>Current performance: Internal rate of return (IRR) for retail premises – 8.9% Income from rental as a % due – 97.38% % of floor space vacant – 10.74%</p> <p>Targets for 2010: IRR for retail premises – 10% Income from rent – 100% % of floor space vacant – 0%</p>

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PROFESSIONAL SUPPORT				

